



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.

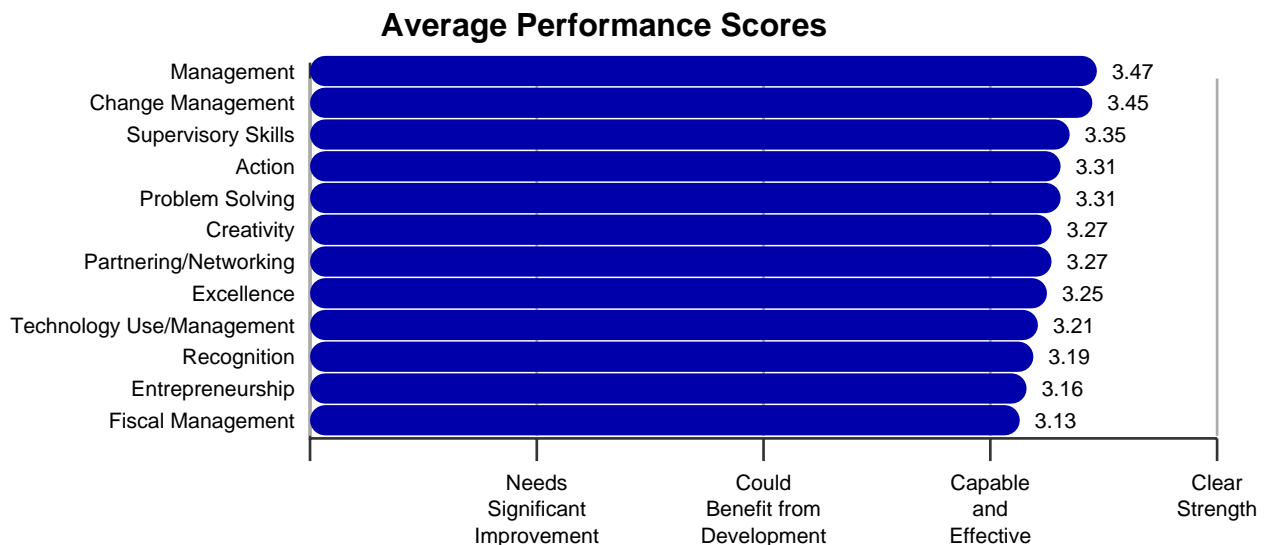
What to Do with Your Feedback

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

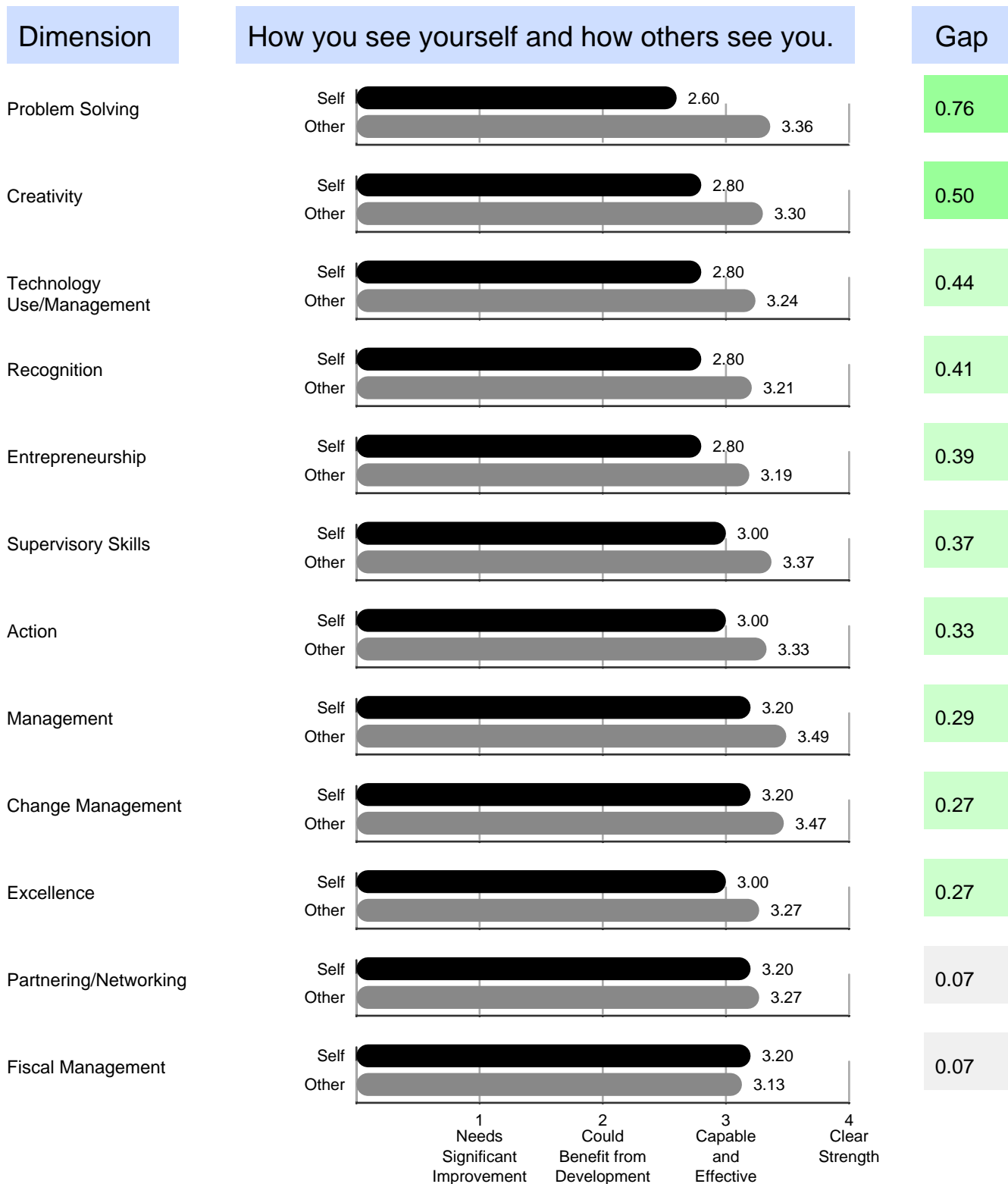
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Sets the project's boundaries, objectives, and requirements.	15	3.20	93.3	7%	67%	27%	
2. Estimates the duration for each phase of a task/project.	15	3.87	100.0	13%	87%		
3. Ensures resources are allocated fairly and transparently across teams, projects, or departments.	15	3.33	93.3	7%	53%	40%	
4. Identifies key strategic factors, risks, and opportunities that impact the organization.	15	3.60	93.3	7%	27%	67%	
5. Demonstrates high standards of conduct and behavior in the department.	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. Sets the project's boundaries, objectives, and requirements.	3.29	3.20	-0.09 ▼
2. Estimates the duration for each phase of a task/project.	3.65	3.87	+0.22 ▲
3. Ensures resources are allocated fairly and transparently across teams, projects, or departments.	3.18	3.33	+0.16 ▲
4. Identifies key strategic factors, risks, and opportunities that impact the organization.	3.41	3.60	+0.19 ▲
5. Demonstrates high standards of conduct and behavior in the department.	3.24	3.33	+0.10 ▲

Comments:

- ___ knows her team very well and is gaining the same knowledge in regards to her team
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- She is very supportive of cross training and learning new skills.
- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ___ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.
- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- She translated the creative thinking into real change and solution that advanced our department.

Supervisory 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Provides guidance and support to help employees achieve their goals.	15	3.20	93.3	7%	60%	33%	
7. Makes sure employees complete the work on time.	15	3.20	86.7	13%	53%	33%	
8. Gives feedback that includes both a recognition of the employee's strengths and areas where the employee could do better.	15	3.40	93.3	7%	47%	47%	
9. Oversees the work of a group of employees.	15	3.47	93.3	7%	40%	53%	
10. Completes assessments in a timely manner.	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. Provides guidance and support to help employees achieve their goals.	3.24	3.20	-0.04 ▼
7. Makes sure employees complete the work on time.	3.41	3.20	-0.21 ▼
8. Gives feedback that includes both a recognition of the employee's strengths and areas where the employee could do better.	3.24	3.40	+0.16 ▲
9. Oversees the work of a group of employees.	3.18	3.47	+0.29 ▲
10. Completes assessments in a timely manner.	3.35	3.47	+0.11 ▲

Comments:

- She has never said she was too busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- She communicates clearly and responds to request without unnecessary delay.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- ___ works very well with other departments.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- ___ is a valued peer. I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.

