



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

February 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.

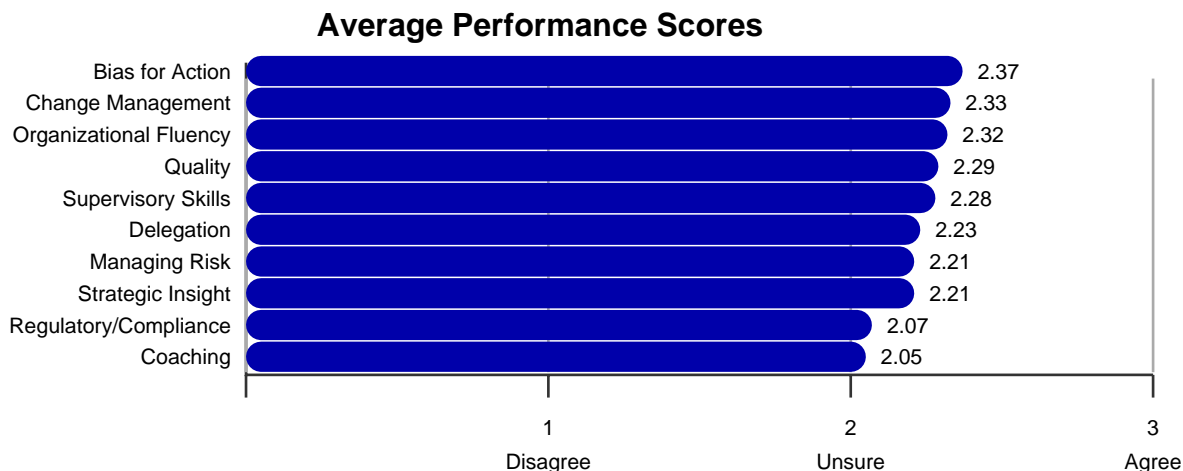
What to Do with Your Feedback

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 10 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.



Bias for Action

Definition:

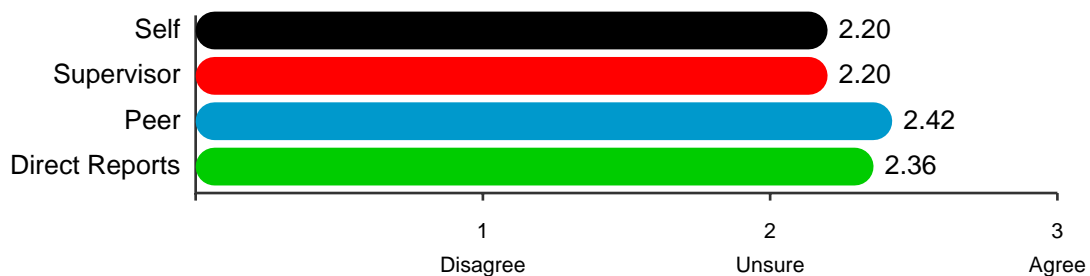
Has a desire/preference to act immediately to accomplish tasks. Would rather act now than later. Unafraid of making decisions in uncertainty.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



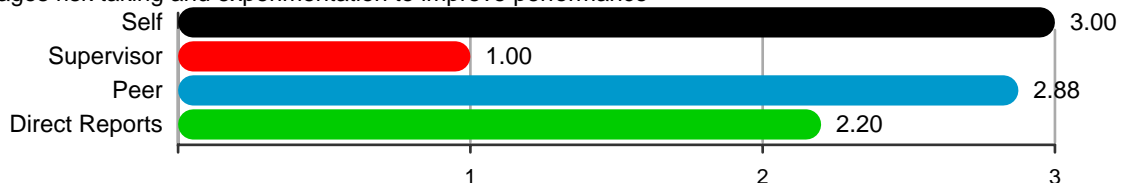
Scores on Each Item:

The scores for each of the items in this competency are shown below.

1. Completes work on time



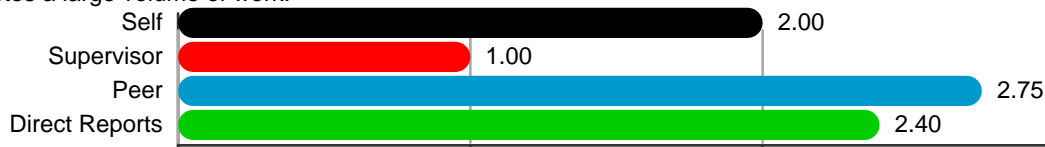
2. Encourages risk taking and experimentation to improve performance



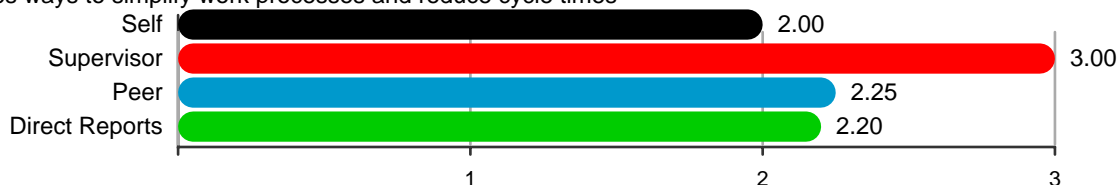
3. Seeks and utilizes opportunities for continuous learning and self-development.



