



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.

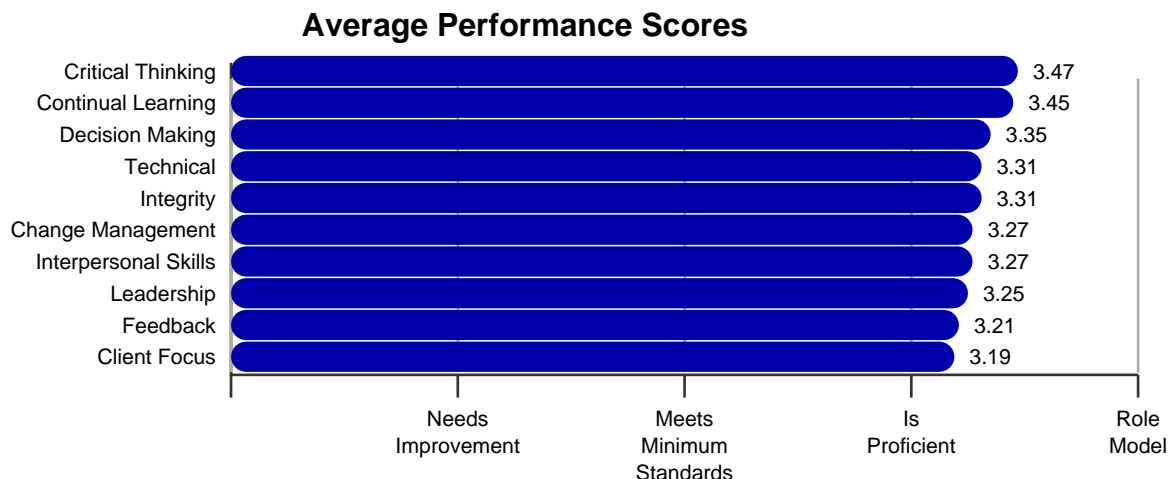
What to Do with Your Feedback

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

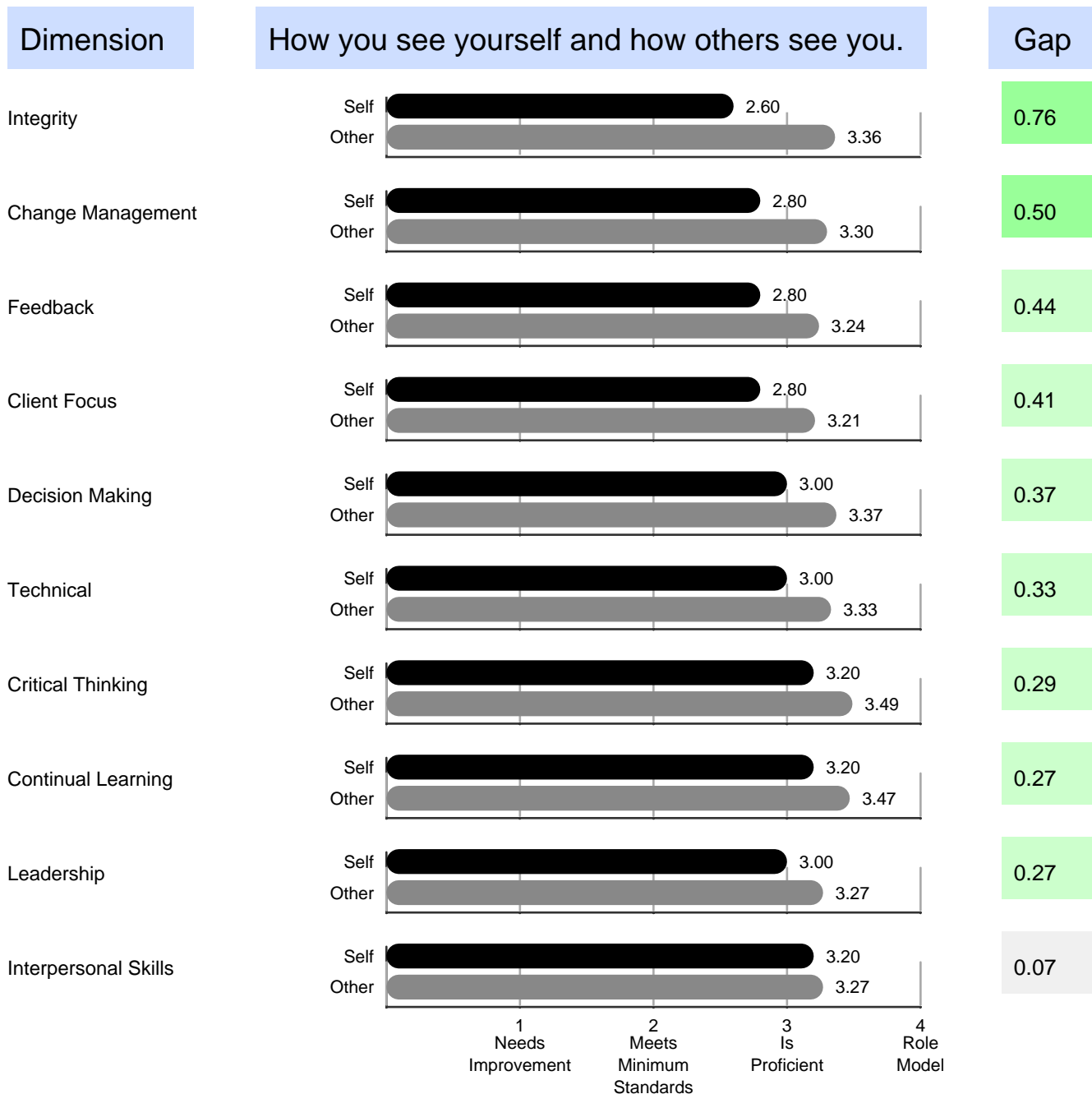
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



