# Feedback Results

# Your CompanyName Here

# 2025

## Sample Employee

Results Generated by HR-Survey

November 2025

# Introduction

### What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

### Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

### Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

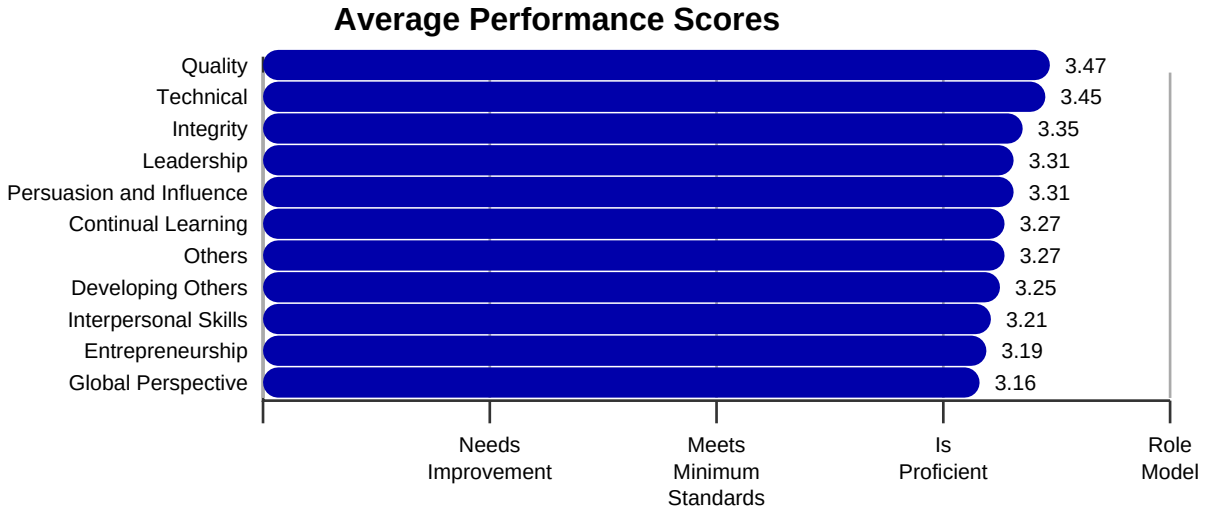
### What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

# Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

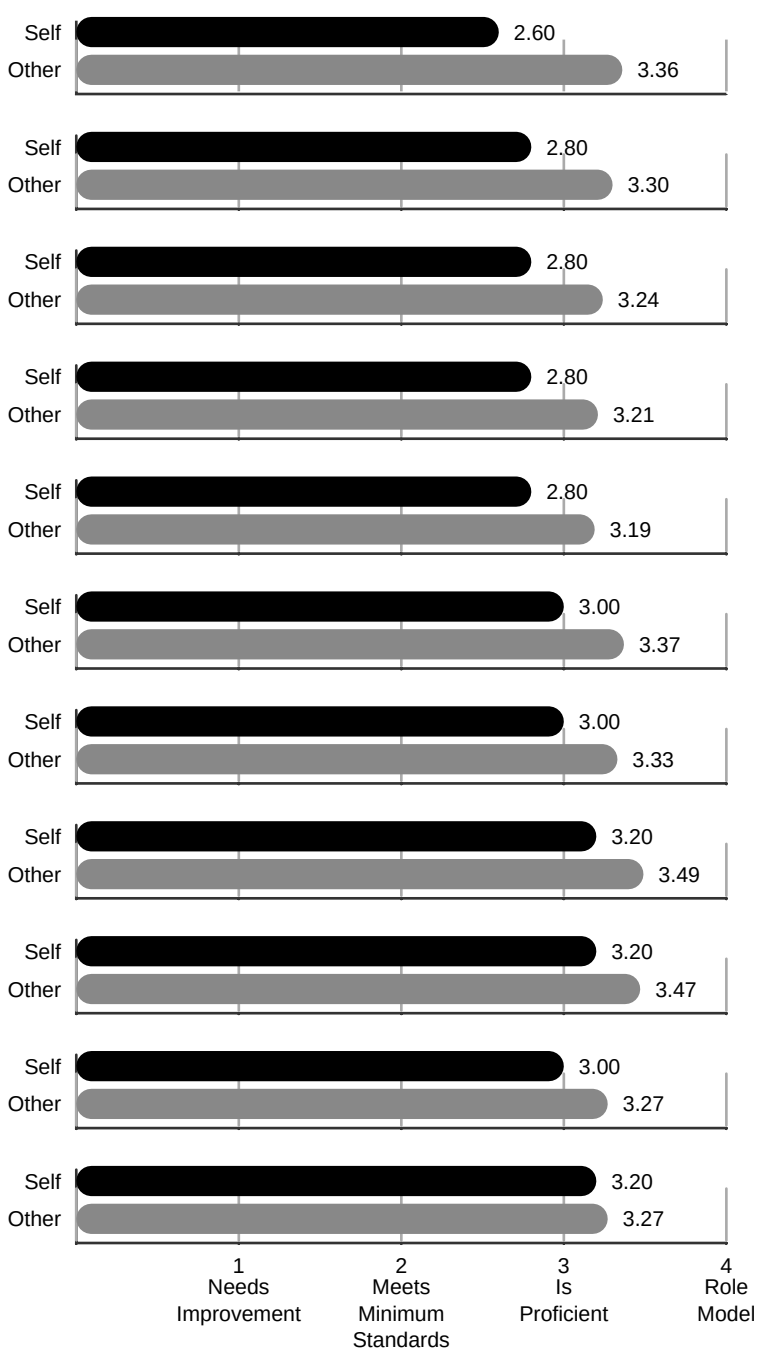
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



# Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.

| Dimension | How you see yourself and how others see you. | Gap |
|---|---|---|
| Persuasion and Influence | Self 2.60, Other 3.36 | 0.76 |
| Continual Learning | Self 2.80, Other 3.30 | 0.50 |
| Interpersonal Skills | Self 2.80, Other 3.24 | 0.44 |
| Entrepreneurship | Self 2.80, Other 3.21 | 0.41 |
| Global Perspective | Self 2.80, Other 3.19 | 0.39 |
| Integrity | Self 3.00, Other 3.37 | 0.37 |
| Leadership | Self 3.00, Other 3.33 | 0.33 |
| Quality | Self 3.20, Other 3.49 | 0.29 |
| Technical | Self 3.20, Other 3.47 | 0.27 |
| Developing Others | Self 3.00, Other 3.27 | 0.27 |
| Others | Self 3.20, Other 3.27 | 0.07 |



# Quality

## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|---|---|---|---|---|---|---|
| 1. Implements standardized and data driven quality processes/procedures. | 15 | 3.20 | 93.3 | 7% | | 67% | 27% |
| 2. Provides regular and timely feedback on quality levels. | 15 | 3.87 | 100.0 | | 13% | | 87% |
| 3. Investigates critical incidents that impact quality. | 15 | 3.33 | 93.3 | 7% | | 53% | 40% |
| 4. Resolves quality issues sooner rather than later. | 15 | 3.60 | 93.3 | 7% | | 27% | 67% |
| 5. Corrects issues in a timely manner. | 15 | 3.33 | 93.3 | 7% | | 53% | 40% |

## Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2024 | 2025 | Change |
|---|---|---|---|
| 1. Implements standardized and data driven quality processes/procedures. | 3.29 | 3.20 | -0.09 ▼ |
| 2. Provides regular and timely feedback on quality levels. | 3.65 | 3.87 | +0.22 ▲ |
| 3. Investigates critical incidents that impact quality. | 3.18 | 3.33 | +0.16 ▲ |
| 4. Resolves quality issues sooner rather than later. | 3.41 | 3.60 | +0.19 ▲ |
| 5. Corrects issues in a timely manner. | 3.24 | 3.33 | +0.10 ▲ |

Comments:

- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- She has been and is a mentor for me.
- When ___ was tapped for the VP position I was very pleased as she was a very good director.
- I like that she challenges me.
- ___ has been an asset to [CompanyName]. She has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with her ability bring about process improvements through her direction and guidence to develope and engage the telecommunication staff in this area. She has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.

