



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

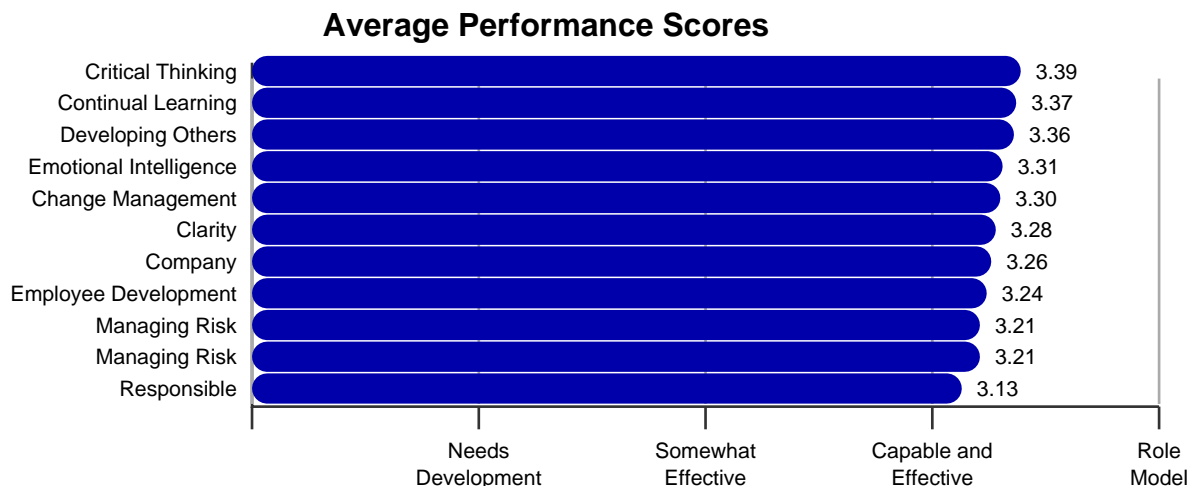
What to Do with Your Feedback

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

Summary

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

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



Gap Analysis

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



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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Demonstrates clarity in how decisions emerged from facts, patterns, and reasoning.	15	3.20	93.3	7%	67%	27%	
2. Able to distinguish between facts and opinions.	15	3.87	100.0	13%	87%		
3. Invites diverse viewpoints to test assumptions and expand understanding.	15	3.33	93.3	7%	53%	40%	
4. Identifies what is important in each situation.	15	3.60	93.3	7%	27%	67%	
5. Analyzes similarities and differences between observed results and intended goals.	15	3.33	93.3	7%	53%	40%	
6. Exhibits sound judgement in selecting data that illuminates key variables and trade-offs.	15	3.20	93.3	7%	60%	33%	
7. Considers multiple perspectives before forming conclusions.	15	3.20	86.7	13%	53%	33%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
1. Demonstrates clarity in how decisions emerged from facts, patterns, and reasoning.	3.29	3.20	-0.09 ▼
2. Able to distinguish between facts and opinions.	3.65	3.87	+0.22 ▲
3. Invites diverse viewpoints to test assumptions and expand understanding.	3.18	3.33	+0.16 ▲
4. Identifies what is important in each situation.	3.41	3.60	+0.19 ▲
5. Analyzes similarities and differences between observed results and intended goals.	3.24	3.33	+0.10 ▲
6. Exhibits sound judgement in selecting data that illuminates key variables and trade-offs.	3.24	3.20	-0.04 ▼
7. Considers multiple perspectives before forming conclusions.	3.41	3.20	-0.21 ▼

Comments:

- Good leadership style.
- _____ is a strong advocate for both the customer and staff.
- _____ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.
- I think he is an asset to the department.
- _____ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- He also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from _____ and his style of leadership. His understanding and appreciation of his leadership team and all his associates is something I would aspire to replicate in my own leadership areas of responsibility.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
8. Continues to ask questions about process and systems to further improve own knowledge.	15	3.40	93.3	7%	47%	47%	
9. Takes the initiative to learn new skills.	15	3.47	93.3	7%	40%	53%	
10. Is open to new ideas and concepts.	15	3.47	93.3	7%	40%	53%	
11. Takes charge of their training and skills enhancement.	15	3.53	100.0		47%	53%	
12. Improves on their skill sets.	15	3.27	100.0		73%	27%	
13. Seeks opportunities to grow in skills and knowledge.	15	3.33	100.0		67%	33%	
14. Pursues learning that will enhance job performance.	15	3.13	86.7	13%	60%	27%	

