



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.

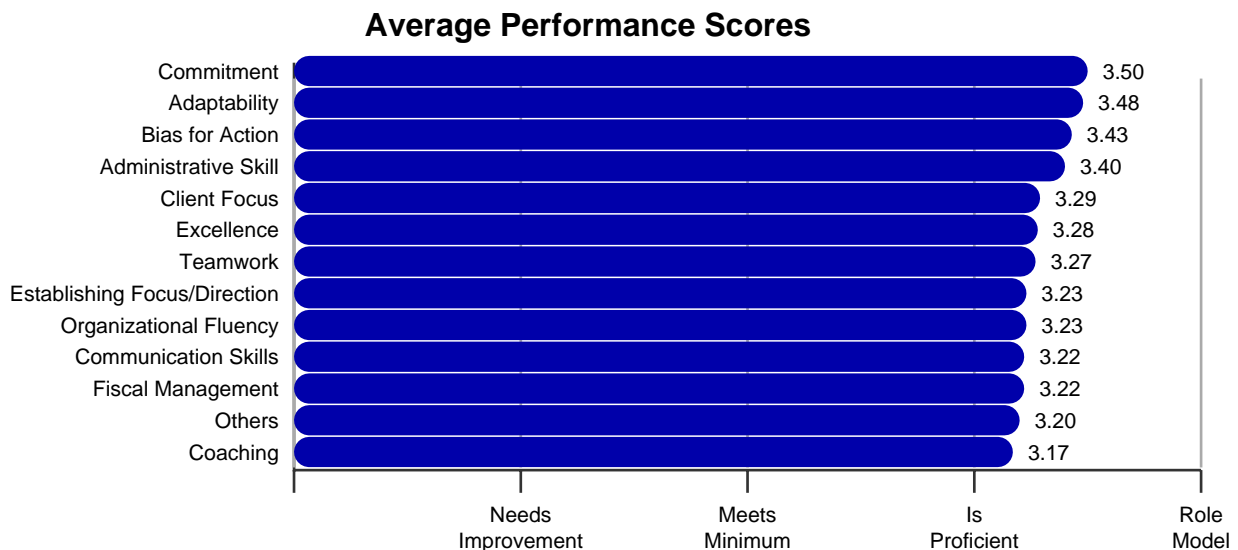
What to Do with Your Feedback

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 13 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
Fiscal Management	<p>Self: 2.50 Other: 3.28</p>	0.78
Communication Skills	<p>Self: 2.50 Other: 3.27</p>	0.77
Establishing Focus/Direction	<p>Self: 2.75 Other: 3.27</p>	0.52
Adaptability	<p>Self: 3.00 Other: 3.52</p>	0.52
Bias for Action	<p>Self: 3.00 Other: 3.46</p>	0.46
Coaching	<p>Self: 2.75 Other: 3.20</p>	0.45
Client Focus	<p>Self: 3.00 Other: 3.31</p>	0.31
Excellence	<p>Self: 3.00 Other: 3.30</p>	0.30
Teamwork	<p>Self: 3.00 Other: 3.29</p>	0.29
Commitment	<p>Self: 3.25 Other: 3.52</p>	0.27
Others	<p>Self: 3.00 Other: 3.21</p>	0.21
Administrative Skill	<p>Self: 3.25 Other: 3.41</p>	0.16

Organizational
Fluency



0.02

Commitment

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. Secures commitment from team members.	15	3.20	93.3	7%	67%		27%
2. Able to focus on a task even when working alone.	15	3.87	100.0	13%	87%		
3. Uses strategies to accomplish objectives.	15	3.33	93.3	7%	53%		40%
4. Instills shared values that encourage employees to channel their efforts into achieving organizational goals.	15	3.60	93.3	7%	27%	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
1. Secures commitment from team members.	3.29	3.20	-0.09 ▼
2. Able to focus on a task even when working alone.	3.65	3.87	+0.22 ▲
3. Uses strategies to accomplish objectives.	3.18	3.33	+0.16 ▲
4. Instills shared values that encourage employees to channel their efforts into achieving organizational goals.	3.41	3.60	+0.19 ▲

Comments:

- Provide more frequent development feedback.
- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- Need to continue to engage staff in team development and role clarification.
- He has positive energy, leads by example, and cares about teammates.
- _____ will sometimes delegate work while continuing to do his own work on the same project he delegated without including the employee he originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- He is also quick to tap into his past experiences in attempting to find the best solution.