# Integrity

## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|---|---|---|---|---|---|---|
| 6. Fosters an environment built upon trust. | 15 | 3.20 | 93.3 | 7% | 60% | 33% | |
| 7. Protects the integrity and confidentiality of subject data by anonymizing personal information. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 8. Understands the business need for self-regulation and integrity in reporting. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 9. Keeps confidential information secure and respects the privacy of team members. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 10. Provides honest and truthful information to others. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |

## Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2024 | 2025 | Change |
|---|---|---|---|
| 6. Fosters an environment built upon trust. | 3.24 | 3.20 | -0.04 ▼ |
| 7. Protects the integrity and confidentiality of subject data by anonymizing personal information. | 3.41 | 3.20 | -0.21 ▼ |
| 8. Understands the business need for self-regulation and integrity in reporting. | 3.24 | 3.40 | +0.16 ▲ |
| 9. Keeps confidential information secure and respects the privacy of team members. | 3.18 | 3.47 | +0.29 ▲ |
| 10. Provides honest and truthful information to others. | 3.35 | 3.47 | +0.11 ▲ |

Comments:

- Not many people can be as well rounded, as these qualities require completely different skill sets.
- Thoroughness, accuracy, professionalism.
- ___ is very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.
- ___ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- I have had personal interactions with ___ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- The few problems we have experienced during these changes is a reflection of ___'s leadership.

# Continual Learning

## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|---|---|---|---|---|---|---|
| 11. Seeks opportunities to grow in skills and knowledge. | 15 | 3.53 | 100.0 | | 47% | | 53% |
| 12. Shares best practices with others and learns from others. | 15 | 3.27 | 100.0 | | 73% | | 27% |
| 13. Sets relevant learning objectives and goals. | 15 | 3.33 | 100.0 | | 67% | | 33% |
| 14. Takes the initiative to learn new skills. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 15. Participates in regular training offered. | 15 | 3.07 | 80.0 | 20% | 53% | | 27% |

## Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2024 | 2025 | Change |
|---|---|---|---|
| 11. Seeks opportunities to grow in skills and knowledge. | 3.47 | 3.53 | +0.06 ▲ |
| 12. Shares best practices with others and learns from others. | 3.47 | 3.27 | -0.20 ▼ |
| 13. Sets relevant learning objectives and goals. | 3.35 | 3.33 | -0.02 ▼ |
| 14. Takes the initiative to learn new skills. | 3.18 | 3.13 | -0.04 ▼ |
| 15. Participates in regular training offered. | 3.00 | 3.07 | +0.07 ▲ |

Comments:

- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- I have great respect and appreciation for ___. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done effeciently and effectively.
- ___ is very reliable and collaborates well on projects.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- ___ consistently asks how the day is going, if she can help us at all.
- Is a natural leader with her personality. I believe more experience would make her a more effective leader.

# Leadership

## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|---|---|---|---|---|---|---|
| 16. Protects team members from unjust treatment, even at personal or professional risk. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 17. Assesses current capabilities before committing to new requests. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 18. Keeps an open mind to receiving feedback from others. | 14 | 3.00 | 92.9 | 7% | 79% | | 14% |
| 19. Able to say "no" when it is essential to maintaining quality and high standards. | 15 | 3.47 | 100.0 | | 53% | | 47% |
| 20. Can persuade other peers and team members. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |

## Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2024 | 2025 | Change |
|---|---|---|---|
| 16. Protects team members from unjust treatment, even at personal or professional risk. | 3.65 | 3.40 | -0.25 ▼ |
| 17. Assesses current capabilities before committing to new requests. | 3.47 | 3.27 | -0.20 ▼ |
| 18. Keeps an open mind to receiving feedback from others. | 3.12 | 3.00 | -0.12 ▼ |
| 19. Able to say "no" when it is essential to maintaining quality and high standards. | 3.59 | 3.47 | -0.12 ▼ |
| 20. Can persuade other peers and team members. | 3.29 | 3.40 | +0.11 ▲ |

Comments:

- I do very much appreciate that ___ will support me in a decision when needed.
- I value ___'s insight, knowledge and assistance on complex issues. She is a great team member.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- ___ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- ___ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.

