



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.

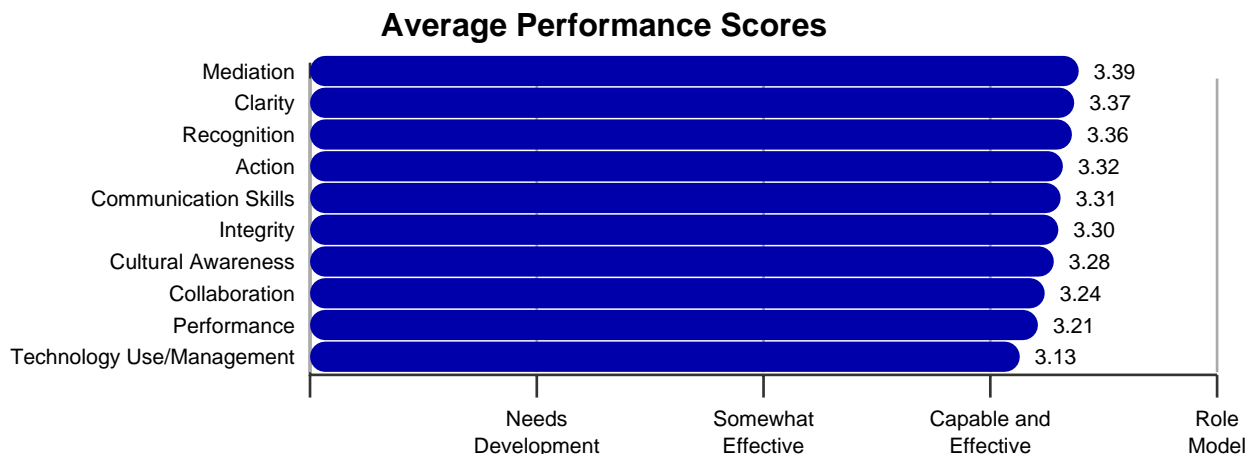
What to Do with Your Feedback

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.



Mediation

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. Paraphrases and summarizes key points to confirm understanding and reduce misinterpretation.	15	3.20	93.3	7%	67%		27%
2. Synthesizes diverse inputs into a coherent understanding of the dispute's structure and drivers.	15	3.87	100.0	13%	87%		
3. Determines what documents are to be exchanged with each side.	15	3.33	93.3	7%	53%		40%
4. Identifies acceptable trade-offs and concessions from the parties.	15	3.60	93.3	7%	27%	67%	
5. Summarizes key points from private sessions (with permission) to ensure transparency and shared understanding.	15	3.33	93.3	7%	53%		40%
6. Uses neutral language when summarizing private conversations to protect party identity and intent.	15	3.20	93.3	7%	60%		33%
7. Selects appropriate mediation format (joint sessions, shuttle diplomacy, caucus-heavy) based on case complexity and sensitivity.	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. Paraphrases and summarizes key points to confirm understanding and reduce misinterpretation.	3.29	3.20	-0.09 ▼
2. Synthesizes diverse inputs into a coherent understanding of the dispute's structure and drivers.	3.65	3.87	+0.22 ▲
3. Determines what documents are to be exchanged with each side.	3.18	3.33	+0.16 ▲
4. Identifies acceptable trade-offs and concessions from the parties.	3.41	3.60	+0.19 ▲
5. Summarizes key points from private sessions (with permission) to ensure transparency and shared understanding.	3.24	3.33	+0.10 ▲
6. Uses neutral language when summarizing private conversations to protect party identity and intent.	3.24	3.20	-0.04 ▼
7. Selects appropriate mediation format (joint sessions, shuttle diplomacy, caucus-heavy) based on case complexity and sensitivity.	3.41	3.20	-0.21 ▼

Comments:

- Provide more frequent development feedback.
- 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 has a vast storehouse of knowledge about the facility and our policies.
- She is such a model for leaders throughout our organization.
- ___ has nothing but [CompanyName]'s best interest at heart.
-

She sets a good example for personal growth.

