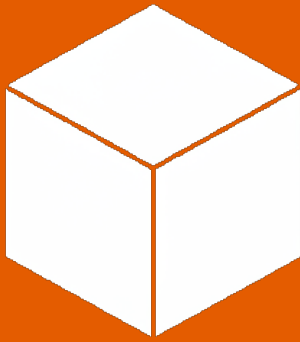




Feedback Results
Your CompanyName Here
2026

Sample Employee

Results Generated by HR-Survey

May 2026

Introduction

What you will find in this report

This report includes the feedback results gathered for you. It is designed to assist you in recognizing your strengths, identifying areas for improvement, and understanding where your self-assessment may differ from the feedback providers' perspectives.

We trust that you will recall from your experiences the challenge of offering such feedback, remain receptive to different viewpoints, and be prepared to incorporate this feedback into your personal development.

Goals of the 360 Degree Feedback

Multi-Source Feedback offers a comprehensive view of an individual's behavior and performance by incorporating diverse perspectives from the workplace. It provides recipients with valuable insights for their development and enriches reviewers with additional feedback.

Receiving feedback from various sources can enhance your self-awareness, illuminate how others perceive you across different roles, and contribute to your professional growth.

Receiving Feedback

Feedback is a valuable tool for self-reflection. It helps us understand how others perceive us, which can differ from our own self-image. By reflecting on feedback, we can set specific goals for professional growth. It's important to view feedback as a perspective on how we can improve our performance and relationships. Seeking and receiving feedback is the only way to uncover our "blind spots" and learn about the unintended negative consequences of our actions.

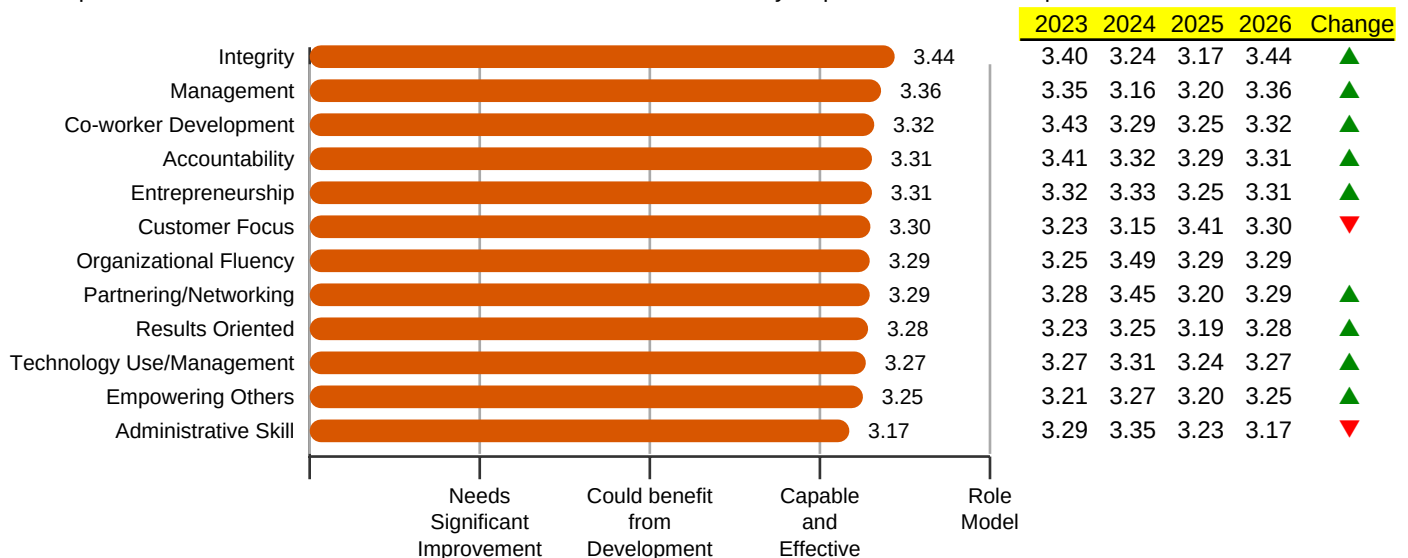
What to Do with Your Feedback

Use feedback to better understand yourself and set goals for improvement. Consider feedback as different perspectives on your strengths and weaknesses in specific areas where you want to be more effective.