# Persuasion and Influence

## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|---|---|---|---|---|---|---|
| 21. Engages in careful planning and preparation before communicating or proposing new ideas/projects. | 15 | 3.53 | 100.0 | | | 47% | 53% |
| 22. Builds an interpersonal rapport with clients and customers to more successfully persuade them to purchase specific products. | 15 | 3.00 | 80.0 | | 20% | 60% | 20% |
| 23. Advocates consistently for decisions aligned with ethical and organizational values, even when unpopular. | 15 | 2.87 | 80.0 | | 20% | 73% | 7% |
| 24. Strategically shapes communication to align with broader business priorities, ensuring that influence efforts support long-term organizational goals. | 15 | 3.47 | 100.0 | | | 53% | 47% |
| 25. Designs communication strategies that sequence information logically, building understanding and commitment step by step. | 15 | 3.67 | 100.0 | | | 33% | 67% |

## Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2024 | 2025 | Change |
|---|---|---|---|
| 21. Engages in careful planning and preparation before communicating or proposing new ideas/projects. | 3.35 | 3.53 | +0.18 ▲ |
| 22. Builds an interpersonal rapport with clients and customers to more successfully persuade them to purchase specific products. | 3.00 | 3.00 | |
| 23. Advocates consistently for decisions aligned with ethical and organizational values, even when unpopular. | 2.88 | 2.87 | -0.02 ▼ |
| 24. Strategically shapes communication to align with broader business priorities, ensuring that influence efforts support long-term organizational goals. | 3.00 | 3.47 | +0.47 ▲ |
| 25. Designs communication strategies that sequence information logically, building understanding and commitment step by step. | 3.76 | 3.67 | -0.10 ▼ |

Comments:

- She is committed to modeling anything that she would like to see implemented in our work environment.
- ___ does not shy away from making the tough calls and is respected by many members of our team.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- Communication to entire team is excellent and helps engage all staff. ___'s visibility to her team has been very positive.
- ___ has also come down to help our department when we have been very busy and needed help.

# Technical

## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|---|---|---|---|---|---|---|
| 26. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 27. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 28. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished. | 15 | 3.53 | 100.0 | | 47% | | 53% |
| 29. Willingly shares his/her technical expertise; sought out as resource by others | 15 | 3.67 | 100.0 | | 33% | | 67% |
| 30. Demonstrates mastery of the technical competencies required in his/her work. | 15 | 3.33 | 100.0 | | 67% | | 33% |

## Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2024 | 2025 | Change |
|---|---|---|---|
| 26. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices | 3.53 | 3.40 | -0.13 ▼ |
| 27. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice. | 3.12 | 3.33 | +0.22 ▲ |
| 28. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished. | 3.41 | 3.53 | +0.12 ▲ |
| 29. Willingly shares his/her technical expertise; sought out as resource by others | 3.59 | 3.67 | +0.08 ▲ |
| 30. Demonstrates mastery of the technical competencies required in his/her work. | 3.41 | 3.33 | -0.08 ▼ |

Comments:

- ___ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- ___'s job performance exceeds all the elements.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- She takes the time to explain to staff the rationale of changes being made.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- ___ is a great manager. Very supportive of her staff.