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
8. Attends to the important details of a job or task.	15	3.40	93.3	7%	47%	47%	
9. Communicates with clarity and efficiency.	15	3.47	93.3	7%	40%	53%	
10. Clearly explains responsibilities to individuals.	15	3.47	93.3	7%	40%	53%	
11. Clarifies problems and their causes to help employees correct them.	15	3.53	100.0		47%	53%	
12. Avoids stating unclear or conflicting goals.	15	3.27	100.0		73%	27%	
13. Avoids creating ambiguity or mixed messages.	15	3.33	100.0		67%	33%	
14. Uses appropriate grammar and tense in communications.	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. Attends to the important details of a job or task.	3.24	3.40	+0.16 ▲
9. Communicates with clarity and efficiency.	3.18	3.47	+0.29 ▲
10. Clearly explains responsibilities to individuals.	3.35	3.47	+0.11 ▲
11. Clarifies problems and their causes to help employees correct them.	3.47	3.53	+0.06 ▲
12. Avoids stating unclear or conflicting goals.	3.47	3.27	-0.20 ▼
13. Avoids creating ambiguity or mixed messages.	3.35	3.33	-0.02 ▼
14. Uses appropriate grammar and tense in communications.	3.18	3.13	-0.04 ▼

Comments:

- ___ is a new manager. Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- ___ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- She is truly dedicated to doing a good job, by helping us do a good job.
- ___ encourages us as directors to go out with one voice and keeps us accountable.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of her and areas that our work touches.
- ___ has very quickly re-invented the Technical Services division. She is now aggressively moving the team to become more mature and service oriented. Throughout this transition, ___ has been very successful in managing this difficult change.

Communication Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
15. Delivers messages with personal energy, enthusiasm, and conviction.	15	3.07	80.0	20%	53%	27%	
16. Shares important information with others.	15	3.40	93.3	7%	47%	47%	
17. Tailors oral communications to the intended audience.	15	3.27	93.3	7%	60%	33%	
18. Keeps the supervisor informed about achievements and milestones.	14	3.00	92.9	7%	79%	14%	
19. Delivers difficult messages to co-workers in an appropriate manner	15	3.47	100.0		53%	47%	
20. Uses correct spelling, grammar and punctuation.	15	3.40	93.3	7%	47%	47%	
21. Takes steps to prevent interruptions when important issues are being discussed	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. Delivers messages with personal energy, enthusiasm, and conviction.	3.00	3.07	+0.07 ▲
16. Shares important information with others.	3.65	3.40	-0.25 ▼
17. Tailors oral communications to the intended audience.	3.47	3.27	-0.20 ▼
18. Keeps the supervisor informed about achievements and milestones.	3.12	3.00	-0.12 ▼
19. Delivers difficult messages to co-workers in an appropriate manner	3.59	3.47	-0.12 ▼
20. Uses correct spelling, grammar and punctuation.	3.29	3.40	+0.11 ▲
21. Takes steps to prevent interruptions when important issues are being discussed	3.35	3.53	+0.18 ▲

Comments:

- She strives to raise the bar everyday to improve our processes to best serve our customers.
- This year ___ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.
- ___ is dedicated to her work and the employees that she manages. I am amazed at the kind of time she puts into this organization.
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- ___ is willing to understand how a current process works before wanting to incorporate changes.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
22. Is the first to volunteer for assignments.	15	3.00	80.0	20%	60%	20%	
23. Takes charge without being asked.	15	2.87	80.0	20%	73%	7%	
24. Drives and mobilizes others progress toward goals.	15	3.47	100.0		53%	47%	
25. Takes action when opportunities arise.	15	3.67	100.0		33%	67%	
26. Takes action when necessary.	15	3.40	93.3	7%	47%	47%	
27. Takes steps to prepare for the start of the project.	15	3.33	93.3	7%	53%	40%	
28. Gladly accepts new challenges and works on them with urgency.	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. Is the first to volunteer for assignments.	3.00	3.00	
23. Takes charge without being asked.	2.88	2.87	-0.02 ▼
24. Drives and mobilizes others progress toward goals.	3.00	3.47	+0.47 ▲
25. Takes action when opportunities arise.	3.76	3.67	-0.10 ▼
26. Takes action when necessary.	3.53	3.40	-0.13 ▼
27. Takes steps to prepare for the start of the project.	3.12	3.33	+0.22 ▲
28. Gladly accepts new challenges and works on them with urgency.	3.41	3.53	+0.12 ▲