Creativity

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Leverages interdepartmental connections to fuel creative solutions.	15	3.53	100.0	47%	53%		
12. Seeks to understand deeply the talents and abilities of members of the team.	15	3.27	100.0	73%	27%		
13. Seeks out diverse viewpoints to enrich creative problem-solving.	15	3.33	100.0	67%	33%		
14. Provides employees with free time to be able to be creative.	15	3.13	86.7	13%	60%	27%	
15. Contributes ideas that stand out for their originality and impact.	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. Leverages interdepartmental connections to fuel creative solutions.	3.47	3.53	+0.06 ▲
12. Seeks to understand deeply the talents and abilities of members of the team.	3.47	3.27	-0.20 ▼
13. Seeks out diverse viewpoints to enrich creative problem-solving.	3.35	3.33	-0.02 ▼
14. Provides employees with free time to be able to be creative.	3.18	3.13	-0.04 ▼
15. Contributes ideas that stand out for their originality and impact.	3.00	3.07	+0.07 ▲

Comments:

- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- As mentioned above, good collaboration.
- I appreciate that ___ reaches out to communicate expected changes and organizational impact.
- Improve communication delivery. Acknowledge what others are saying.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Does whatever it takes (within reason) to get the job done.	15	3.40	93.3	7%	47%	47%	
17. Able to get things done and make things happen.	15	3.27	93.3	7%	60%	33%	
18. Is driven to complete a high amount of work.	14	3.00	92.9	7%	79%	14%	
19. Consistently stays motivated to perform at a high level and inspires the department to do the same.	15	3.47	100.0		53%	47%	
20. Is ambitious when working on the project.	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. Does whatever it takes (within reason) to get the job done.	3.65	3.40	-0.25 ▼
17. Able to get things done and make things happen.	3.47	3.27	-0.20 ▼
18. Is driven to complete a high amount of work.	3.12	3.00	-0.12 ▼
19. Consistently stays motivated to perform at a high level and inspires the department to do the same.	3.59	3.47	-0.12 ▼
20. Is ambitious when working on the project.	3.29	3.40	+0.11 ▲

Comments:

- 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.
- I am VERY fortunate to be on her team and part of this division.
- I know I can go to her with any question and she will either have an answer for me or get one the same goes for problem solving.
- She is very supportive of us and the job we do.
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- ___ is great...She provides valuable insight/opinion when asked and easily makes decisions.

Problem Solving

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Allocates resources strategically to areas with higher risk potential.	15	3.53	100.0	47%	53%		
22. Ensures that team members stay on track to implementing the solution and address any issues that arise.	15	3.00	80.0	20%	60%	20%	
23. Assesses the extent to which proposed solutions would lead to success.	15	2.87	80.0	20%	73%	7%	
24. Chooses a diverse group with relevant expertise and perspectives for a brainstorming session.	15	3.47	100.0	53%	47%		
25. Quickly adapts and changes course as new information emerges or the situation evolves.	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. Allocates resources strategically to areas with higher risk potential.	3.35	3.53	+0.18 ▲
22. Ensures that team members stay on track to implementing the solution and address any issues that arise.	3.00	3.00	
23. Assesses the extent to which proposed solutions would lead to success.	2.88	2.87	-0.02 ▼
24. Chooses a diverse group with relevant expertise and perspectives for a brainstorming session.	3.00	3.47	+0.47 ▲
25. Quickly adapts and changes course as new information emerges or the situation evolves.	3.76	3.67	-0.10 ▼

Comments:

- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.
- She is a strong leader complemented with sound judgement
- ___ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.
- ___ 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.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Solicits feedback from those impacted by the changes.	15	3.40	93.3	7%	47%	47%	
27. Helps employees to understand and make sense of the changes.	15	3.33	93.3	7%	53%	40%	
28. Understands the consequences that may result from significant changes.	15	3.53	100.0		47%	53%	
29. Is comfortable dealing with uncertainty.	15	3.67	100.0		33%	67%	
30. Encourages managers to embrace the changes.	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. Solicits feedback from those impacted by the changes.	3.53	3.40	-0.13 ▼
27. Helps employees to understand and make sense of the changes.	3.12	3.33	+0.22 ▲
28. Understands the consequences that may result from significant changes.	3.41	3.53	+0.12 ▲
29. Is comfortable dealing with uncertainty.	3.59	3.67	+0.08 ▲
30. Encourages managers to embrace the changes.	3.41	3.33	-0.08 ▼

Comments:

- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- ___ has extremely strong communication skills and is able to work in a wide variety of settings.
- ___ takes people where they want to go and pushes them to be their own success.
- What I like is her standard line what resources do you need from me to make this work?
- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.

