



Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# 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.

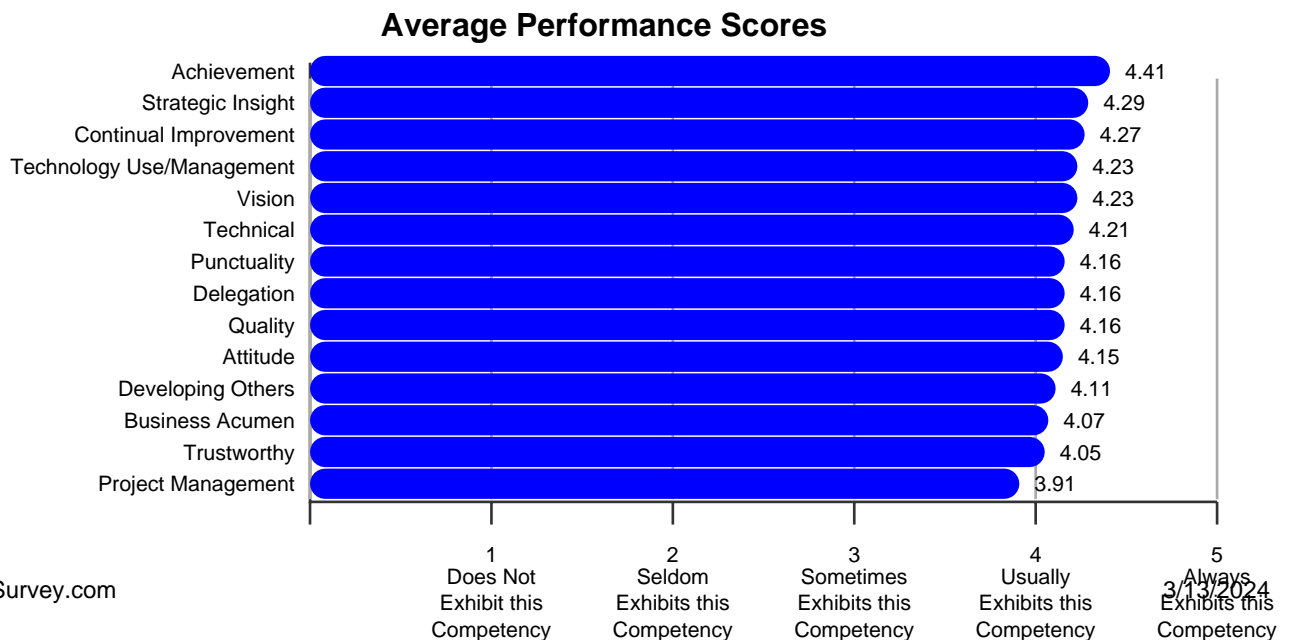
## What to Do with Your Feedback

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 14 major dimensions of leadership.

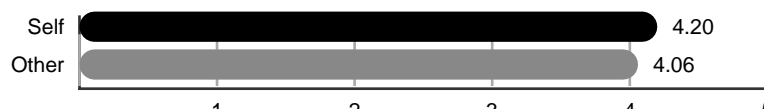
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



## Gap Analysis

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

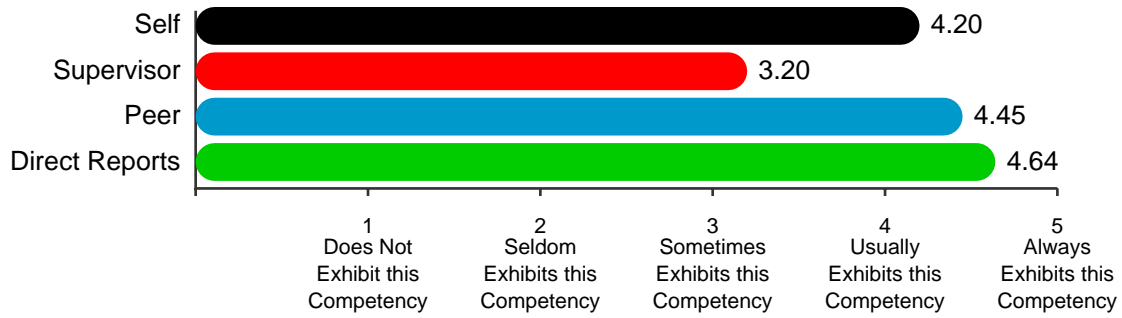
Dimension	How you see yourself and how others see you.	Gap
Punctuality	<p>Self: 3.80 Other: 4.19</p>	0.39
Quality	<p>Self: 3.80 Other: 4.19</p>	0.39
Project Management	<p>Self: 3.60 Other: 3.93</p>	0.33
Developing Others	<p>Self: 3.80 Other: 4.13</p>	0.33
Strategic Insight	<p>Self: 4.00 Other: 4.31</p>	0.31
Continual Improvement	<p>Self: 4.00 Other: 4.29</p>	0.29
Trustworthy	<p>Self: 3.80 Other: 4.07</p>	0.27
Vision	<p>Self: 4.00 Other: 4.24</p>	0.24
Achievement	<p>Self: 4.20 Other: 4.43</p>	0.23
Technical	<p>Self: 4.00 Other: 4.23</p>	0.23
Attitude	<p>Self: 4.00 Other: 4.16</p>	0.16
Technology Use/Management	<p>Self: 4.20 Other: 4.23</p>	0.03
Delegation	<p>Self: 4.20 Other: 4.16</p>	0.04