Comments:

- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- I have not had any issues with ___ since I have been working for her.
- I admire ___ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- ___ has grown and proven herself to be an effective leader in the imaging department.
- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
29. Prioritizes ethical behavior over immediate gains ensuring that actions align with values and the best interests of all stakeholders.	15	3.67	100.0	33%	67%		
30. Earns the trust of employees, clients, and stakeholders by consistently demonstrating a high degree of integrity.	15	3.33	100.0		67%		33%
31. Is transparent about capabilities and timelines when making promises.	15	3.20	86.7	13%	53%		33%
32. Is willing to address any shortcomings.	15	3.40	100.0		60%		40%
33. Works towards developing an environment built upon trust	15	3.20	86.7	13%	53%		33%
34. Can be trusted by others all the time and in every circumstance.	15	3.27	93.3	7%	60%		33%
35. Follows ethical standards and principles, regardless of the situation.	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. Prioritizes ethical behavior over immediate gains ensuring that actions align with values and the best interests of all stakeholders.	3.59	3.67	+0.08 ▲
30. Earns the trust of employees, clients, and stakeholders by consistently demonstrating a high degree of integrity.	3.41	3.33	-0.08 ▼
31. Is transparent about capabilities and timelines when making promises.	3.18	3.20	+0.02 ▲
32. Is willing to address any shortcomings.	3.35	3.40	+0.05 ▲
33. Works towards developing an environment built upon trust	3.18	3.20	+0.02 ▲
34. Can be trusted by others all the time and in every circumstance.	2.88	3.27	+0.38 ▲
35. Follows ethical standards and principles, regardless of the situation.	3.18	3.00	-0.18 ▼

Comments:

- I am glad to have ___ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- I garner ideas from her regularly and look to her as a mentor.
- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- ___ is doing well overall and shows that she is willing to learn, this is strongly due to ___'s role modeling and encouragement. If ___ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader. We would love to help her!
-

I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.

Cultural Awareness

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. Responds thoughtfully to culturally influenced communication styles and preferences.	15	3.20	93.3	7%	67%	27%	
37. Is aware of differences in how individuals from other cultures greet one another.	15	3.27	93.3	7%	60%	33%	
38. Hires individuals with different cultural backgrounds for the department.	15	3.27	86.7	13%	47%	40%	
39. Participates in or facilitates cultural sensitivity training for self and team.	15	3.13	86.7	13%	60%	27%	
40. Develops skills and attitudes to bridge cultural differences.	15	3.40	93.3	7%	47%	47%	
41. Encourages a work environment where individual differences are valued.	15	3.33	93.3	7%	53%	40%	
42. Is aware of the similarities and differences among and between cultural groups.	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. Responds thoughtfully to culturally influenced communication styles and preferences.	3.18	3.20	+0.02 ▲
37. Is aware of differences in how individuals from other cultures greet one another.	3.35	3.27	-0.09 ▼
38. Hires individuals with different cultural backgrounds for the department.	3.24	3.27	+0.03 ▲
39. Participates in or facilitates cultural sensitivity training for self and team.	3.59	3.13	-0.45 ▼
40. Develops skills and attitudes to bridge cultural differences.	3.29	3.40	+0.11 ▲
41. Encourages a work environment where individual differences are valued.	3.29	3.33	+0.04 ▲
42. Is aware of the similarities and differences among and between cultural groups.	3.41	3.33	-0.08 ▼

Comments:

- ___ is a valued member of the department.
- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- 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.
- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leads and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.