Time Comparisons by Item

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

Item	2024	2025	Change
8. Continues to ask questions about process and systems to further improve own knowledge.	3.24	3.40	+0.16 ▲
9. Takes the initiative to learn new skills.	3.18	3.47	+0.29 ▲
10. Is open to new ideas and concepts.	3.35	3.47	+0.11 ▲
11. Takes charge of their training and skills enhancement.	3.47	3.53	+0.06 ▲
12. Improves on their skill sets.	3.47	3.27	-0.20 ▼
13. Seeks opportunities to grow in skills and knowledge.	3.35	3.33	-0.02 ▼
14. Pursues learning that will enhance job performance.	3.18	3.13	-0.04 ▼

Comments:

- He is also an excellent resource to other managers and will take the time to offer information and support.
- _____ is very professional in dealing with his peers and the staff.
- _____ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.
- He knows his subject matter!
- One of the best supervisors that I have had.
- I value and appreciate _____ very much.

Emotional Intelligence

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
15. Able to understand others' points of view.	15	3.07	80.0	20%	53%		27%
16. Thinks clearly and stays focused under pressure.	15	3.40	93.3	7%	47%		47%
17. Does not view setbacks as personal failures.	15	3.27	93.3	7%	60%		33%
18. Is able to manage their own emotions.	14	3.00	92.9	7%	79%		14%
19. Is able to control their own emotions.	15	3.47	100.0		53%		47%
20. Stay calm, composed and positive during difficult events.	15	3.40	93.3	7%	47%		47%
21. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	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
15. Able to understand others' points of view.	3.00	3.07	+0.07 ▲
16. Thinks clearly and stays focused under pressure.	3.65	3.40	-0.25 ▼
17. Does not view setbacks as personal failures.	3.47	3.27	-0.20 ▼
18. Is able to manage their own emotions.	3.12	3.00	-0.12 ▼
19. Is able to control their own emotions.	3.59	3.47	-0.12 ▼
20. Stay calm, composed and positive during difficult events.	3.29	3.40	+0.11 ▲
21. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.35	3.53	+0.18 ▲

Comments:

- Has one of the strongest work ethics I've ever encountered in a team member.
- _____ is always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- _____ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- He has been a great addition to the department in this area.
- Information is given concisely at meetings, and his explanations of all information is very clear.

Managing Performance

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
22. Reviews monthly or weekly reports of quantitative metrics (sales/production) to measure performance level.	15	3.00	80.0	20%	60%	20%	
23. Effectively uses the current performance review process.	15	2.87	80.0	20%	73%	7%	
24. Sets the Objectives and Key Results (OKRs) required for the position.	15	3.47	100.0		53%	47%	
25. Conducts objectives and key results (OKR) assessments on a quarterly basis.	15	3.67	100.0		33%	67%	
26. Administers the performance rewards program in a fair and equitable manner.	15	3.40	93.3	7%	47%	47%	
27. Trains and develops employees to realize their maximum potential.	15	3.33	93.3	7%	53%	40%	
28. Ensures employees are trained in areas where performance may be lacking.	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
22. Reviews monthly or weekly reports of quantitative metrics (sales/production) to measure performance level.	3.00	3.00	
23. Effectively uses the current performance review process.	2.88	2.87	-0.02 ▼
24. Sets the Objectives and Key Results (OKRs) required for the position.	3.00	3.47	+0.47 ▲
25. Conducts objectives and key results (OKR) assessments on a quarterly basis.	3.76	3.67	-0.10 ▼
26. Administers the performance rewards program in a fair and equitable manner.	3.53	3.40	-0.13 ▼
27. Trains and develops employees to realize their maximum potential.	3.12	3.33	+0.22 ▲
28. Ensures employees are trained in areas where performance may be lacking.	3.41	3.53	+0.12 ▲

Comments:

- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- _____ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.
- He demonstrates a high level of personal integrity in his daily work and is honest and ethical in interactions.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
29. Leads by example to show the employees the importance of making the necessary changes.	15	3.67	100.0	33%	67%		
30. Helps employees overcome their resistance to change.	15	3.33	100.0		67%		33%
31. Adopts changes to set and example for others to follow.	15	3.20	86.7	13%	53%		33%
32. Introduces structural changes to the team/department.	15	3.40	100.0		60%		40%
33. Forms an effective change management team.	15	3.20	86.7	13%	53%		33%
34. Conducts a market competitive analysis to determine where the organization may need to change to better meet the needs of the marketplace.	15	3.27	93.3	7%	60%		33%
35. Inspires others to want to change.	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
29. Leads by example to show the employees the importance of making the necessary changes.	3.59	3.67	+0.08 ▲
30. Helps employees overcome their resistance to change.	3.41	3.33	-0.08 ▼
31. Adopts changes to set and example for others to follow.	3.18	3.20	+0.02 ▲
32. Introduces structural changes to the team/department.	3.35	3.40	+0.05 ▲
33. Forms an effective change management team.	3.18	3.20	+0.02 ▲
34. Conducts a market competitive analysis to determine where the organization may need to change to better meet the needs of the marketplace.	2.88	3.27	+0.38 ▲
35. Inspires others to want to change.	3.18	3.00	-0.18 ▼

Comments:

- _____ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.
- He is very customer focused and this reflects in his division leadership and performance.
- _____ handles every situation in a professional manner and he responds promptly to requests.
- _____ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad _____ has joined the team.
- _____ is a tremendous leader in our organization.
- _____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.

Clarity

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. Seeks to reduce ambiguity in messaging and documents.	15	3.20	93.3	7%	67%	27%	
37. Communicates ideas and facts clearly and effectively in writing.	15	3.27	93.3	7%	60%	33%	
38. Clearly explains responsibilities to individuals.	15	3.27	86.7	13%	47%	40%	
39. Communicates with clarity and efficiency.	15	3.13	86.7	13%	60%	27%	
40. Uses appropriate grammar and tense in communications.	15	3.40	93.3	7%	47%	47%	
41. Checks details thoroughly.	15	3.33	93.3	7%	53%	40%	
42. Is clear about the roles and duties of team members.	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
36. Seeks to reduce ambiguity in messaging and documents.	3.18	3.20	+0.02 ▲
37. Communicates ideas and facts clearly and effectively in writing.	3.35	3.27	-0.09 ▼
38. Clearly explains responsibilities to individuals.	3.24	3.27	+0.03 ▲
39. Communicates with clarity and efficiency.	3.59	3.13	-0.45 ▼
40. Uses appropriate grammar and tense in communications.	3.29	3.40	+0.11 ▲
41. Checks details thoroughly.	3.29	3.33	+0.04 ▲
42. Is clear about the roles and duties of team members.	3.41	3.33	-0.08 ▼

Comments:

- _____ exemplifies all of the above.
- _____ is a new manager. His openness and positive communication with his team and his steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- _____ is a pleasure to work with.
- _____ is very process oriented. He has streamlined/improved several processes in the lab.
- I feel like I can run things past him and he will give me his honest feedback on how to proceed.
- _____ has been wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.

Managing Risk

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
43. Evaluates risks against acceptable risk levels.	15	3.13	86.7	13%	60%	27%	
44. Uses data from the purchasing department to anticipate possible supply chain risks.	15	3.00	86.7	13%	73%	13%	
45. Tracks risks in a project.	15	3.53	100.0		47%	53%	
46. Determines the amount of deviation from the plan that will be tolerated.	15	3.00	86.7	13%	73%	13%	
47. Ensures that any risky decisions taken are based on informed decision making.	15	3.20	93.3	7%	60%	33%	
48. Determines the potential financial impact of specific risks.	15	3.20	93.3	7%	67%	27%	
49. Uses actionable data and analytics to improve risk tolerance.	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
43. Evaluates risks against acceptable risk levels.	3.35	3.13	-0.22 ▼
44. Uses data from the purchasing department to anticipate possible supply chain risks.	3.18	3.00	-0.18 ▼
45. Tracks risks in a project.	3.35	3.53	+0.18 ▲
46. Determines the amount of deviation from the plan that will be tolerated.	3.24	3.00	-0.24 ▼
47. Ensures that any risky decisions taken are based on informed decision making.	3.00	3.20	+0.20 ▲
48. Determines the potential financial impact of specific risks.	3.18	3.20	+0.02 ▲
49. Uses actionable data and analytics to improve risk tolerance.	3.35	3.40	+0.05 ▲

Comments:

- He is the only manager in the department to help us when we are short.
- _____ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- _____ has grown and proven himself to be an effective leader in the imaging department.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- _____ 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 he's had to personally fill big leadership gaps himself this past year. I worry about his workload, but in the long run, it's better than hiring the wrong person. He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.