4. Completes a large volume of work.



5. Identifies ways to simplify work processes and reduce cycle times



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 (Disagree) to green (Agree).

| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|---|----|------|------|---------------|-------------|------------|
| 1. Completes work on time | 15 | 2.27 | 33.3 | 7% | 60% | 33% |
| 2. Encourages risk taking and experimentation to improve performance | 15 | 2.53 | 73.3 | 20% | 7% | 73% |
| 3. Seeks and utilizes opportunities for continuous learning and self-development. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 4. Completes a large volume of work. | 15 | 2.47 | 53.3 | 7% | 40% | 53% |
| 5. Identifies ways to simplify work processes and reduce cycle times | 15 | 2.27 | 40.0 | 13% | 47% | 40% |

Comments:

- _____ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.
- _____ always goes above and beyond in his daily work.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- He has taken his team to the next level.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- _____ exemplifies all of these qualities.

Supervisory Skills

Definition:

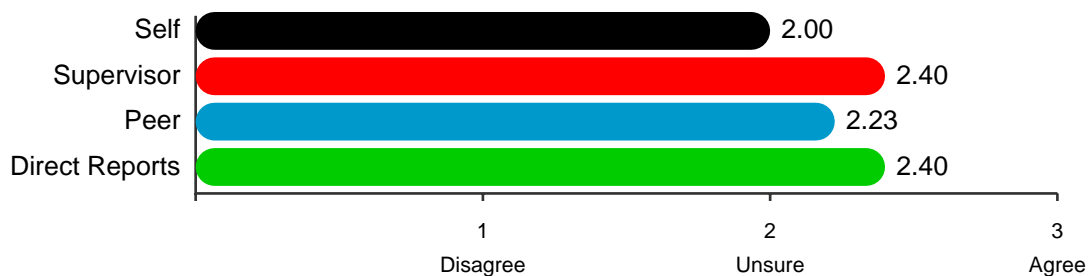
Supervisors can create and sustain an engaging work environment; inspire and foster creativity, trust, and a positive workplace climate; make decisions and allocate resources; enforce discipline and conduct performance reviews. This is done by delegating tasks, resolving personnel issues, coordinating schedules and timelines, establishing good rapport with employees.

Why this is Important:

Supervisory skills are crucial for effective business operations. These skills are needed to ensure that work get done and is done properly and on time. Supervisory skills also contribute to creating a positive, productive work environment.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



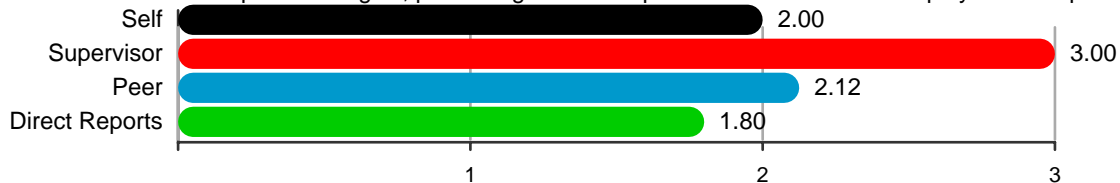
Scores on Each Item:

The scores for each of the items in this competency are shown below.

6. Is able to manage emotions during difficult times.



7. Emphasizes constructive discipline strategies, prioritizing the development and feedback of employees over punitive measures.



8. Determines appropriate staffing levels for the job.



9. Conveys instructions, directives and guidelines to the employees.



10. Is diligent about completing performance assessments on time.



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 (Disagree) to green (Agree).

| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|--|----|------|------|---------------|-------------|------------|
| 6. Is able to manage emotions during difficult times. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 7. Emphasizes constructive discipline strategies, prioritizing the development and feedback of employees over punitive measures. | 15 | 2.07 | 26.7 | 20% | 53% | 27% |
| 8. Determines appropriate staffing levels for the job. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 9. Conveys instructions, directives and guidelines to the employees. | 15 | 2.40 | 53.3 | 13% | 33% | 53% |
| 10. Is diligent about completing performance assessments on time. | 15 | 2.47 | 60.0 | 13% | 27% | 60% |

Comments:

- He can ask a question and truly listen to the answer before giving feedback.
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- _____ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- He makes his expectations clear to his team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.