Excellence

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
5. Keeps themselves and others focused on constant improvement.	15	3.33	93.3	7%	53%	40%	
6. Is planful and organized.	15	3.20	93.3	7%	60%	33%	
7. Produces high quality work.	15	3.20	86.7	13%	53%	33%	
8. Takes a lot of pride in their work.	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
5. Keeps themselves and others focused on constant improvement.	3.24	3.33	+0.10 ▲
6. Is planful and organized.	3.24	3.20	-0.04 ▼
7. Produces high quality work.	3.41	3.20	-0.21 ▼
8. Takes a lot of pride in their work.	3.24	3.40	+0.16 ▲

Comments:

- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- _____ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- He is a real advocate for the customers. Excellent department and computer skills
- He is a great teammate.
- He couldn't be more engaged if he tried.

Bias for Action

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
9. Seeks to enhance processes and procedures, even if only a minor change, to make them more efficient.	15	3.47	93.3	7%	40%	53%	
10. Completes work on time	15	3.47	93.3	7%	40%	53%	
11. Efficiently manages time by addressing small tasks promptly rather than letting them pile up.	15	3.53	100.0		47%	53%	
12. Communicates clear goals, expectations, and timelines to ensure everyone is aligned and working towards the same objectives.	15	3.27	100.0		73%		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
9. Seeks to enhance processes and procedures, even if only a minor change, to make them more efficient.	3.18	3.47	+0.29 ▲
10. Completes work on time	3.35	3.47	+0.11 ▲
11. Efficiently manages time by addressing small tasks promptly rather than letting them pile up.	3.47	3.53	+0.06 ▲
12. Communicates clear goals, expectations, and timelines to ensure everyone is aligned and working towards the same objectives.	3.47	3.27	-0.20 ▼

Comments:

- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.
- _____ listens to his staff and delegates responsibilities as appropriate.
- Professionalism is an area where I feel _____ could continue to develop is making sure that his non-verbal cues are kept to a minimum. He tends to show more of his 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 him.
- _____ has been very helpful to me as a new manager this year.
- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.
- _____ is a fantastic leader who understands his team and can engage and motivate them towards organizational objectives.

Establishing Focus/Direction

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
13. Understands the strengths and needs of each employee in the department.	15	3.33	100.0		67%		33%
14. Reviews organizational conditions to uncover strategic opportunities and mitigate potential threats.	15	3.13	86.7	13%	60%		27%
15. Seeks to enhance their understanding of the department's dynamics to better determine the needs of the department.	15	3.07	80.0	20%	53%		27%
16. Regularly checks in to ensure the team is on track.	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
13. Understands the strengths and needs of each employee in the department.	3.35	3.33	-0.02 ▼
14. Reviews organizational conditions to uncover strategic opportunities and mitigate potential threats.	3.18	3.13	-0.04 ▼
15. Seeks to enhance their understanding of the department's dynamics to better determine the needs of the department.	3.00	3.07	+0.07 ▲
16. Regularly checks in to ensure the team is on track.	3.65	3.40	-0.25 ▼

Comments:

- _____ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- He has established credibility and trust with all the directors and managers.
- Very knowledgeable and always steps up if help is needed.
- I think that _____ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.
- _____ is collaborative in everything he does and inspires a collaborative approach in others.

Client Focus

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
17. Thoroughly understands the needs of the client.	15	3.27	93.3	7%	60%	33%	
18. Puts client's needs first.	14	3.00	92.9	7%	79%	14%	
19. Able to handle difficult clients.	15	3.47	100.0		53%	47%	
20. Focuses on providing excellent client service.	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
17. Thoroughly understands the needs of the client.	3.47	3.27	-0.20 ▼
18. Puts client's needs first.	3.12	3.00	-0.12 ▼
19. Able to handle difficult clients.	3.59	3.47	-0.12 ▼
20. Focuses on providing excellent client service.	3.29	3.40	+0.11 ▲

Comments:

- Provides reinforcement and feedback within the context of the overall business strategy.
- _____ has an incredible vision for our organization's strategy and improvement efforts.
- _____ not only values and listens to his staff he also gives them the support they need.
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- He consistently involves employees in shared decision making.
- He offers up ideas of how I could have handled something differently in a constructive manner.

Communication 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
21. Open to receiving feedback from others.	15	3.53	100.0	47%	53%		
22. Summarizes the question to verify comprehension.	15	3.00	80.0	20%	60%	20%	
23. Shares important information with others.	15	2.87	80.0	20%	73%	7%	
24. Considers the audience in how the communication is presented.	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	2024	2025	Change
21. Open to receiving feedback from others.	3.35	3.53	+0.18 ▲
22. Summarizes the question to verify comprehension.	3.00	3.00	
23. Shares important information with others.	2.88	2.87	-0.02 ▼
24. Considers the audience in how the communication is presented.	3.00	3.47	+0.47 ▲

Comments:

- Team-oriented and goal focused. Shows continuous desire for improvement.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- _____ is the shining example of what a manager should be like. He is an amazing leader, he always solves problems promptly, you can count on his word, he truly cares for his customers and his staff, and he has gone above and beyond for all of us more times than I can remember. He is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- Your initiative influences others in a positive way.
- He is a great teammate!
- Improvement should come over time. There is potential which is present.