Summary

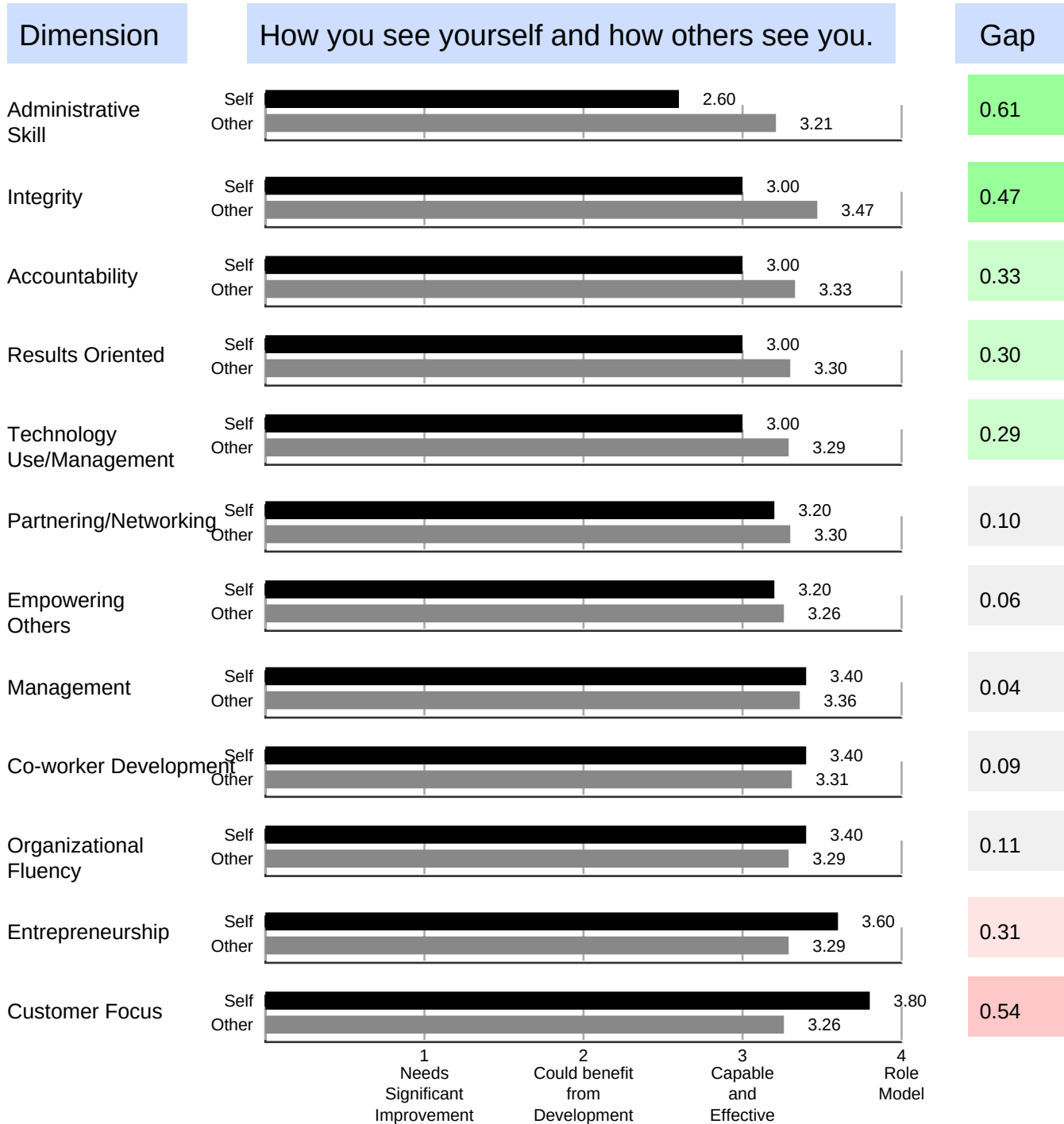
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 12 principal dimensions of leadership.