Delegation

Definition:

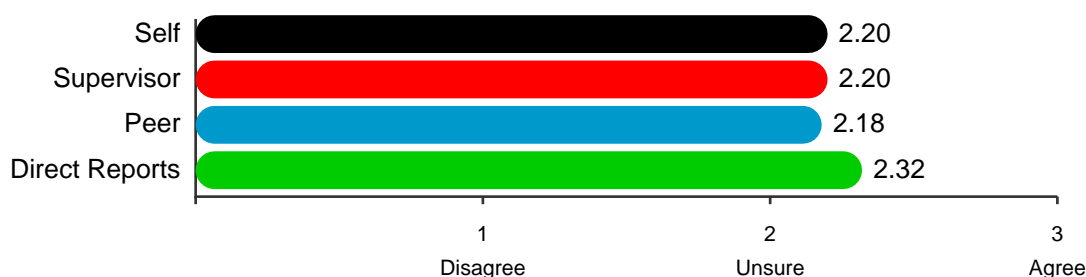
Delegates tasks, responsibilities, and authority to others.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



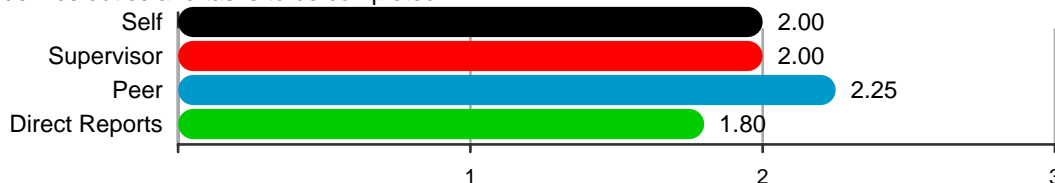
Scores on Each Item:

The scores for each of the items in this competency are shown below.

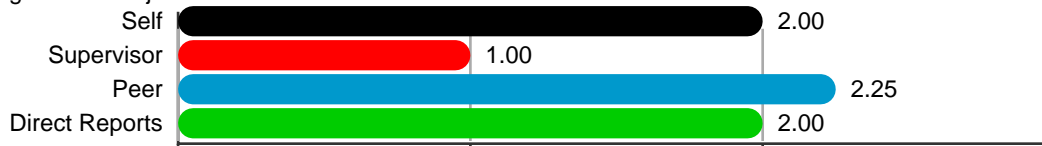
11. Allows subordinates to use their own methods and procedures.



12. Clearly defines duties and tasks to be completed.



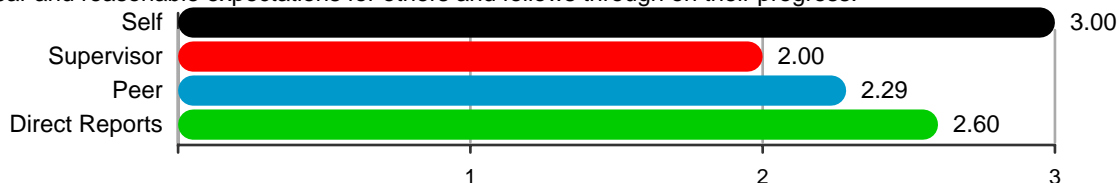
13. Defines goals and objectives for subordinates.



14. Entrusts subordinates with important tasks.



15. Sets clear and reasonable expectations for others and follows through on their progress.



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 (Disagree) to green (Agree).

| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|--|----|------|------|---------------|-------------|------------|
| 11. Allows subordinates to use their own methods and procedures. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 12. Clearly defines duties and tasks to be completed. | 15 | 2.07 | 20.0 | 13% | 67% | 20% |
| 13. Defines goals and objectives for subordinates. | 15 | 2.07 | 26.7 | 20% | 53% | 27% |
| 14. Entrusts subordinates with important tasks. | 15 | 2.27 | 40.0 | 13% | 47% | 40% |
| 15. Sets clear and reasonable expectations for others and follows through on their progress. | 14 | 2.43 | 50.0 | 7% | 43% | 50% |

Comments:

- _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.
- I envy his versatility in working with a wide variety of issues and topics.
- He is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- He is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- He frequently misses meetings which sends a message that it's not important to him and sets him apart from the rest of the team, who are just as busy.

Quality

Definition:

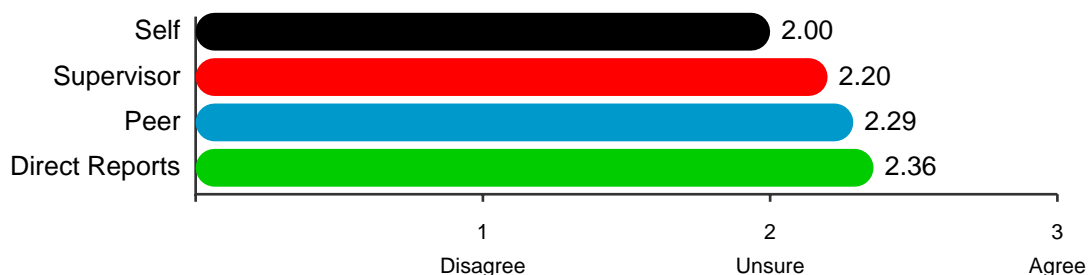
Quality is a fundamental aspect of businesses providing services or making products. It is achieved through employees' dedication to high standards, guided by exemplary leaders. It stems from creative initiatives and meticulous implementation of procedures and protocols. Prompt issue resolution is crucial to maintaining quality.