0.14

# Achievement

## Summary Scores



### 1. Systematically works to improve the organization



### 2. Helps others to improve or meet standards of performance.



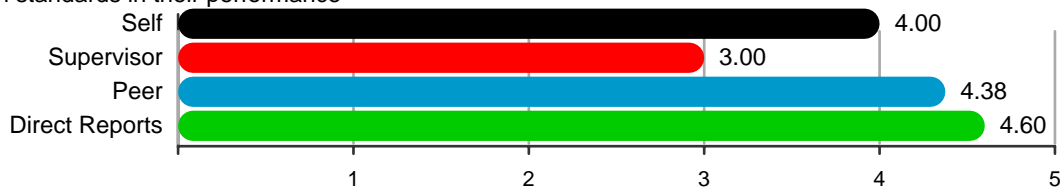
### 3. Works at a quick pace to complete a high volume of work.



### 4. Completes work promptly and efficiently.



### 5. Set high standards in their 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

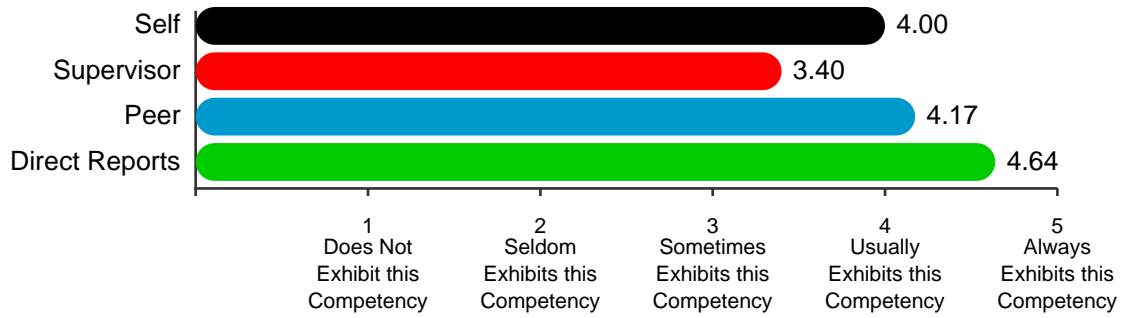
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Systematically works to improve the organization	15	4.20	93.3	7%		67%		27%
2. Helps others to improve or meet standards of performance.	15	4.87	100.0		13%		87%	
3. Works at a quick pace to complete a high volume of work.	15	4.27	93.3	7%		60%		33%
4. Completes work promptly and efficiently.	15	4.40	86.7	13%		33%		53%
5. Set high standards in their performance	15	4.33	93.3	7%		53%		40%

### Comments:

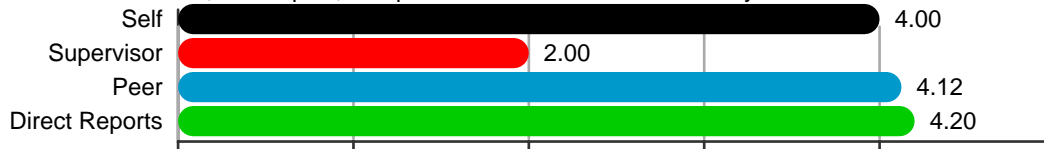
- \_\_\_\_\_ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.
- \_\_\_\_\_ is always willing and routinely seeks opportunities to work with other departments.
- He presents a clear picture of where the department is now and where we need to be headed.
- \_\_\_\_\_ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- He has consistently been a strong advocate for me and my team.
- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.