- I think she is an asset to the department.

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
43. Works effectively in the department.	15	3.13	86.7	13%	60%	27%	
44. Effective in performing his/her job.	15	3.00	86.7	13%	73%	13%	
45. Able to organize work.	15	3.53	100.0		47%	53%	
46. Listens and responds to issues and problems	15	3.00	86.7	13%	73%	13%	
47. Has great overall performance	15	3.20	93.3	7%	60%	33%	
48. Effectively organizes resources and plans	15	3.20	93.3	7%	67%	27%	
49. ...Produce Quality	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. Works effectively in the department.	3.35	3.13	-0.22 ▼
44. Effective in performing his/her job.	3.18	3.00	-0.18 ▼
45. Able to organize work.	3.35	3.53	+0.18 ▲
46. Listens and responds to issues and problems	3.24	3.00	-0.24 ▼
47. Has great overall performance	3.00	3.20	+0.20 ▲
48. Effectively organizes resources and plans	3.18	3.20	+0.02 ▲
49. ...Produce Quality	3.35	3.40	+0.05 ▲

Comments:

- ___ is organized and thorough.
- Definitely goes out of her way to involve the entire office in decisions that will affect us all.
- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- I think ___ is very good at identifying processes she observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- She is kind, respectful, and a good listener. I can always discuss my concerns with her and she is never judgmental, but gives me honest and helpful feedback.
- Our desire to improve loss rates has been encouraged and supported by ___.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
50. Applies complex rules and regulations to maintain optimal system performance.	15	3.13	80.0	7% 13%	40%	40%	
51. Proficient in the use of technical systems and processes.	14	3.14	92.9	7%	71%		21%
52. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	14	3.21	85.7	14%	50%		36%
53. Supports technical training and development of employees.	15	3.27	86.7	13%	47%		40%
54. Uses technology in decision making and problem solving.	15	3.13	86.7	13%	60%		27%
55. Supports employee training and development initiatives regarding implementation of technology.	15	3.07	86.7	13%	67%		20%
56. Adopts the implementation of new technology into the workplace.	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. Applies complex rules and regulations to maintain optimal system performance.	3.29	3.13	-0.16 ▼
51. Proficient in the use of technical systems and processes.	3.24	3.14	-0.09 ▼
52. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.06	3.21	+0.16 ▲
53. Supports technical training and development of employees.	3.59	3.27	-0.32 ▼
54. Uses technology in decision making and problem solving.	2.94	3.13	+0.19 ▲
55. Supports employee training and development initiatives regarding implementation of technology.	2.88	3.07	+0.18 ▲
56. Adopts the implementation of new technology into the workplace.	2.88	2.93	+0.05 ▲

Comments:

- The department is lucky to have her.
- Her years of experience and wisdom are generously shared and appreciated.
- I love how she is always open to approach with any questions I have, no matter the hour.
- ___ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- Having had minimal interaction with ___'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.

Collaboration

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. Shares skills and time to help the team thrive.	15	3.20	93.3	7%	67%		27%
58. Develops networks and builds alliances across departments.	15	3.20	93.3	7%	67%		27%
59. Encourages open communication to support a collaborative environment.	15	3.13	93.3	7%	67%		27%
60. Guides team members to reconcile their differences and collaborate effectively.	15	3.20	93.3	7%	67%		27%
61. Encourages open dialog and sharing of information among team members.	15	3.47	100.0		53%		47%
62. Contributes resources and knowledge to help the team achieve its goals.	15	3.27	93.3	7%	60%		33%
63. Respects other group/team members.	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. Shares skills and time to help the team thrive.	3.18	3.20	+0.02 ▲
58. Develops networks and builds alliances across departments.	3.24	3.20	-0.04 ▼
59. Encourages open communication to support a collaborative environment.	3.18	3.13	-0.04 ▼
60. Guides team members to reconcile their differences and collaborate effectively.	3.47	3.20	-0.27 ▼
61. Encourages open dialog and sharing of information among team members.	3.29	3.47	+0.17 ▲
62. Contributes resources and knowledge to help the team achieve its goals.	3.35	3.27	-0.09 ▼
63. Respects other group/team members.	3.18	3.20	+0.02 ▲