Why this is Important:

Quality is important for business in that high-quality products and services meet or exceed customer expectations, leading to satisfaction and repeat customers. Consistently delivering quality helps build a strong reputation which attracts new customers. Investing in quality up-front can reduce costs in the long run. Producing products or services that meet industry standards or regulations requires and emphasis on quality.

Summary Scores:

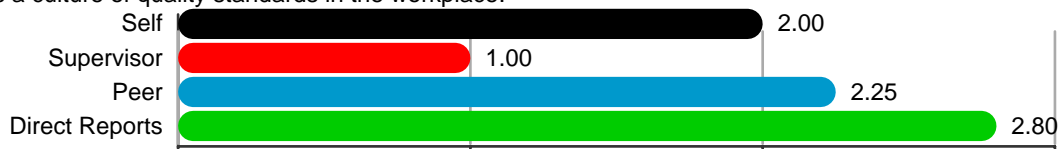
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

16. Creates a culture of quality standards in the workplace.



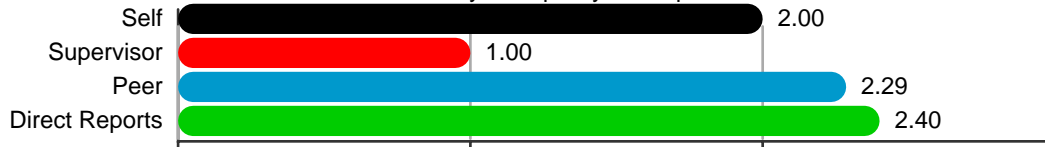
17. Able to identify quality issues critical to the organization.



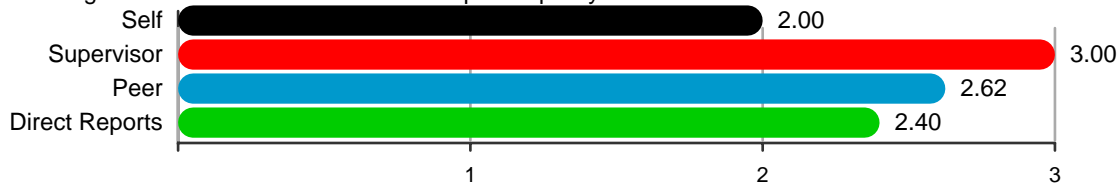
18. Communicates quality standards clearly.



19. Maintains detailed instructions to ensure consistency and quality in the production line.



20. Identifies strategies and their associated risks to improve 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 (Disagree) to green (Agree).

| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|---|----|------|------|---------------|-------------|------------|
| 16. Creates a culture of quality standards in the workplace. | 15 | 2.33 | 46.7 | 13% | 40% | 47% |
| 17. Able to identify quality issues critical to the organization. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 18. Communicates quality standards clearly. | 14 | 2.00 | 14.3 | 14% | 71% | 14% |
| 19. Maintains detailed instructions to ensure consistency and quality in the production line. | 14 | 2.21 | 42.9 | 21% | 36% | 43% |
| 20. Identifies strategies and their associated risks to improve quality. | 15 | 2.53 | 60.0 | 7% | 33% | 60% |

Comments:

- Shows curiosity.
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- The only area with which he struggles is the need for relationship building with staff he supervises. I know he understands the reason for this and has been working on developing a better approach.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.

Change Management

Definition:

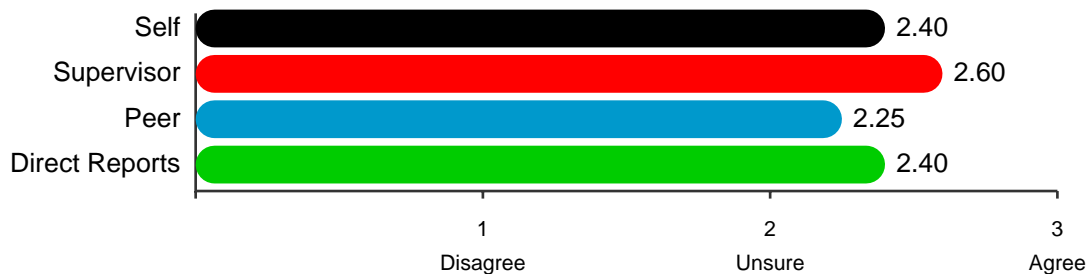
Supports organizational efforts to improve processes and procedures. Adapts to new processes as needed.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

21. Able to get department employees to accept new changes.



22. Adopts changes to set and example for others to follow.



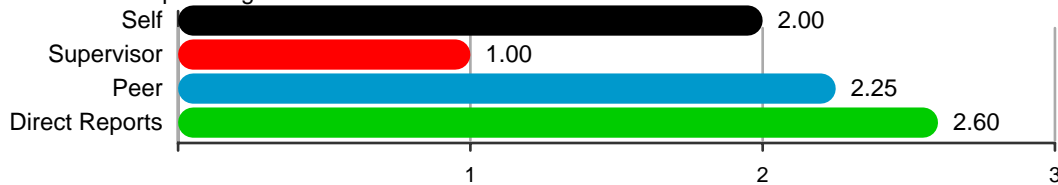
23. Able to get team members to change their attitudes.