Technology Use/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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Supports technical training and development of employees.	15	3.20	86.7	13%	53%	33%	
32. Adopts the implementation of new technology into the workplace.	15	3.40	100.0		60%	40%	
33. Supports employee training and development initiatives regarding implementation of technology.	15	3.20	86.7	13%	53%	33%	
34. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.27	93.3	7%	60%	33%	
35. Applies complex rules and regulations to maintain optimal system performance.	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. Supports technical training and development of employees.	3.18	3.20	+0.02 ▲
32. Adopts the implementation of new technology into the workplace.	3.35	3.40	+0.05 ▲
33. Supports employee training and development initiatives regarding implementation of technology.	3.18	3.20	+0.02 ▲
34. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	2.88	3.27	+0.38 ▲
35. Applies complex rules and regulations to maintain optimal system performance.	3.18	3.00	-0.18 ▼

Comments:

- I know I can go to her with any question and she will either have an answer for me or get one the same goes for problem solving.
- A great addition to the team.
- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- ___ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- ___ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with. I am on a committee that she runs and she is an excellent meeting facilitator.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Is planful and organized.	15	3.20	93.3	7%	67%	27%	
37. Demonstrates the analytical skills to do their job.	15	3.27	93.3	7%	60%	33%	
38. Keeps themselves and others focused on constant improvement.	15	3.27	86.7	13%	47%	40%	
39. Takes a lot of pride in their work.	15	3.13	86.7	13%	60%	27%	
40. Can be counted on to add value wherever they are involved.	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. Is planful and organized.	3.18	3.20	+0.02 ▲
37. Demonstrates the analytical skills to do their job.	3.35	3.27	-0.09 ▼
38. Keeps themselves and others focused on constant improvement.	3.24	3.27	+0.03 ▲
39. Takes a lot of pride in their work.	3.59	3.13	-0.45 ▼
40. Can be counted on to add value wherever they are involved.	3.29	3.40	+0.11 ▲

Comments:

- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- She is well respected.
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- ___ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- Seek and provide critical feedback.
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.

Partnering/Networking

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Hosts industry events or meetups to bring partners and networks together.	15	3.33	93.3	7%	53%	40%	
42. Synchronizes efforts, processes, and resources with partners to enhance strategic opportunities.	15	3.33	93.3	7%	53%	40%	
43. Seeks to avoid conflicts by clarifying problems early on and working quickly to resolve those issues.	15	3.13	86.7	13%	60%	27%	
44. Identifies the right alliance partners with complementary and compatible services and resources.	15	3.00	86.7	13%	73%	13%	
45. Networks with clients to determine improvements in operations.	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. Hosts industry events or meetups to bring partners and networks together.	3.29	3.33	+0.04 ▲
42. Synchronizes efforts, processes, and resources with partners to enhance strategic opportunities.	3.41	3.33	-0.08 ▼
43. Seeks to avoid conflicts by clarifying problems early on and working quickly to resolve those issues.	3.35	3.13	-0.22 ▼
44. Identifies the right alliance partners with complementary and compatible services and resources.	3.18	3.00	-0.18 ▼
45. Networks with clients to determine improvements in operations.	3.35	3.53	+0.18 ▲

Comments:

- In one word I can summarize ___ in leadership skill. WOW!
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.
- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- ___ always makes decisions based on what is best for the department or organization.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- She recognized where I needed help and supported me in making the case to get it.

Recognition

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Makes people around them feel appreciated and valued.	15	3.00	86.7	13%	73%		13%
47. Creates clear links between recognition and HR driven incentive systems.	15	3.20	93.3	7%	60%		33%
48. Recognizes employees that participate on important teams.	15	3.20	93.3	7%	67%		27%
49. Ensures that all employees feel valued, respected, and appreciated for their contributions.	15	3.40	93.3	7%	47%		47%
50. Ensures that above average performance is followed up with recognition.	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. Makes people around them feel appreciated and valued.	3.24	3.00	-0.24 ▼
47. Creates clear links between recognition and HR driven incentive systems.	3.00	3.20	+0.20 ▲
48. Recognizes employees that participate on important teams.	3.18	3.20	+0.02 ▲
49. Ensures that all employees feel valued, respected, and appreciated for their contributions.	3.35	3.40	+0.05 ▲
50. Ensures that above average performance is followed up with recognition.	3.29	3.13	-0.16 ▼

Comments:

- ___ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- ___ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- ___ has shown tremendous leadership. Always approachable and encourages her staff to provide feedback to better the organization.