Responsible

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
50. Works in a way that makes others want to work with her/him.	15	3.13	80.0	7% 13%	40%	40%	
51. Holds herself / himself accountable to goals / objectives	14	3.14	92.9	7%	71%		21%
52. Sets a good example.	14	3.21	85.7	14%	50%		36%
53. Completes assigned work tasks.	15	3.27	86.7	13%	47%		40%
54. Sets high personal standards of performance.	15	3.13	86.7	13%	60%		27%
55. Behavior is ethical and honest.	15	3.07	86.7	13%	67%		20%
56. Responsible for setting the vision of the department.	15	2.93	73.3	27%	53%		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
50. Works in a way that makes others want to work with her/him.	3.29	3.13	-0.16 ▼
51. Holds herself / himself accountable to goals / objectives	3.24	3.14	-0.09 ▼
52. Sets a good example.	3.06	3.21	+0.16 ▲
53. Completes assigned work tasks.	3.59	3.27	-0.32 ▼
54. Sets high personal standards of performance.	2.94	3.13	+0.19 ▲
55. Behavior is ethical and honest.	2.88	3.07	+0.18 ▲
56. Responsible for setting the vision of the department.	2.88	2.93	+0.05 ▲

Comments:

- He will always be able to state that he did everything he could, he gives this job his all!
- just know going through the hiring process with him.
- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- _____ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.
- He leads by example.
- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.

Employee Development

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
57. Aligns employee development goals with the organization's goals.	15	3.20	93.3	7%	67%		27%
58. Bases Job promotions on merit.	15	3.20	93.3	7%	67%		27%
59. Personalizes and regularly revisits career development plans to reflect evolving goals and company needs.	15	3.13	93.3	7%	67%		27%
60. Recognizes and rewards employees who take initiative in cross-training efforts.	15	3.20	93.3	7%	67%		27%
61. Re-designs job roles to include a wider variety of tasks after the recent re-organization, reducing monotony and increasing engagement.	15	3.47	100.0		53%		47%
62. Helps new employees strengthen rapport with key executives and managers through the onboarding process.	15	3.27	93.3	7%	60%		33%
63. Offers a good balance of in-person and online training.	15	3.20	86.7	13%	53%		33%

Time Comparisons by Item

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

Item	2024	2025	Change
57. Aligns employee development goals with the organization's goals.	3.18	3.20	+0.02 ▲
58. Bases Job promotions on merit.	3.24	3.20	-0.04 ▼
59. Personalizes and regularly revisits career development plans to reflect evolving goals and company needs.	3.18	3.13	-0.04 ▼
60. Recognizes and rewards employees who take initiative in cross-training efforts.	3.47	3.20	-0.27 ▼
61. Re-designs job roles to include a wider variety of tasks after the recent re-organization, reducing monotony and increasing engagement.	3.29	3.47	+0.17 ▲
62. Helps new employees strengthen rapport with key executives and managers through the onboarding process.	3.35	3.27	-0.09 ▼
63. Offers a good balance of in-person and online training.	3.18	3.20	+0.02 ▲

Comments:

- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- _____ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone else's department, he is willing to help in any capacity he can to help reach goals.
- He relies heavily on his team to seek front line input and opinions and is always great about communicating upcoming changes.
- I enjoy working with _____ very much.
- He presents a clear picture of where the department is now and where we need to be headed.
- _____ is a definite asset to the organization. He is a creative thinker and a strong leader.

Developing Others

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
64. Sets performance objectives for subordinates that encourages development opportunities.	15	3.53	100.0	47%	53%		
65. Recognizes and celebrates accomplishments of others.	15	3.40	100.0	60%	40%		
66. Supports the successes of other employees.	15	3.33	100.0	67%	33%		
67. Creates opportunities for professional development.	15	3.47	100.0	53%	47%		
68. Is open to receiving feedback.	15	3.33	93.3	7%	53%	40%	
69. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.20	93.3	7%	67%	27%	
70. Assesses employees' developmental needs.	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
64. Sets performance objectives for subordinates that encourages development opportunities.	3.41	3.53	+0.12 ▲
65. Recognizes and celebrates accomplishments of others.	3.41	3.40	-0.01 ▼
66. Supports the successes of other employees.	3.47	3.33	-0.14 ▼
67. Creates opportunities for professional development.	3.29	3.47	+0.17 ▲
68. Is open to receiving feedback.	3.53	3.33	-0.20 ▼
69. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.18	3.20	+0.02 ▲
70. Assesses employees' developmental needs.	3.24	3.27	+0.03 ▲