The summary scores for each dimension, displayed below, were derived by averaging the scores for all questions within that dimension from all respondents. These summary scores are arranged in descending order, with the highest scores at the top. The dimensions listed towards the bottom are the ones that may require the most development.



Gap Analysis

These charts graphically represent the "Gap" indicating the difference between your average self-assessment on each competency and the average rating given by other respondents. This visualization aids in identifying blind spots—areas where others rated you more favorably than you did yourself, indicated by varying shades of green. In contrast, it also highlights areas for improvement—where you rated yourself higher than others, shown in shades of red. The intensity of the color correlates with the size of the Gap. If a competency's Gap is not colored, it signifies consensus between your self-assessment and others' feedback.



Technology Use/Management

Technology Use/Management is the ability to implement new technologies effectively while coordinating the human, technical, and organizational transitions required for successful change. It involves integrating systems and workflows across teams, evaluating options and risks, and applying analytical insight to ensure technology genuinely improves performance. It requires optimizing processes, governing technology use responsibly, allocating resources strategically, and measuring outcomes to ensure investments deliver meaningful ROI. It also includes developing staff capabilities, shaping a supportive digital culture, and aligning roles and training so employees can confidently adopt and sustain new tools.

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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
1. I track the percentage of code generated with AI assistance by the team.	15	3.20	86.7	13%	53%		33%
2. I recognize and address cultural barriers to technology use, such as resistance, fear, or outdated norms.	15	3.33	100.0		67%		33%
3. You identify the technical skills required for current and emerging technologies and ensure the team has the right mix of talent to support them.	15	3.33	93.3	7%	53%		40%
4. I encourage cross-functional knowledge sharing about effective technology practices.	15	3.27	93.3	7%	60%		33%
5. I ensure third-party tools, plugins, and AI services used by the team meet security, privacy, and compliance criteria.	14	3.21	85.7	14%	50%		36%

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	2023	2024	2025	2026	Change
1. I track the percentage of code generated with AI assistance by the team.	3.20	3.20	3.00	3.20	+0.20 ▲
2. I recognize and address cultural barriers to technology use, such as resistance, fear, or outdated norms.	3.27	3.40	3.40	3.33	-0.07 ▼
3. You identify the technical skills required for current and emerging technologies and ensure the team has the right mix of talent to support them.	3.40	3.40	3.27	3.33	+0.07 ▲
4. I encourage cross-functional knowledge sharing about effective technology practices.	3.47	3.33	3.40	3.27	-0.13 ▼
5. I ensure third-party tools, plugins, and AI services used by the team meet security, privacy, and compliance criteria.	3.00	3.20	3.13	3.21	+0.08 ▲

Accountability

Accountability means taking responsibility for meeting performance expectations and being answerable for the outcomes. It recognizes that actions have consequences, which reflect our commitment to accountability. When individuals aim for high accountability, their performance improves. Accountability exists in a variety of ways including: performance appraisals/reports, delegation of responsibilities, expectations of results, keeping the supervisor informed, being on time, and treating employees well.