# Continual Improvement

## Summary Scores



6. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.



7. Open to the suggestions from others.



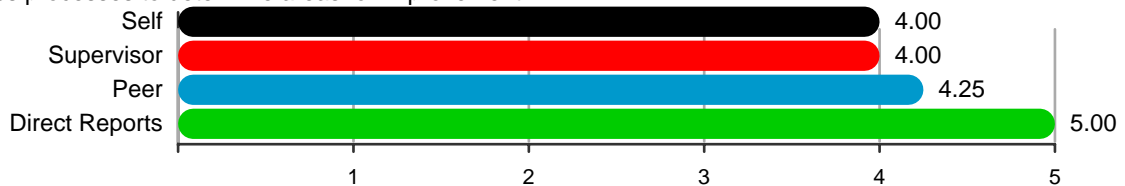
8. Looks for ways to expand and learn new job skills.



9. Looks for ways to expand current job responsibilities.



10. Analyzes processes to determine areas for improvement.





## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

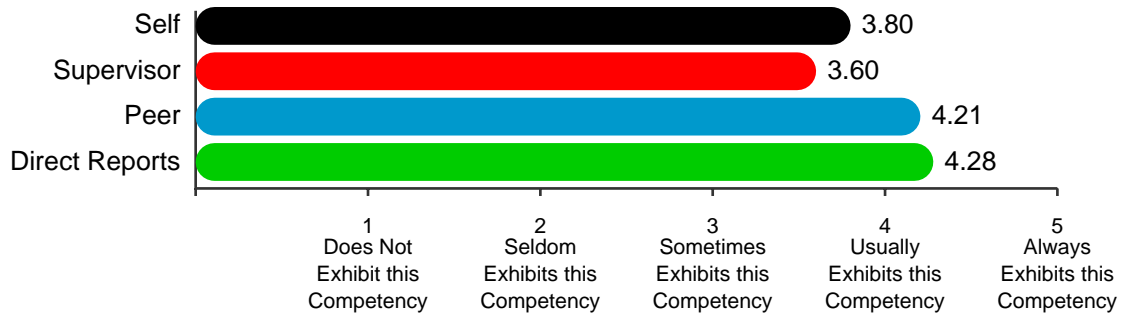
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	4.00	80.0	7%	13%	53%	27%	
7. Open to the suggestions from others.	15	4.07	80.0		20%	53%	27%	
8. Looks for ways to expand and learn new job skills.	15	4.33	93.3	7%	47%	47%		
9. Looks for ways to expand current job responsibilities.	15	4.47	93.3	7%	40%	53%		
10. Analyzes processes to determine areas for improvement.	15	4.47	93.3	7%	40%	53%		

### Comments:

- \_\_\_\_\_ is a outstanding manager.
- He cares deeply about the engagement of his staff and has concern for those in need.
- \_\_\_\_\_ has used his strengths to make this department stronger in many ways.
- \_\_\_\_\_ does a great job investigating an issue thinking it through before he takes action.
- \_\_\_\_\_ always goes above and beyond in his daily work.
- \_\_\_\_\_'s job performance exceeds all the elements.

# Punctuality

## Summary Scores



### 11. Arrives to meetings on time.



### 12. Conducts appointments at scheduled start time.



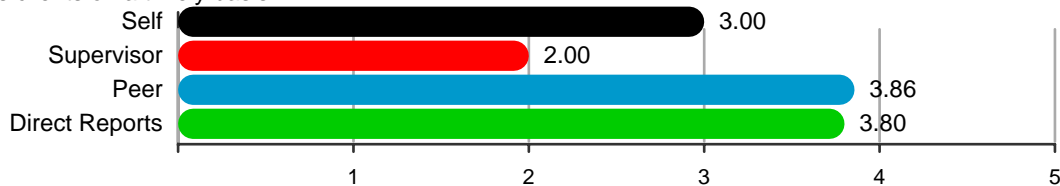
### 13. Starts the workday when scheduled.