Comments:

- He is a strong leader complemented with sound judgement
- As mentioned above, good collaboration.
- He could benefit from becoming more comfortable challenging others.
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- He is a great communicator and works hard to ensure an aligned team across Implementation Cycles.

Company

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
71. Provides access to training, documentation, and expert support to help employees use resources effectively	15	3.20	86.7	13%	53%	33%	
72. Translates company-wide initiatives into actionable goals for the team.	15	3.27	93.3	7%	60%	33%	
73. Ensures the department has the necessary funding to complete our mission.	15	3.13	86.7	13%	60%	27%	
74. Understands what is needed for the company to have a positive impact our industry.	15	3.40	100.0		60%	40%	
75. Aligns departmental strategies with the company's long-term vision and objectives.	15	3.33	100.0		67%	33%	
76. Maintains positive relationships between the [Company] and government agencies.	15	3.47	100.0		53%	47%	
77. Helps employees feel a personal connection to our mission and values.	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
71. Provides access to training, documentation, and expert support to help employees use resources effectively	3.12	3.20	+0.08 ▲
72. Translates company-wide initiatives into actionable goals for the team.	3.18	3.27	+0.09 ▲
73. Ensures the department has the necessary funding to complete our mission.	3.12	3.13	+0.02 ▲
74. Understands what is needed for the company to have a positive impact our industry.	3.35	3.40	+0.05 ▲
75. Aligns departmental strategies with the company's long-term vision and objectives.	3.24	3.33	+0.10 ▲
76. Maintains positive relationships between the [Company] and government agencies.	3.71	3.47	-0.24 ▼
77. Helps employees feel a personal connection to our mission and values.	3.18	3.00	-0.18 ▼

Comments:

- He is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- Improve on providing feedback.
- Appreciate _____'s willingness to participate on leadership in expanding research activity.
- _____ is an amazing manager. He genuinely cares about his staff.
- _____ is a role model of a leader and I feel privileged to have _____ as a leader and a mentor.
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.

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?

- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- Great addition to the department!
- _____ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- _____ has great insights regarding individuals and relationships, as well as good ideas about processes.
- _____ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].

What do you like best about working with this individual?

- He believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- _____ is a strong leader & mentor.
- Great year of growth!
- _____ did a great job with the new employee program development and he should be proud of his accomplishments.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. He seems hesitant to ask for feedback, review, or help.
- He has been a great addition to the company.

What do you like least about working with this individual?

- He has always encouraged others and provided tools for the employee to do so.
- I feel very confident in his support, which he has already demonstrated several times in challenging situations.
- He maintains focus, displays confidence and is the definition of tenacity because he keeps [CompanyName]'s best interests always at center.
- _____ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- _____ is an excellent employee, I do not know of any areas that need improvement.
- _____ is a great leader and understands when he is needed the most. He is fair in his changes and tries his hardest to be equal to everyone.

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

- _____ is very busy and does a good job delegating work. By delegating he provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but _____ has confidence that the work will be done well.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that _____'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- I think _____ is doing to great job! The learning curve is steep and he is growing to meet the challenge.

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

- _____ has extremely strong communication skills and is able to work in a wide variety of settings.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- He is always available to listen, lend a hand, or guide the staff when needed.
- _____'s diverse professional experiences allow him to bring new ideas to programs, as well as share past successes with others. He is not afraid to tackle change and strives to improve processes for organizational growth. His engaging communication style is welcomed by customers and the interdisciplinary team members.
- _____ has been so busy with his daily work, and filling in the gaps of a shortage of employee's that he has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for him to be able to attend these functions.
- He is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.

Any final comments?

- His years of experience and wisdom are generously shared and appreciated.
- The few problems we have experienced during these changes is a reflection of _____'s leadership.
- You can always count on _____ to respond to emails and telephone calls and follow through with commitments.
- _____ exemplifies all of the above.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- _____ 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.