Critical Thinking

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. Assesses options against relevant criteria to determine the most viable path forward. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 2. Considers the claims of experts carefully. | 15 | 3.87 | 100.0 | 13% | 87% | | |
| 3. Synthesizes disparate data points into coherent insights that guide action. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 4. Adjusts course when initial assumptions prove inaccurate or incomplete. | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 5. Confronts problems, decides on a course of action, and implements the correct solutions. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|---|------|------|---------|
| 1. Assesses options against relevant criteria to determine the most viable path forward. | 3.29 | 3.20 | -0.09 ▼ |
| 2. Considers the claims of experts carefully. | 3.65 | 3.87 | +0.22 ▲ |
| 3. Synthesizes disparate data points into coherent insights that guide action. | 3.18 | 3.33 | +0.16 ▲ |
| 4. Adjusts course when initial assumptions prove inaccurate or incomplete. | 3.41 | 3.60 | +0.19 ▲ |
| 5. Confronts problems, decides on a course of action, and implements the correct solutions. | 3.24 | 3.33 | +0.10 ▲ |

Comments:

- ___ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.
- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- Over the past year I've noticed that ___ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.
- ___ has an impressive vision for the company.

Decision Making

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|------|-------------------|-------------------------|---------------|------------|
| 6. Aligns choices with organizational goals by calculating expected value and costs. | 15 | 3.20 | 93.3 | 7% | 60% | 33% | |
| 7. Clearly explains the reasoning behind decisions, including the costs incurred and benefits expected. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 8. Makes decisions based on novel interpretations of the facts. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 9. Identifies when stress, urgency, or overconfidence may be affecting clarity and recalibrates accordingly. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 10. Regularly evaluates information before making important decisions. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|--|------|------|---------|
| 6. Aligns choices with organizational goals by calculating expected value and costs. | 3.24 | 3.20 | -0.04 ▼ |
| 7. Clearly explains the reasoning behind decisions, including the costs incurred and benefits expected. | 3.41 | 3.20 | -0.21 ▼ |
| 8. Makes decisions based on novel interpretations of the facts. | 3.24 | 3.40 | +0.16 ▲ |
| 9. Identifies when stress, urgency, or overconfidence may be affecting clarity and recalibrates accordingly. | 3.18 | 3.47 | +0.29 ▲ |
| 10. Regularly evaluates information before making important decisions. | 3.35 | 3.47 | +0.11 ▲ |

Comments:

- By applying vision, strategy and activation in her day to day decisions she inspires us to be the best leaders we can be.
- Always conducts herself in a professional manner.
- ___ is a fantastic manager who is now hitting her stride. She exhibits her strengths when called upon and is actively working on improving areas she needs to.
- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.
- ___ is highly skilled and remains focused despite the many directions in which she is pulled. She is calm, easy to work with and makes decisions only after being fully informed.
- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.