24. Works cooperatively with others to implement changes.



25. Inspires others to accept changes.



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 (Disagree) to green (Agree).

| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|---|----|------|------|---------------|-------------|------------|
| 21. Able to get department employees to accept new changes. | 15 | 2.60 | 66.7 | 7% | 27% | 67% |
| 22. Adopts changes to set and example for others to follow. | 15 | 2.33 | 40.0 | 7% | 53% | 40% |
| 23. Able to get team members to change their attitudes. | 15 | 2.07 | 20.0 | 13% | 67% | 20% |
| 24. Works cooperatively with others to implement changes. | 15 | 2.40 | 53.3 | 13% | 33% | 53% |
| 25. Inspires others to accept changes. | 15 | 2.27 | 53.3 | 27% | 20% | 53% |

Comments:

- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- Unfortunately there has been inconsistency in actions and results.
- I respect _____'s focus and hard work to move this work forwards for the good of the organization and our customers, and without his personal efforts this project would not be underway.
- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- Difficult to reach sometimes and often does not respond to messages at all.
- _____ has great communication skills and is a dependable member of the team.

Managing Risk

Definition:

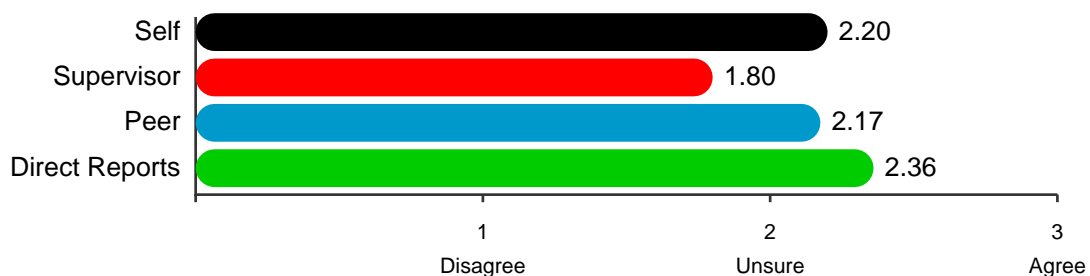
Risk represents an uncertainty that can either positively or negatively impact the achievement of business goals. Risk Management is the process of recognizing, evaluating, and analyzing those risks to reduce the occurrence of, or minimize the impact of, adverse events or to identify potential opportunities. Effective risk management can improve responsiveness to critical events and the information gathered can help improve strategic decision making.

Why this is Important:

Risk Management enhances the ability to swiftly return to normal operations after critical incidents through effective planning and mitigation. It increases organizational agility and customer responsiveness by quickly adapting to changes. By implementing risk management, companies can continuously improve and identify new opportunities, while proactively preventing issues before they arise.

Summary Scores:

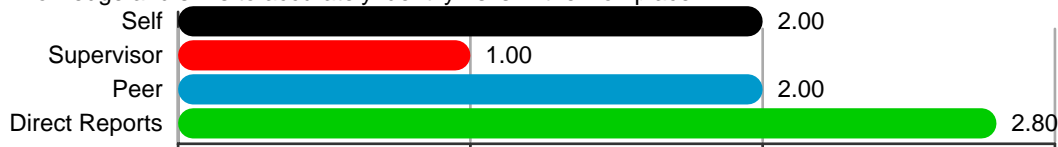
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

26. Has the knowledge and skills to accurately identify risks in the workplace.



27. Recognizes the potential financial impact of specific risks.



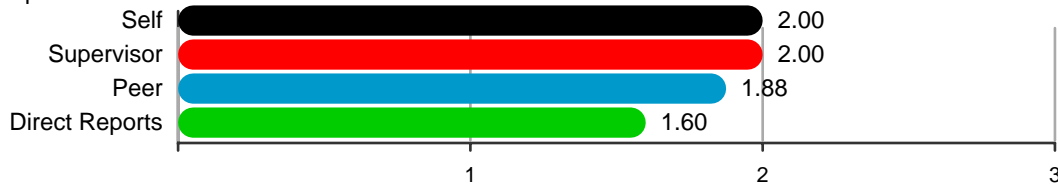
28. Takes steps to contain the costs of responding to such events.



29. Creates a risk management strategy for the organization.



30. Takes steps to reduce the occurrence of the risk events.



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 (Disagree) to green (Agree).

| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|---|----|------|------|---------------|-------------|------------|
| 26. Has the knowledge and skills to accurately identify risks in the workplace. | 15 | 2.20 | 33.3 | 13% | 53% | 33% |
| 27. Recognizes the potential financial impact of specific risks. | 15 | 2.00 | 26.7 | 27% | 47% | 27% |
| 28. Takes steps to contain the costs of responding to such events. | 15 | 2.47 | 53.3 | 7% | 40% | 53% |
| 29. Creates a risk management strategy for the organization. | 15 | 2.60 | 60.0 | | 40% | 60% |
| 30. Takes steps to reduce the occurrence of the risk events. | 15 | 1.80 | 13.3 | 33% | 53% | 13% |

Comments:

- I look forward to working with his in his new role.
- There are a lot of great features this system has to offer and _____ has challenges at times.
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.
- _____ is a wonderful person to work for.
- He is the model of a true leader. He will never ask his staff to do something he wouldn't do himself.
- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.