Adaptability

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
25. Responsive to the needs of others.	15	3.67	100.0	33%	67%		
26. Changes direction of projects if needed to accommodate new criteria or constraints.	15	3.40	93.3	7%	47%	47%	
27. Handles unexpected events without a loss of productivity.	15	3.33	93.3	7%	53%	40%	
28. Able to quickly learn new ways of performing their job.	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
25. Responsive to the needs of others.	3.76	3.67	-0.10 ▼
26. Changes direction of projects if needed to accommodate new criteria or constraints.	3.53	3.40	-0.13 ▼
27. Handles unexpected events without a loss of productivity.	3.12	3.33	+0.22 ▲
28. Able to quickly learn new ways of performing their job.	3.41	3.53	+0.12 ▲

Comments:

- As noted in the comments above, _____ needs improvement with involving the team more consistently in the approval and management of projects.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- His integrity is never in question. I appreciate his ability to partner with me on issues between the VP and my unit.
- _____ is not always open to new ideas or troubleshooting issue and workflows. He does end up willing to review situations, it just sometimes takes some time.
- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.
- Provide regular updates on the progress of work/tasks/projects.

Administrative Skill

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
29. Plans for the completion of projects by allocating appropriate physical and personnel resources.	15	3.67	100.0	33%	67%		
30. Identifies complex problems and reviews related information to develop and evaluate options and implement solutions.	15	3.33	100.0		67%		33%
31. Completes reports on-time.	15	3.20	86.7	13%	53%		33%
32. Implements company records retention policies.	15	3.40	100.0		60%		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
29. Plans for the completion of projects by allocating appropriate physical and personnel resources.	3.59	3.67	+0.08 ▲
30. Identifies complex problems and reviews related information to develop and evaluate options and implement solutions.	3.41	3.33	-0.08 ▼
31. Completes reports on-time.	3.18	3.20	+0.02 ▲
32. Implements company records retention policies.	3.35	3.40	+0.05 ▲

Comments:

- _____ is very knowledgeable, honest, and consistent in his leadership decisions.
- _____ is an excellent manager.
- he understands where our opportunities for savings in the employee benefits plan may be.
- Our organization is a better place because of his and his future focus.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- He is very relatable and I believe it helps with the initial contact with the prospects.

Coaching

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
33. Understands and respects the employee's unique perspective and challenges.	15	3.20	86.7	13%	53%	33%	
34. Asks questions to help employees see the situation in a new light.	15	3.27	93.3	7%	60%	33%	
35. Helps individuals explore their strengths, aspirations, and areas for growth.	15	3.00	80.0	20%	60%	20%	
36. Celebrates small achievements to build motivation and confidence.	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	2024	2025	Change
33. Understands and respects the employee's unique perspective and challenges.	3.18	3.20	+0.02 ▲
34. Asks questions to help employees see the situation in a new light.	2.88	3.27	+0.38 ▲
35. Helps individuals explore their strengths, aspirations, and areas for growth.	3.18	3.00	-0.18 ▼
36. Celebrates small achievements to build motivation and confidence.	3.18	3.20	+0.02 ▲

Comments:

- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of his position.
- _____ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- I appreciate his commitment in this area.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- I have had the opportunity to work with _____ on several projects through our Core Competency Training. All of which he has approached with a positive team building attitude.
- _____ is smart, detailed and committed. I appreciate having his on our team.

Teamwork

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
37. Builds strong relationships with team members.	15	3.27	93.3	7%	60%		33%
38. Shares pertinent information with all members of the team.	15	3.27	86.7	13%	47%		40%
39. Effective team player	15	3.13	86.7	13%	60%		27%
40. Asks other team members to share their opinions.	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
37. Builds strong relationships with team members.	3.35	3.27	-0.09 ▼
38. Shares pertinent information with all members of the team.	3.24	3.27	+0.03 ▲
39. Effective team player	3.59	3.13	-0.45 ▼
40. Asks other team members to share their opinions.	3.29	3.40	+0.11 ▲

Comments:

- _____'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate _____'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- The few problems we have experienced during these changes is a reflection of _____'s leadership.
- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- Participates in training to learn Core Competency processes.
- I am VERY fortunate to be on his team and part of this division.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.