Change 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 |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 11. Uses positive reinforcement to encourage change. | 15 | 3.53 | 100.0 | 47% | 53% | | |
| 12. Shares critical customer feedback to motivate the employees into action. | 15 | 3.27 | 100.0 | 73% | 27% | | |
| 13. Engages with stakeholders early in the process to be proactive. | 15 | 3.33 | 100.0 | 67% | 33% | | |
| 14. Offers training, resources, and encouragement to help employees adapt and succeed in the new environment. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 15. Is comfortable dealing with uncertainty. | 15 | 3.07 | 80.0 | 20% | 53% | 27% | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|---|------|------|---------|
| 11. Uses positive reinforcement to encourage change. | 3.47 | 3.53 | +0.06 ▲ |
| 12. Shares critical customer feedback to motivate the employees into action. | 3.47 | 3.27 | -0.20 ▼ |
| 13. Engages with stakeholders early in the process to be proactive. | 3.35 | 3.33 | -0.02 ▼ |
| 14. Offers training, resources, and encouragement to help employees adapt and succeed in the new environment. | 3.18 | 3.13 | -0.04 ▼ |
| 15. Is comfortable dealing with uncertainty. | 3.00 | 3.07 | +0.07 ▲ |

Comments:

- She is an excellent problem solver.
- Provide and solicit more frequent feedback.
- ___ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.
- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.

Technical

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|-------|-------------------|-------------------------|---------------|------------|
| 16. Is knowledgeable of procedures or systems necessary for the job. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 17. Demonstrates mastery of the technical competencies required in his/her work. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 18. Seeks information from others as needed. | 14 | 3.00 | 92.9 | 7% | 79% | 14% | |
| 19. Willingly shares information and expertise; sought out as resource by others | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 20. Willingly shares his/her technical expertise; sought out as resource by others | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|--|------|------|---------|
| 16. Is knowledgeable of procedures or systems necessary for the job. | 3.65 | 3.40 | -0.25 ▼ |
| 17. Demonstrates mastery of the technical competencies required in his/her work. | 3.47 | 3.27 | -0.20 ▼ |
| 18. Seeks information from others as needed. | 3.12 | 3.00 | -0.12 ▼ |
| 19. Willingly shares information and expertise; sought out as resource by others | 3.59 | 3.47 | -0.12 ▼ |
| 20. Willingly shares his/her technical expertise; sought out as resource by others | 3.29 | 3.40 | +0.11 ▲ |

Comments:

- ___ not only values and listens to her staff she also gives them the support they need.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- I am impressed with her commitment to task and job knowledge.
- I appreciate her perspective and guidance on a variety of things.
- I truly enjoy working with ___ on a daily basis.
- ___ is very supportive of Core Competency and concepts. The one concept that ___ refers to consistently is what we respect most is people's ability to think.

Integrity

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 21. Follows through on commitments and promises, no matter how small, to build trust and credibility. | 15 | 3.53 | 100.0 | 47% | 53% | | |
| 22. Exhibits kindness and respect towards others without seeking personal gain. | 15 | 3.00 | 80.0 | 20% | 60% | 20% | |
| 23. Consistently open and honest with others. | 15 | 2.87 | 80.0 | 20% | 73% | 7% | |
| 24. Delivers on all promises made. | 15 | 3.47 | 100.0 | 53% | 47% | | |
| 25. Pays attention to the "little things" to help maintain a positive reputation. | 15 | 3.67 | 100.0 | 33% | 67% | | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|---|------|------|---------|
| 21. Follows through on commitments and promises, no matter how small, to build trust and credibility. | 3.35 | 3.53 | +0.18 ▲ |
| 22. Exhibits kindness and respect towards others without seeking personal gain. | 3.00 | 3.00 | |
| 23. Consistently open and honest with others. | 2.88 | 2.87 | -0.02 ▼ |
| 24. Delivers on all promises made. | 3.00 | 3.47 | +0.47 ▲ |
| 25. Pays attention to the "little things" to help maintain a positive reputation. | 3.76 | 3.67 | -0.10 ▼ |

Comments:

- ___ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- Personality. Great Mentor and Leader. Talented.
- ___ is a wonderful collaborator and leader. It is a treat to be able to work with her.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.
- She is a dedicated person who inspires excellence in both staff and customer service.