Regulatory/Compliance

Definition:

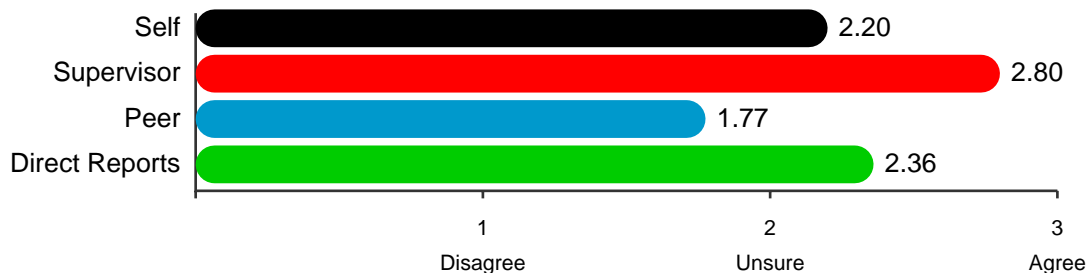
Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for employees.

Why this is Important:

Compliance helps identify and mitigate potential legal and financial risks. Maintaining high compliance standards enhances a company's reputation. Establishing clear compliance frameworks and reporting systems streamlines operations ensuring that all employees are aware of their responsibilities and reduces the likelihood of errors or misconduct. A strong compliance culture fosters a positive work environment allowing employees to feel more secure and valued in the organization. By prioritizing regulatory and compliance efforts, businesses can safeguard their operations, enhance their reputation, and ensure sustainable growth.

Summary Scores:

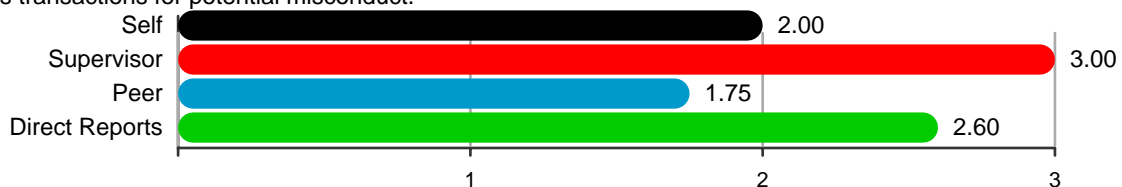
The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

31. Reviews transactions for potential misconduct.



32. Maintains historical records and documents as needed/required.



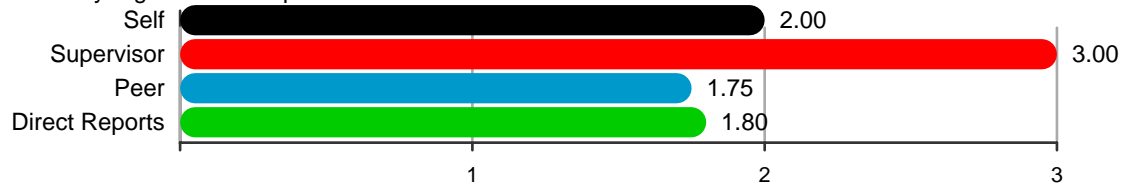
33. Ensures regulations are followed as required.



34. Ensures the company is in compliance with industry specifications, standards, and applicable laws.



35. Follows all safety regulations and procedures.



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 (Disagree) to green (Agree).

| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|--|----|------|------|---------------|-------------|------------|
| 31. Reviews transactions for potential misconduct. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 32. Maintains historical records and documents as needed/required. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 33. Ensures regulations are followed as required. | 15 | 2.07 | 33.3 | 27% | 40% | 33% |
| 34. Ensures the company is in compliance with industry specifications, standards, and applicable laws. | 15 | 2.13 | 26.7 | 13% | 60% | 27% |
| 35. Follows all safety regulations and procedures. | 15 | 1.87 | 20.0 | 33% | 47% | 20% |

Comments:

- He desires to do great work.
- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- _____ has been a consistent resource to the Operations teams as we work in improving our scores.
- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- _____ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- As mentioned above, good collaboration.