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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
6. You take full responsibility for project outcomes.	15	3.47	100.0		53%		47%
7. You can be counted on to do your role well.	15	3.40	93.3	7%	47%		47%
8. You accept accountability for your work.	15	3.20	86.7	13%	53%		33%
9. I consistently strive to meet high standards of excellence.	15	3.27	86.7	13%	47%		40%
10. You accept personal responsibility for not meeting expectations.	15	3.20	93.3	7%	67%		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	2023	2024	2025	2026	Change
6. You take full responsibility for project outcomes.	3.40	3.13	3.07	3.47	+0.40 ▲
7. You can be counted on to do your role well.	3.40	3.20	3.33	3.40	+0.07 ▲
8. You accept accountability for your work.	3.40	3.40	3.20	3.20	
9. I consistently strive to meet high standards of excellence.	3.53	3.40	3.60	3.27	-0.33 ▼
10. You accept personal responsibility for not meeting expectations.	3.33	3.47	3.27	3.20	-0.07 ▼

Integrity

Integrity is the unwavering commitment to core values, demonstrated through honesty, transparency, fairness, and ethical decisionmaking that sets a standard others feel compelled to follow. It earns trust by keeping commitments, maintaining confidentiality, supporting and respecting others, and consistently behaving in principled ways--even in small matters or when consequences are difficult. It requires accountability and selfregulation, including openly admitting mistakes, taking responsibility for outcomes, and ensuring actions align with stated values and organizational expectations. Integrity ultimately shows up through professionalism and leading by example, fostering strong interpersonal relationships and creating a culture where trust, excellence, and ethical conduct are the norm.

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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
11. You develop trust and confidence from others.	15	3.67	100.0	33%	67%		
12. You accept responsibility for mistakes.	15	3.40	93.3	7%	47%	47%	
13. I openly admit to errors and take responsibility, showcasing dedication to integrity, transparency and ethical behavior.	15	3.13	86.7	13%	60%	27%	
14. You can be trusted to do the right thing.	15	3.47	100.0	53%	47%		
15. You maintain a consistent level of integrity in all situations to earn the trust and respect of your colleagues and subordinates.	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	2023	2024	2025	2026	Change
11. You develop trust and confidence from others.	3.40	3.40	3.27	3.67	+0.40 ▲
12. You accept responsibility for mistakes.	3.53	3.20	3.00	3.40	+0.40 ▲
13. I openly admit to errors and take responsibility, showcasing dedication to integrity, transparency and ethical behavior.	3.20	3.21	3.40	3.13	-0.27 ▼
14. You can be trusted to do the right thing.	3.20	3.13	3.00	3.47	+0.47 ▲
15. You maintain a consistent level of integrity in all situations to earn the trust and respect of your colleagues and subordinates.	3.67	3.27	3.20	3.53	+0.33 ▲

Management

Management is the disciplined practice of aligning people, resources, and strategy to achieve organizational goals through clear communication, timely feedback, and consistent accountability. It involves leading by example, empowering others to act with confidence, and coordinating team efforts to ensure progress, development, and high performance. Effective managers establish focus and direction, inspire commitment, and recognize contributions while managing time, projects, and strategic priorities with precision. They delegate thoughtfully, supervise with integrity, resolve conflicts constructively, and allocate resources responsively to sustain momentum and drive results.

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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
16. I effectively coordinate the personnel required for completion of a job.	15	3.47	93.3	7%	40%	53%	
17. I set clear and ambitious goals to be met.	15	2.93	73.3	27%	53%		20%
18. You ensure the department consistently achieves production targets on time.	15	3.40	93.3	7%	47%	47%	
19. I acknowledge and celebrate when employees take initiative or solve problems on their own.	15	3.53	100.0		47%	53%	
20. You effectively allocate resources to sustain and grow the business/department.	15	3.47	100.0		53%	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	2023	2024	2025	2026	Change
16. I effectively coordinate the personnel required for completion of a job.	3.33	3.00	3.07	3.47	+0.40 ▲
17. I set clear and ambitious goals to be met.	3.40	3.20	3.33	2.93	-0.40 ▼
18. You ensure the department consistently achieves production targets on time.	3.47	3.53	3.20	3.40	+0.20 ▲
19. I acknowledge and celebrate when employees take initiative or solve problems on their own.	3.13	2.87	3.53	3.53	
20. You effectively allocate resources to sustain and grow the business/department.	3.40	3.20	2.87	3.47	+0.60 ▲

Administrative Skill

Administrative skills are a versatile set of abilities that ensure the efficient operation of an organization by managing schedules, organizing documents, and maintaining processes. These skills include strong communication, active listening, and time management to effectively coordinate tasks and foster collaboration. Being meticulous, systematic, and adept at handling office documents, logistics, and budgets reflects their attention to detail and organizational proficiency. Administrative professionals demonstrate technical proficiency, confidentiality, and a supportive mindset, making them invaluable in maintaining smooth workflows and a productive workplace.