Continual Learning

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 26. Sets relevant learning objectives and goals. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 27. Grasps new ideas, concepts, technical, or business knowledge. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 28. Pursues self-improvement through continual learning. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 29. Pursues professional development opportunities when they arise. | 15 | 3.67 | 100.0 | | 33% | 67% | |
| 30. Is open to new ideas and concepts. | 15 | 3.33 | 100.0 | | 67% | 33% | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|---|------|------|---------|
| 26. Sets relevant learning objectives and goals. | 3.53 | 3.40 | -0.13 ▼ |
| 27. Grasps new ideas, concepts, technical, or business knowledge. | 3.12 | 3.33 | +0.22 ▲ |
| 28. Pursues self-improvement through continual learning. | 3.41 | 3.53 | +0.12 ▲ |
| 29. Pursues professional development opportunities when they arise. | 3.59 | 3.67 | +0.08 ▲ |
| 30. Is open to new ideas and concepts. | 3.41 | 3.33 | -0.08 ▼ |

Comments:

- We are lucky to have her here at [CompanyName].
- I think ___ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.
- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- ___ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.
- She knows her subject matter!
- ___ is trusting her team, and expecting high standards of behavior from all employees.

Feedback

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 31. Recognizes feedback as a vital catalyst for personal and professional development. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 32. Proactively seeks input from diverse sources to ensure all perspectives are acknowledged and different viewpoints are taken into account. | 15 | 3.40 | 100.0 | | 60% | 40% | |
| 33. Links feedback directly to specific role expectations, KPIs, or project outcomes. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 34. Responds quickly to performance concerns or achievements, avoiding unnecessary delays. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 35. Provides clear and specific feedback based on observable behaviors. | 15 | 3.00 | 80.0 | 20% | 60% | 20% | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|---|------|------|---------|
| 31. Recognizes feedback as a vital catalyst for personal and professional development. | 3.18 | 3.20 | +0.02 ▲ |
| 32. Proactively seeks input from diverse sources to ensure all perspectives are acknowledged and different viewpoints are taken into account. | 3.35 | 3.40 | +0.05 ▲ |
| 33. Links feedback directly to specific role expectations, KPIs, or project outcomes. | 3.18 | 3.20 | +0.02 ▲ |
| 34. Responds quickly to performance concerns or achievements, avoiding unnecessary delays. | 2.88 | 3.27 | +0.38 ▲ |
| 35. Provides clear and specific feedback based on observable behaviors. | 3.18 | 3.00 | -0.18 ▼ |

Comments:

- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- ___ is an amazing manager to work under. She has taught me a ton on how to be an associate manager this past year.
- Has one of the strongest work ethics I've ever encountered in a team member.
- Don't work with her enough to observe the vast majority of these items.
- ___'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the management teams that she partners with have great respect for her and value her input.
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.

Leadership

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|------|-------------------|-------------------------|---------------|------------|
| 36. Has the courage to face difficult issues head on. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 37. Communicates with others how they contribute to and support the company's mission. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 38. Keeps all promises. | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 39. Communicates frequently with entire core team to ensure inter-departmental alignment and collaboration to accomplish objectives | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 40. Maximizes the efforts of all team members. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|---|------|------|---------|
| 36. Has the courage to face difficult issues head on. | 3.18 | 3.20 | +0.02 ▲ |
| 37. Communicates with others how they contribute to and support the company's mission. | 3.35 | 3.27 | -0.09 ▼ |
| 38. Keeps all promises. | 3.24 | 3.27 | +0.03 ▲ |
| 39. Communicates frequently with entire core team to ensure inter-departmental alignment and collaboration to accomplish objectives | 3.59 | 3.13 | -0.45 ▼ |
| 40. Maximizes the efforts of all team members. | 3.29 | 3.40 | +0.11 ▲ |

Comments:

- ___ is very approachable. She is able to get people to follow through and engage in their daily work.
- Although I have only reported to ___ for a couple of months, the quality of my work life" has improved greatly.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- Her quality of work is good.
- She is an outstanding manager.