Comments:

- I know I can always count on ___ to be reliable and respond in a timely manner to my request.
- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- ___ is a great team player with an employee safety and satisfaction focus.
- ___'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- Before ___ came into the position it seemed that the department was a dump.
- I believe ___ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with ___ and I appreciate her style and understanding and support of the work that I do.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
64. Recognizes and rewards people based on their job performance.	15	3.53	100.0	47%	53%		
65. Leverages the use of recognition to obtain maximum impact.	15	3.40	100.0	60%	40%		
66. Creates clear links between recognition and HR driven incentive systems.	15	3.33	100.0	67%	33%		
67. Acknowledges and appreciates the worth of employees.	15	3.47	100.0	53%	47%		
68. Facilitates and supports the recognition programs within the department.	15	3.33	93.3	7%	53%	40%	
69. Ensures that the rewards are 'rewarding'.	15	3.20	93.3	7%	67%	27%	
70. Expresses genuine appreciation for the employee's work by mentioning the work that the employee has completed and how it has impacted the organization.	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. Recognizes and rewards people based on their job performance.	3.41	3.53	+0.12 ▲
65. Leverages the use of recognition to obtain maximum impact.	3.41	3.40	-0.01 ▼
66. Creates clear links between recognition and HR driven incentive systems.	3.47	3.33	-0.14 ▼
67. Acknowledges and appreciates the worth of employees.	3.29	3.47	+0.17 ▲
68. Facilitates and supports the recognition programs within the department.	3.53	3.33	-0.20 ▼
69. Ensures that the rewards are 'rewarding'.	3.18	3.20	+0.02 ▲
70. Expresses genuine appreciation for the employee's work by mentioning the work that the employee has completed and how it has impacted the organization.	3.24	3.27	+0.03 ▲

Comments:

- Having a routine for schedule and coming to office more frequently
- ___ continues to be a wonderful boss and mentor.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- ___ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- ___ has an impressive vision for the company.
- I am very thankful for all the opportunities she has provided me and I have grown in my development under her guidance. A real asset to the organization.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- ___ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- She is a great teammate!
- I think 16 & 17 relate in the sense that I believe ___ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from her side as well as ours and it is improving.
- ___ is a dynamic and busy individual. At times she over commits herself and then has to cancel her participation as she cannot be in two places at once. It can inadvertently give off the aura that she is not engaged in the project meeting that was missed.
- ___ is an excellent manager, our dept.is a good place to work with her as a boss
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.

What do you like best about working with this individual?

- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- ___ delegates very effectively.
- She would benefit from soliciting more feedback and pushing others to do more.
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- ___ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- Over this past year ___ has demonstrated ambition and the desire for professional growth in her new role as CIO.

What do you like least about working with this individual?

- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- ___ has a keen ability to focus in on what needs to be done and to drive for resolution. She is able to see new and innovative options for driving operational performance.
- Provides reinforcement and feedback within the context of the overall business strategy.
- She is such a positive person and always willing to pitch in where help is needed.
- ___ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- She is quick to remind others, when needed why we are really here.

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

- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- ___ is a great manager, committed to each employee in our department.
- ___ has also attended many off-site events to show her support to department staff.
- ___ is very busy and does a good job delegating work. By delegating she 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.
- In my opinion, ___ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop ___.

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

- ___ 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.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- She can always be counted on to do what she commits to.
- 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.
- Sometimes ___'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- She has grown as a manager in the last few months and it shows.

Any final comments?

- ___ has supported me through some tough contract negotiations and she is the consummate professional.
- I have found that ___ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- I've only had the pleasure of working with ___ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- In every interaction that I have had with ___, I have found her to be professional, reliable, and engaged in the process.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.