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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
21. I prepare payroll and tax forms/reports.	15	3.00	80.0	20%	60%		20%
22. You proactively identify and address the needs of colleagues, clients, or stakeholders to providing effective support.	15	3.53	100.0	47%	53%		
23. You answer phone calls and direct calls to appropriate parties or take messages.	15	3.13	86.7	13%	60%		27%
24. You prepare and distribute documents/reports.	15	3.13	80.0	7% 13%	40%		40%
25. I provide context when delivering information so employees understand the purpose and relevance of the message.	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	2023	2024	2025	2026	Change
21. I prepare payroll and tax forms/reports.	3.47	3.13	3.20	3.00	-0.20 ▼
22. You proactively identify and address the needs of colleagues, clients, or stakeholders to providing effective support.	3.20	3.33	3.07	3.53	+0.47 ▲
23. You answer phone calls and direct calls to appropriate parties or take messages.	3.20	3.47	3.27	3.13	-0.13 ▼
24. You prepare and distribute documents/reports.	3.33	3.47	3.33	3.13	-0.20 ▼
25. I provide context when delivering information so employees understand the purpose and relevance of the message.	3.27	3.33	3.27	3.07	-0.20 ▼

Results Oriented

Results Oriented describes the ability to set clear, strategically aligned goals, prioritize the most urgent needs, and plan effectively by anticipating obstacles and adjusting approaches as conditions change. It reflects a disciplined focus on execution--staying on course despite distractions, remaining flexible when disruptions occur, and responding to setbacks with persistence, learning, and renewed direction. A resultsoriented individual actively monitors progress through performance measures and checkins, demonstrates a strong bias for action, and consistently achieves both short and longterm goals through motivation, accountability, and constructive communication. This mindset also emphasizes service, supportive supervision, and analytical decisionmaking, ensuring that people are helped, expectations are clear, strengths are leveraged, and tools or technologies are used to enhance efficiency and sustain high performance.

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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
26. You help others when free-time is available.	15	3.20	93.3	7%	60%		33%
27. You coordinate cross-functional efforts to ensure dependencies are addressed proactively.	15	3.40	93.3	7%	47%		47%
28. You give extra effort to solve problems and get work done on time.	15	3.60	93.3	7%	27%		67%
29. You are determined to complete tasks regardless of obstacles that may occur.	15	3.20	86.7	13%	53%		33%
30. You set the objectives for the team.	14	3.00	92.9	7%	79%		14%

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	2023	2024	2025	2026	Change
26. You help others when free-time is available.	3.53	3.33	3.33	3.20	-0.13 ▼
27. You coordinate cross-functional efforts to ensure dependencies are addressed proactively.	3.20	3.33	2.93	3.40	+0.47 ▲
28. You give extra effort to solve problems and get work done on time.	3.33	3.13	3.40	3.60	+0.20 ▲
29. You are determined to complete tasks regardless of obstacles that may occur.	3.21	3.20	3.20	3.20	
30. You set the objectives for the team.	2.87	3.27	3.07	3.00	-0.07 ▼

Customer Focus

Customer Focus is the commitment to understanding, anticipating, and consistently meeting customer needs through responsive, respectful, and solution-oriented service. It involves building trust-based relationships, acting with integrity, and delivering dependable experiences that exceed expectations and foster long-term loyalty. Customer-focused professionals listen actively, adapt quickly, follow through on commitments, and model a helpful, service-first mindset that inspires others. They embrace feedback, pursue continuous improvement, and create innovative, high-quality solutions tailored to the evolving needs of every customer.