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. Helpful	15	3.33	93.3	7%	53%	40%	
42. ...treats others with respect and dignity.	15	3.33	93.3	7%	53%	40%	
43. Treats others with respect and dignity.	15	3.13	86.7	13%	60%	27%	
44. Includes others in the decision making processes.	15	3.00	86.7	13%	73%	13%	

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. Helpful	3.29	3.33	+0.04 ▲
42. ...treats others with respect and dignity.	3.41	3.33	-0.08 ▼
43. Treats others with respect and dignity.	3.35	3.13	-0.22 ▼
44. Includes others in the decision making processes.	3.18	3.00	-0.18 ▼

Comments:

- He has a vast storehouse of knowledge about the facility and our policies.
- _____ has been the best manager by far we have had in this department. He encourages personal growth with making sure we have time to attend classes offered to us.
- I think _____ is off to a very good start with the new division. He is engaging key players and helping form vision with his leadership team.
- He is excellent at helping/coaching/problem-solving with others.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- He demonstrates a high level of personal integrity in his daily work and is honest and ethical in interactions.

Organizational Fluency

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
45. Able to use corporate politics to advance department objectives.	15	3.53	100.0	47%	53%		
46. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.00	86.7	13%	73%		13%
47. Effective in communicating with others within the organization.	15	3.20	93.3	7%	60%		33%
48. Understands departmental policies and procedures.	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	2024	2025	Change
45. Able to use corporate politics to advance department objectives.	3.35	3.53	+0.18 ▲
46. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.24	3.00	-0.24 ▼
47. Effective in communicating with others within the organization.	3.00	3.20	+0.20 ▲
48. Understands departmental policies and procedures.	3.18	3.20	+0.02 ▲

Comments:

- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- _____ has a tough job, unclear role in an unclear world. He has a great handle on current process and people.
- He is a charismatic leader. Really the best!!
- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- He also cares about me as a person. I have learned a lot from his and look forward to learning more.

Fiscal Management

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
49. Keeps excellent records for financial transparency.	15	3.40	93.3	7%	47%	47%	
50. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.13	80.0	7%	13%	40%	40%
51. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	14	3.14	92.9	7%	71%		21%
52. Provides budgeting and accounting support to the Company.	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	2024	2025	Change
49. Keeps excellent records for financial transparency.	3.35	3.40	+0.05 ▲
50. Ensures others follow the correct rules and regulations on fiscal matters.	3.29	3.13	-0.16 ▼
51. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.24	3.14	-0.09 ▼
52. Provides budgeting and accounting support to the Company.	3.06	3.21	+0.16 ▲

Comments:

- _____ helped to keep us positively focus in the right direction, while keeping us well informed.
- I can not say enough good things about _____.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- 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.
- I have seen improvement and will try to encourage even more growth.
- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.

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?

- _____ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.
- He seems to be well respected from members of his own team as well.
- Show others it is possible to understand both sides without having to agree all the time.
- I believe his hands are tied regarding some of the hiring/retention decisions that are made, but, he always works well with whatever situations that arise.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.

What do you like best about working with this individual?

- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.
- I can not say enough good things about _____ he has been an asset to our department from day one.
- _____ seems to excel in his perspective of the organization as a whole, and how his departments contribute and support the organization, as well as how the organization lends support to us.
- Positive attitude.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.

What do you like least about working with this individual?

- I have never known _____ to not hire for talent.
- He stays in his office, and is largely oblivious to the daily activities of customer service.
- _____ is a very effective leader. His ability to drill down to find root cause with regards to issues, allows him to pin point the real issue instead of the surface issues.
- I have had the opportunity to work with _____ on several projects through our Core Competency Training. All of which he has approached with a positive team building attitude.
- _____ is an impressive performer.
- I appreciate his dedication to the department employees.

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

- I believe I need to give him a chance to get into his position.
- He is friendly, courteous, and kind all while being very professional.
- _____ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.
- He often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- He is an outstanding manager.
- Delegates often with little to no direction.

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

- _____ is very professional in dealing with his peers and the staff.
- I enjoy working with _____; whenever I need to communicate an issue or problem regarding the department he is very receptive and responsive to the needs.
- He has taken the initiative to always be finding new ways to grow both professionally and personally.
- He has been a great addition to the company.
- Closes off discussions with action plans.
- I am having a hard time evaluating the last four. _____ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.

Any final comments?

- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- He communicates clearly, and is always willing to listen attentively.
- He cares deeply for what he does and it shows.
- _____ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.
- _____ has made some excellent hiring decisions this past year. I am extremely impressed with both _____ & _____ and look forward to seeing what they will achieve together as a team in this next year.
- _____ has been instrumental in the working relationship of our department.