Coaching

Definition:

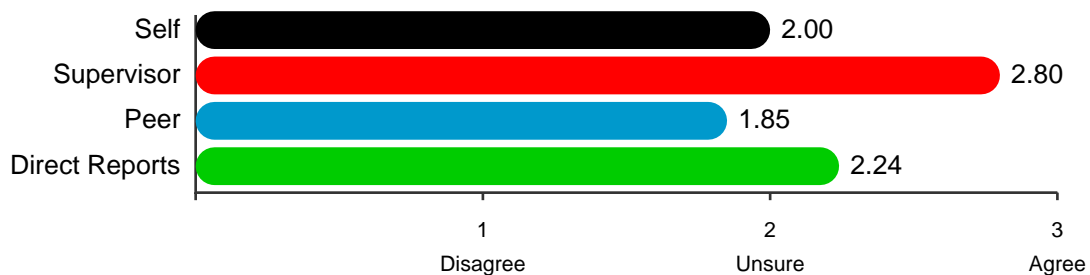
Mentors and guides others.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

36. Provides clear, motivating, and constructive feedback.



37. Coaches employees in how to strengthen knowledge and skills to improve work performance.



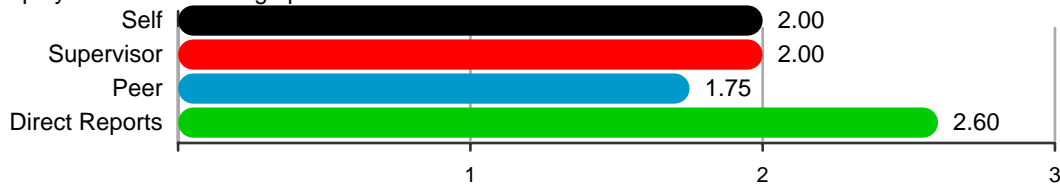
38. Addresses employee behavior problems effectively.



39. Develops the skills and capabilities of others.



40. Helps employees to maintain high personal standards.



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 (Disagree) to green (Agree).

| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|--|----|------|------|---------------|-------------|------------|
| 36. Provides clear, motivating, and constructive feedback. | 15 | 1.87 | 20.0 | 33% | 47% | 20% |
| 37. Coaches employees in how to strengthen knowledge and skills to improve work performance. | 15 | 1.93 | 13.3 | 20% | 67% | 13% |
| 38. Addresses employee behavior problems effectively. | 15 | 2.07 | 33.3 | 27% | 40% | 33% |
| 39. Develops the skills and capabilities of others. | 15 | 2.33 | 33.3 | | 67% | 33% |
| 40. Helps employees to maintain high personal standards. | 15 | 2.07 | 33.3 | 27% | 40% | 33% |

Comments:

- I appreciate his perspective and guidance on a variety of things.
- He is a fantastic resource.
- _____ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- Communication to staff has greatly improved.
- _____ has always made himself available to help out in the department as needed, even willing to be there on weekends!
- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.

Strategic Insight

Definition:

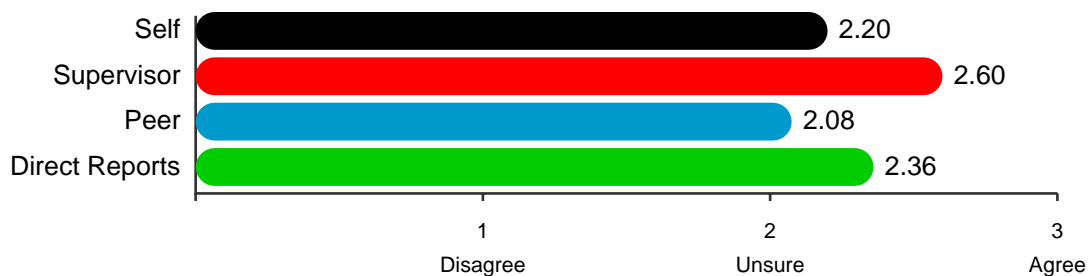
Strategic Insight is defined as being observant, analytical and knowledgeable about factors impacting the company. Interacting with employees and customers to get a deeper understanding of problems they are facing. This insight is used to create innovative responses to meet their needs.

Why this is Important:

Strategic insight is crucial for organizations because it empowers them to make intelligent, data-driven decisions to navigate complex problems. Obtaining a deeper understanding of markets and customers helps you formulate more effective strategies to meet challenging needs.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



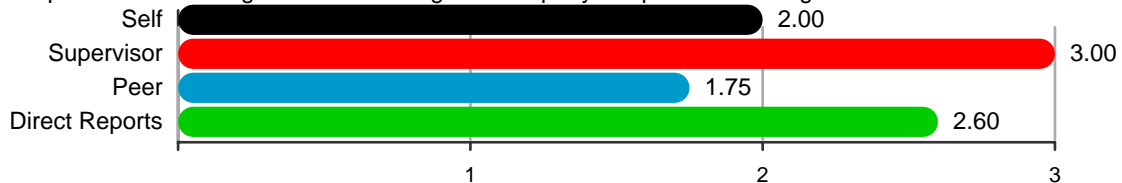
Scores on Each Item:

The scores for each of the items in this competency are shown below.