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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
31. You develop good rapport and trust with the customer.	15	3.33	93.3	7%	53%	40%	
32. You interact with customers to define roles, expectations, and responsibilities.	14	3.29	100.0		71%		29%
33. I take the initiative in solving difficult customer issues.	15	3.27	100.0		73%		27%
34. I ensure every customer receives the same high standard of service, regardless of the situation.	15	3.47	93.3	7%	40%	53%	
35. I keep the customer informed of all progress.	15	3.13	86.7	13%	60%		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	2023	2024	2025	2026	Change
31. You develop good rapport and trust with the customer.	3.13	3.07	3.47	3.33	-0.13 ▼
32. You interact with customers to define roles, expectations, and responsibilities.	3.40	3.07	3.60	3.29	-0.31 ▼
33. I take the initiative in solving difficult customer issues.	3.07	3.33	3.33	3.27	-0.07 ▼
34. I ensure every customer receives the same high standard of service, regardless of the situation.	3.33	3.00	3.53	3.47	-0.07 ▼
35. I keep the customer informed of all progress.	3.20	3.27	3.13	3.13	

Empowering Others

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
36. You encourage employees to define their own goals and success metrics for assign work.	15	3.20	93.3	7%	67%		27%
37. You set clear goals for others to accomplish.	15	3.33	93.3	7%	53%		40%
38. I allow employees to take on more responsibilities.	15	3.07	86.7	13%	67%		20%
39. You create opportunities for employees to exercise their independence.	15	3.33	100.0		67%		33%
40. You set clear goals for assignments.	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	2023	2024	2025	2026	Change
36. You encourage employees to define their own goals and success metrics for assign work.	3.53	3.20	3.33	3.20	-0.13 ▼
37. You set clear goals for others to accomplish.	3.20	3.27	3.07	3.33	+0.26 ▲
38. I allow employees to take on more responsibilities.	3.13	3.40	3.33	3.07	-0.27 ▼
39. You create opportunities for employees to exercise their independence.	3.20	3.27	3.00	3.33	+0.33 ▲
40. You set clear goals for assignments.	3.00	3.20	3.27	3.33	+0.07 ▲

Co-worker Development

Invests in the professional development of 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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
41. You provide ongoing feedback to co-workers on your development progress	15	3.33	93.3	7%	53%		40%
42. You take immediate action on poor performance	15	3.40	93.3	7%	47%		47%
43. You set and clearly communicate expectations, performance goals, and measurements to others	15	3.13	86.7	13%	60%		27%
44. You give others development opportunities through project assignments and increased job responsibilities	15	3.27	100.0		73%		27%
45. You work to identify root causes of performance problems	15	3.47	100.0		53%		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	2023	2024	2025	2026	Change
41. You provide ongoing feedback to co-workers on your development progress	3.47	3.20	2.93	3.33	+0.40 ▲
42. You take immediate action on poor performance	3.27	3.53	3.13	3.40	+0.27 ▲
43. You set and clearly communicate expectations, performance goals, and measurements to others	3.87	3.13	3.20	3.13	-0.07 ▼
44. You give others development opportunities through project assignments and increased job responsibilities	3.33	3.27	3.87	3.27	-0.60 ▼
45. You work to identify root causes of performance problems	3.20	3.33	3.13	3.47	+0.33 ▲

Partnering/Networking

Partnering/Networking is the strategic process of building alliances, expanding professional networks, and forming meaningful relationships to create opportunities and drive collaborative success. It involves aligning resources, exchanging information, fostering mutual learning, and engaging in cross-functional activities to streamline workflow while maintaining trust, commitment, and clear communication. Through effective collaboration, organizations and individuals establish common ground, define agreements, resolve conflicts, and ensure oversight in partnerships that maximize shared strengths and industry impact.