# Interpersonal Skills

## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|---|---|---|---|---|---|---|
| 31. A good listener who is attentive to others. | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |
| 32. Offers praise to colleagues who have successfully completed major projects. | 15 | 3.40 | 100.0 | | 60% | | 40% |
| 33. Keeps commitments made with coworkers. | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |
| 34. Effectively manages conflicts by dealing with them directly and immediately | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 35. Is transparent and honest in communications, intentions, and actions. | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |

## Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

| Item | 2024 | 2025 | Change |
|---|---|---|---|
| 31. A good listener who is attentive to others. | 3.18 | 3.20 | +0.02 ▲ |
| 32. Offers praise to colleagues who have successfully completed major projects. | 3.35 | 3.40 | +0.05 ▲ |
| 33. Keeps commitments made with coworkers. | 3.18 | 3.20 | +0.02 ▲ |
| 34. Effectively manages conflicts by dealing with them directly and immediately | 2.88 | 3.27 | +0.38 ▲ |
| 35. Is transparent and honest in communications, intentions, and actions. | 3.18 | 3.00 | -0.18 ▼ |

Comments:

- ___ always has the customer at the center of focus.
- She makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- ___ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ___ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ___ without her bringing them before the team for discussion.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.
- ___ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues

# Developing Others

## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|---|---|---|---|---|---|---|
| 36. Creates opportunities for professional development. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 37. Is open to receiving feedback. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 38. Creates a work environment that fosters positive feedback to employees. | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 39. Assigns tasks and responsibilities to develop skills of others. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 40. Develops employees by offering and encouraging them to take on new or additional responsibilities. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |

## Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2024 | 2025 | Change |
|---|---|---|---|
| 36. Creates opportunities for professional development. | 3.18 | 3.20 | +0.02 ▲ |
| 37. Is open to receiving feedback. | 3.35 | 3.27 | -0.09 ▼ |
| 38. Creates a work environment that fosters positive feedback to employees. | 3.24 | 3.27 | +0.03 ▲ |
| 39. Assigns tasks and responsibilities to develop skills of others. | 3.59 | 3.13 | -0.45 ▼ |
| 40. Develops employees by offering and encouraging them to take on new or additional responsibilities. | 3.29 | 3.40 | +0.11 ▲ |

Comments:

- In every interaction that I have had with ___, I have found her to be professional, reliable, and engaged in the process.
- I have not seen a lot of shared decision making. What I have see is her telling them what she needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again she has not had a lot of time to do this.
- She is very customer focused and this reflects in her division leadership and performance.
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- I admire ___ for showing courage, compassion and committment during her recent team sessions.
- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.

# Others

## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|---|---|---|---|---|---|---|
| 41. Is able to see issues from others' perspectives. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 42. Able to see issues from others' perspectives. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 43. Consistently demonstrates ability and willingness to trust others. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 44. Treats others with respect and dignity. | 15 | 3.00 | 86.7 | 13% | 73% | 13% | |
| 45. Works across boundaries within the organization. | 15 | 3.53 | 100.0 | | 47% | 53% | |

## Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2024 | 2025 | Change |
|---|---|---|---|
| 41. Is able to see issues from others' perspectives. | 3.29 | 3.33 | +0.04 ▲ |
| 42. Able to see issues from others' perspectives. | 3.41 | 3.33 | -0.08 ▼ |
| 43. Consistently demonstrates ability and willingness to trust others. | 3.35 | 3.13 | -0.22 ▼ |
| 44. Treats others with respect and dignity. | 3.18 | 3.00 | -0.18 ▼ |
| 45. Works across boundaries within the organization. | 3.35 | 3.53 | +0.18 ▲ |

Comments:

- ___ leads by example in each of the areas noted above.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- ___ offers support to her managers in a style that is engaging, consistent, and motivating.
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- ___ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position

# Entrepreneurship

## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|---|---|---|---|---|---|---|
| 46. Encourages risk taking for developing potential business opportunities. | 15 | 3.00 | 86.7 | 13% | | 73% | 13% |
| 47. Understands the processes and various stages of business development. | 15 | 3.20 | 93.3 | 7% | | 60% | 33% |
| 48. Balances risks and rewards when making decisions. | 15 | 3.20 | 93.3 | 7% | | 67% | 27% |
| 49. Seeks and utilizes mentors to help guide professional development. | 15 | 3.40 | 93.3 | 7% | | 47% | 47% |
| 50. Able to adapt the department to changing business demands and climate. | 15 | 3.13 | 80.0 | 7% | 13% | 40% | 40% |

## Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2024 | 2025 | Change |
|---|---|---|---|
| 46. Encourages risk taking for developing potential business opportunities. | 3.24 | 3.00 | -0.24 ▼ |
| 47. Understands the processes and various stages of business development. | 3.00 | 3.20 | +0.20 ▲ |
| 48. Balances risks and rewards when making decisions. | 3.18 | 3.20 | +0.02 ▲ |
| 49. Seeks and utilizes mentors to help guide professional development. | 3.35 | 3.40 | +0.05 ▲ |
| 50. Able to adapt the department to changing business demands and climate. | 3.29 | 3.13 | -0.16 ▼ |

Comments:

- ___ always presents herself in the most professional manner.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- She knows her material and obviously loves the continued learning that defines best practices.
- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.

# Global Perspective

## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|---|---|---|---|---|---|---|
| 51. Respects individual differences. | 14 | 3.14 | 92.9 | 7% | 71% | | 21% |
| 52. Engages in problem solving with individuals outside of the country. | 14 | 3.21 | 85.7 | 14% | 50% | | 36% |
| 53. Can effectively deliver presentations to international clients. | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 54. Demonstrates a curiosity about diverse individuals and cultures. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 55. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds. | 15 | 3.07 | 86.7 | 13% | 67% | | 20% |

## Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item | 2024 | 2025 | Change |
|---|---|---|---|
| 51. Respects individual differences. | 3.24 | 3.14 | -0.09 ▼ |
| 52. Engages in problem solving with individuals outside of the country. | 3.06 | 3.21 | +0.16 ▲ |
| 53. Can effectively deliver presentations to international clients. | 3.59 | 3.27 | -0.32 ▼ |
| 54. Demonstrates a curiosity about diverse individuals and cultures. | 2.94 | 3.13 | +0.19 ▲ |
| 55. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds. | 2.88 | 3.07 | +0.18 ▲ |

Comments:

- She is very responsive when asked for input or her assistance is requested.
- Having had minimal interaction with ___'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- Demonstrates a focus on the business goals through task prioritization.
- She cares deeply for what she does and it shows.
- ___ has done a great job in most of the areas above. She has really moved our services team forward in a very positive way.
- I believe I need to give her a chance to get into her position.

# Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

## What would help make you a more effective leader?

- Without a doubt, ___ is the best director I have worked for in my 30+ year carrer at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- She is very supportive of us and the job we do.
- She is very responsive when asked for input or her assistance is requested.
- She is an excellent communicator. The only real opportunity I see is around translating her data and observations into solid action plans to drive improvement.
- Improve communication delivery. Acknowledge what others are saying.

## What do you like best about working with this individual?

- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'•
- ___ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- Having a routine for schedule and coming to office more frequently

## What do you like least about working with this individual?

- Professionalism is an area where I feel ___ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.
- Be being better organized. It would help with prioritizing.
- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team. Working more collaboratively with her collegues can help avoid this as her intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- ___ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.

## What do you see as this person's most important leadership-related strengths?

- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- ___ always has the customer at the center of focus.
- I have truly appreciated her guidance.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- Always looking for ways to grow as a person. Inspires others to do the same.
- I look forward to learning and improving with her and the other members in the division.

## What do you see as this person's most important leadership-related areas for improvement?

- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- She is open to feedback and actively tries to improve.
- ___ is a great director, knows her scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- ___ is a great partner in Systems Implementation.
- The Core Competency Training has been a great success. ___ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- She is honest in her delivery and every decision she makes is in the best interest of the organization, customers or staff.

## Any final comments?

- She has a vast storehouse of knowledge about the facility and our policies.
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- Demonstrates a focus on the business goals through task prioritization.
- She does follow up and follow through.
- Expectations are not always clearly communicated/outlined.
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.