Interpersonal Skills

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 41. Respects other members of the team/department. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 42. Expresses appreciation of other's work. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 43. A good listener who is attentive to others. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 44. Promotes acceptance of diverse viewpoints from team members. | 15 | 3.00 | 86.7 | 13% | 73% | 13% | |
| 45. Uses tact, compassion, and sensitivity in interactions with others. | 15 | 3.53 | 100.0 | | 47% | 53% | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|---|------|------|---------|
| 41. Respects other members of the team/department. | 3.29 | 3.33 | +0.04 ▲ |
| 42. Expresses appreciation of other's work. | 3.41 | 3.33 | -0.08 ▼ |
| 43. A good listener who is attentive to others. | 3.35 | 3.13 | -0.22 ▼ |
| 44. Promotes acceptance of diverse viewpoints from team members. | 3.18 | 3.00 | -0.18 ▼ |
| 45. Uses tact, compassion, and sensitivity in interactions with others. | 3.35 | 3.53 | +0.18 ▲ |

Comments:

- Her communication style can also come across as very directive at times to peers and subordinates.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- Where do I even start to articulate how much I value about working with ___ ? I learn something every time I have the opportunity to work with her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as ___ is.
- I look forward to working with her in her new role.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.

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 |
|---|----|------|------|-------------------|-------------------------|---------------|------------|
| 46. Has excellent communication with clients. | 15 | 3.00 | 86.7 | 13% | 73% | | 13% |
| 47. Uses client feedback to help improve products and services. | 15 | 3.20 | 93.3 | 7% | 60% | | 33% |
| 48. Manages client accounts with high degree of competence. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 49. Anticipates problems that the client may encounter. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 50. Fulfills commitments made to clients. | 15 | 3.13 | 80.0 | 7% | 13% | 40% | 40% |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|---|------|------|---------|
| 46. Has excellent communication with clients. | 3.24 | 3.00 | -0.24 ▼ |
| 47. Uses client feedback to help improve products and services. | 3.00 | 3.20 | +0.20 ▲ |
| 48. Manages client accounts with high degree of competence. | 3.18 | 3.20 | +0.02 ▲ |
| 49. Anticipates problems that the client may encounter. | 3.35 | 3.40 | +0.05 ▲ |
| 50. Fulfills commitments made to clients. | 3.29 | 3.13 | -0.16 ▼ |

Comments:

- ___ is a knowledgeable professional committed to improvement and quality. ___ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- I would recommend that ___ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- ___ is able to multitask in a variety of ways.
- ___ listens to her staff and delegates responsibilities as appropriate.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.

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 continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- She is a fantastic resource.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.
- I feel as though ___ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- Establishes a culture where everyone's contribution is acknowledged and valued.

What do you like best about working with this individual?

- ___ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- As I have indicated above, ___ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate ___'s engagement since last month and I am hopeful that she will grow in her leadership role.
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- ___ is a knowledgeable professional committed to improvement and quality. ___ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- ___ is a rock amongst the management at [CompanyName].

What do you like least about working with this individual?

- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- It's been a pleasure to work for her.
- She keeps focused on things that are important for her department to run smoothly.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- Having a routine for schedule and coming to office more frequently
- A willingness and flexibility to pitch in help where needed is important.

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

- I think ___ should learn to be more concise and focused in her comments. She can consume a lot of meeting time with commentary that is lengthy and not always on point.
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- ___ is an excellent manager.
- Over this past year ___ has demonstrated ambition and the desire for professional growth in her new role as CIO.
- ___ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- ___ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and ___ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.

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

- ___ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.
- Strive for excellence. Willing to learn. Implement advice from others.
- I have only worked under ___ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- ___ involves the members of the team in the interview process whenever we need to hire a new team member. She has hired individuals who have proven by their talents and strengths to be the best candidate.
- She is smart, quick, compassionate, and thorough.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.

Any final comments?

- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- She is a pleasure to work with and an asset to [CompanyName].
- She does follow up and follow through.
- ___ addresses questions/concerns quickly and listens to staffs' needs.
- She makes sound decisions and is a great role model in communication, teamwork, and engagement.
- In every interaction that I have had with ___, I have found her to be professional, reliable, and engaged in the process.