41. Works with others to develop insights into the resources and actions required to produce desired results.



42. Formulates policies and strategies for addressing the Company's important challenges.



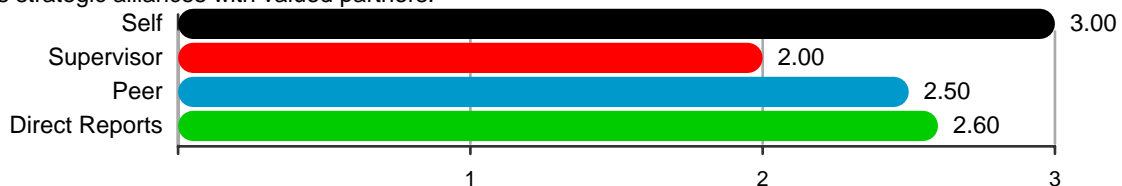
43. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys.



44. Inspires employees to adopt the strategic plan.



45. Pursues strategic alliances with valued partners.



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 (Disagree) to green (Agree).

| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|---|----|------|------|---------------|-------------|------------|
| 41. Works with others to develop insights into the resources and actions required to produce desired results. | 15 | 2.00 | 26.7 | 27% | 47% | 27% |
| 42. Formulates policies and strategies for addressing the Company's important challenges. | 15 | 2.13 | 33.3 | 20% | 47% | 33% |
| 43. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys. | 15 | 2.20 | 40.0 | 20% | 40% | 40% |
| 44. Inspires employees to adopt the strategic plan. | 15 | 2.20 | 26.7 | 7% | 67% | 27% |
| 45. Pursues strategic alliances with valued partners. | 15 | 2.53 | 60.0 | 7% | 33% | 60% |

Comments:

- _____ is willing to tackle performance situations and solicits feedback on how his team is doing.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- _____ is a great director, knows his scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- Delegates often with little to no direction.
- _____ is always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.

Organizational Fluency

Definition:

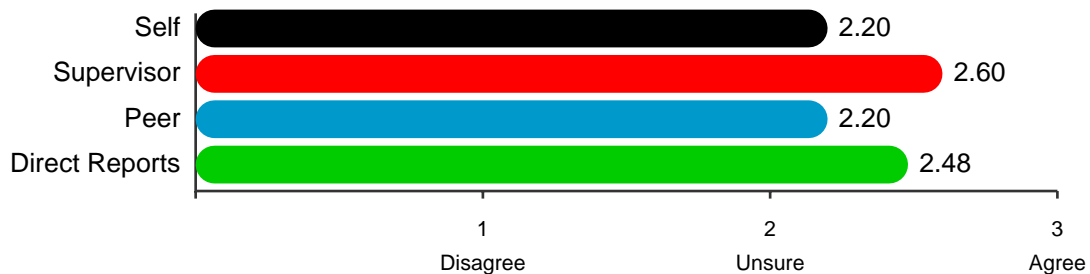
Able to work within the department/division/organization.
Understand how different parts of the business interact.

Why this is Important:

This is a critical skill set for achieving success in business by allowing you to provide solutions that are tailored to their specific challenges. This proactive approach can lead to increased customer and employee satisfaction and loyalty. This fosters a positive work environment allowing employees to feel more secure and valued in the organization.

Summary Scores:

The summary scores shown here are an average of each of the items in this competency.



Scores on Each Item:

The scores for each of the items in this competency are shown below.

46. Is aware of other organizational cultures to compare/contrast with the current organizational culture.



47. Understands the current organizational culture.



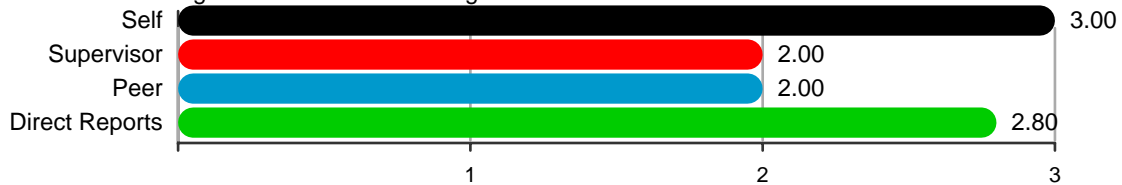
48. Able to explain departmental policies and procedures to others.



49. Gets things done through the department.



50. Effective in communicating with others within the organization.



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 (Disagree) to green (Agree).

| Item | n | Avg | LOA | Disagree 1 | Unsure 2 | Agree 3 |
|--|----|------|------|---------------|-------------|------------|
| 46. Is aware of other organizational cultures to compare/contrast with the current organizational culture. | 15 | 2.27 | 26.7 | | 73% | 27% |
| 47. Understands the current organizational culture. | 15 | 2.13 | 26.7 | 13% | 60% | 27% |
| 48. Able to explain departmental policies and procedures to others. | 15 | 2.40 | 40.0 | | 60% | 40% |
| 49. Gets things done through the department. | 15 | 2.47 | 46.7 | | 53% | 47% |
| 50. Effective in communicating with others within the organization. | 15 | 2.33 | 46.7 | 13% | 40% | 47% |

Comments:

- He is always available to listen, lend a hand, or guide the staff when needed.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- Willingness to pitch in, desire to grow, and a great attitude.
- People come and go in this organization and I can say with no reservation that _____ is a colleague I will miss the most when he retires.