Entrepreneurship

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
51. Exhibits determination and passion in completion of goals.	14	3.14	92.9	7%	71%		21%
52. Has a strategic awareness on how to promote the organization.	14	3.21	85.7	14%	50%		36%
53. Encourages risk taking for developing potential business opportunities.	15	3.27	86.7	13%	47%		40%
54. Can work effectively in an environment of uncertainty.	15	3.13	86.7	13%	60%		27%
55. Able to adapt the department to changing business demands and climate.	15	3.07	86.7	13%	67%		20%

Time Comparisons by Item

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

Item	2024	2025	Change
51. Exhibits determination and passion in completion of goals.	3.24	3.14	-0.09 ▼
52. Has a strategic awareness on how to promote the organization.	3.06	3.21	+0.16 ▲
53. Encourages risk taking for developing potential business opportunities.	3.59	3.27	-0.32 ▼
54. Can work effectively in an environment of uncertainty.	2.94	3.13	+0.19 ▲
55. Able to adapt the department to changing business demands and climate.	2.88	3.07	+0.18 ▲

Comments:

- ___ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- ___ is a great leader. She has excellent communication skills and has a wonderful leadership style.
- 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.
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
56. Monitors expenses and verifies the need for items purchased.	15	2.93	73.3	27%	53%	20%	
57. Keeps excellent records for financial transparency.	15	3.20	93.3	7%	67%	27%	
58. Monitors spending.	15	3.20	93.3	7%	67%	27%	
59. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.13	93.3	7%	67%	27%	
60. Develops budgets and plans for various programs and initiatives.	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
56. Monitors expenses and verifies the need for items purchased.	2.88	2.93	+0.05 ▲
57. Keeps excellent records for financial transparency.	3.18	3.20	+0.02 ▲
58. Monitors spending.	3.24	3.20	-0.04 ▼
59. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.18	3.13	-0.04 ▼
60. Develops budgets and plans for various programs and initiatives.	3.47	3.20	-0.27 ▼

Comments:

- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.
- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.

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?

- Her quality of work is good.
- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- I feel safe and comfortable going to her for any reason. I am very glad to have her for a Director, and also as a partner and teammate.
- I have appreciated ___'s approach to simplify department tasks, goals, and initiatives.
- ___ is a wonderful partner. She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- ___ is a very effective communicator and I always felt very well informed as her direct report.

What do you like best about working with this individual?

- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.
- I appreciate the straight forward style of leadership ___ uses.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- I honestly cannot think of anything that she could improve on.
- She has also greatly improved her communication.

What do you like least about working with this individual?

- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.
- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- ___ is very supportive and knows her area of expertise. She is a pleasure to work with.
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- I love working with her and hope to continue having her as my supervisor!

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

- I have had personal interactions with ___ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- Building relationships of trust to enhance safety is an important part of our approach.
- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.
- ___ handles every situation in a professional manner and she responds promptly to requests.
- ___ enjoys sharing knowledge and teaching her subordinates about their roles in the department. She regularly would spend 30 minutes sharing her insights on a topic. She also facilitated numerous training sessions when I started my job a year ago.
- ___'s diverse professional experiences allow her to bring new ideas to programs, as well as share past successes with others. She is not afraid to tackle change and strives to improve processes for organizational growth. Her engaging communication style is welcomed by customers and the interdisciplinary team members.

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

- ___ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect ___ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have witnessed in the last 30 years.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- ___ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.
- ___ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.

Any final comments?

- I so appreciate that ___ is so on top of everything that we do in payroll.
- This has been a challenging year for ___ and her team. Through it all, she was dedicated to the organization and never shirked her duties.
- ___ is one of the most honest, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.
- ___ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- ___ has been eager to learn her new position and is transitioning well.
- I think ___ has improved in her communication style and leadership style. Where I would suggest improvement is she can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.