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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
46. I form strategic alliances with firms that specialize in areas that are complementary or help the company.	15	3.40	93.3	7%	47%	47%	
47. I collaborate with other departments to streamline and improve workflow efficiency.	15	3.20	93.3	7%	67%		27%
48. You maintain infrastructure to support partnerships and networks.	15	3.20	93.3	7%	60%		33%
49. You proactively surface emerging concerns or misalignments to partners early, preventing small issues from escalating into larger conflicts.	15	3.47	100.0		53%		47%
50. You ensure all participants in the network are treated fairly and equitably.	15	3.20	86.7	13%	53%		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	2023	2024	2025	2026	Change
46. I form strategic alliances with firms that specialize in areas that are complementary or help the company.	3.27	3.40	3.20	3.40	+0.20 ▲
47. I collaborate with other departments to streamline and improve workflow efficiency.	3.33	3.40	3.20	3.20	
48. You maintain infrastructure to support partnerships and networks.	3.60	3.33	3.20	3.20	
49. You proactively surface emerging concerns or misalignments to partners early, preventing small issues from escalating into larger conflicts.	3.00	3.47	3.13	3.47	+0.33 ▲
50. You ensure all participants in the network are treated fairly and equitably.	3.20	3.67	3.27	3.20	-0.07 ▼

Entrepreneurship

Entrepreneurship is the ability to recognize opportunities, envision new possibilities, and innovate in ways that create meaningful value for the organization. It involves navigating uncertainty with confidence and strategic insight, using independence, resourcefulness, initiative, and sound business judgment to move ideas from concept to execution.

Entrepreneurial managers build strong relationships, influence others, and continually improve systems and themselves while persistently advancing opportunities despite obstacles. Ultimately, Entrepreneurship is defined by the courage to take risks, the discipline to deliver results, and the commitment to cultivate an enterprising, customer-oriented environment where new ideas can thrive.

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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
51. You transform emerging ideas into new offerings that expand the department's value proposition.	15	3.53	100.0	47%		53%	
52. You create value for the organization.	15	3.27	93.3	7%	60%		33%
53. You maintain an optimistic environment in the department.	15	3.33	100.0	67%		33%	
54. You have a strategic awareness on how to promote the organization.	15	3.40	93.3	7%	47%		47%
55. You exhibit a high sense of self-belief.	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	2023	2024	2025	2026	Change
51. You transform emerging ideas into new offerings that expand the department's value proposition.	3.47	3.47	3.13	3.53	+0.40 ▲
52. You create value for the organization.	3.47	3.00	3.60	3.27	-0.33 ▼
53. You maintain an optimistic environment in the department.	3.20	3.20	3.13	3.33	+0.20 ▲
54. You have a strategic awareness on how to promote the organization.	3.20	3.60	3.13	3.40	+0.27 ▲
55. You exhibit a high sense of self-belief.	3.27	3.40	3.27	3.00	-0.27 ▼

Organizational Fluency

Able to work within the department/division/organization. Understand how different parts of the business interact.

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 Significant Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Significant Improvement	Could benefit from Development	Capable and Effective	Role Model
56. You are able to deal with sensitive issues with tact and professionalism.	15	3.53	100.0		47%	53%	
57. You get things done through the department.	15	2.93	86.7	13%	80%		7%
58. You understand the current organizational culture.	15	3.53	93.3	7%	33%	60%	
59. You are able to explain departmental policies and procedures to others.	15	3.33	93.3	7%	53%	40%	
60. You anticipate problems that may affect the department.	15	3.13	86.7	13%	60%		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	2023	2024	2025	2026	Change
56. You are able to deal with sensitive issues with tact and professionalism.	3.13	3.47	3.13	3.53	+0.40 ▲
57. You get things done through the department.	3.13	3.53	3.20	2.93	-0.27 ▼
58. You understand the current organizational culture.	3.27	3.27	3.33	3.53	+0.20 ▲
59. You are able to explain departmental policies and procedures to others.	3.33	3.53	3.33	3.33	
60. You anticipate problems that may affect the department.	3.40	3.67	3.47	3.13	-0.33 ▼