### 14. Responds to requests for information in a timely manner.



### 15. Invoices clients on a timely basis.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

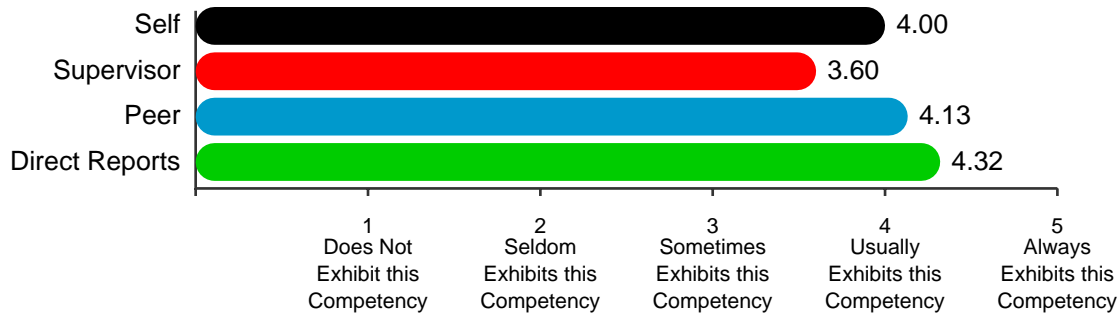
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Arrives to meetings on time.	15	4.60	100.0			40%	60%	
12. Conducts appointments at scheduled start time.	15	4.27	100.0			73%		27%
13. Starts the workday when scheduled.	15	4.33	100.0			67%	33%	
14. Responds to requests for information in a timely manner.	15	3.93	73.3	27%		53%		20%
15. Invoices clients on a timely basis.	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- \_\_\_\_\_ juggles a lot of responsibilities and appears to have it all under control.
- Always conducts himself in a professional manner.
- \_\_\_\_\_ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- \_\_\_\_\_ has also come down to help our department when we have been very busy and needed help.
- He communicates clearly and responds to request without unnecessary delay.
- \_\_\_\_\_ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.

# Attitude

## Summary Scores



16. Is gracious and professional in their interactions with others.



17. Shows by their actions that they trust in the positive intentions of others.



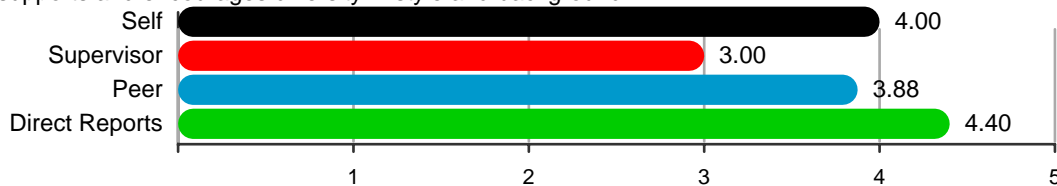
18. Treats all people fairly and with respect.



19. Builds open and trusting relationships.



20. Visibly supports and encourages diversity in style and background.



### 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

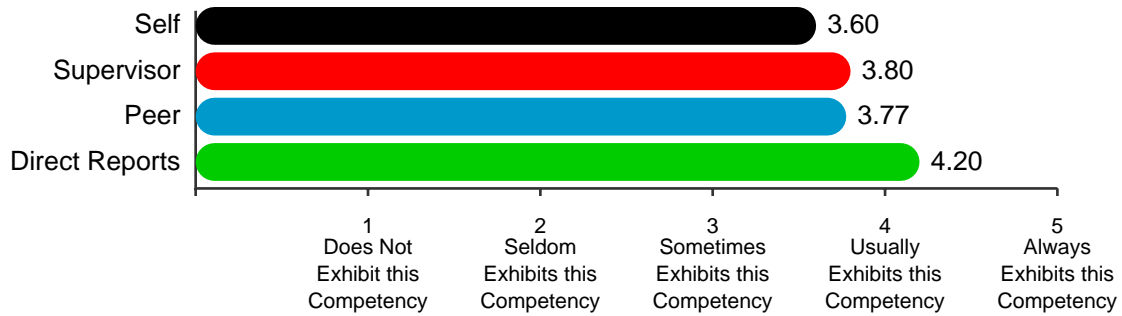
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Is gracious and professional in their interactions with others.	15	4.33	86.7	13%	40%	47%		
17. Shows by their actions that they trust in the positive intentions of others.	15	4.27	93.3	7%	60%	33%		
18. Treats all people fairly and with respect.	14	4.00	92.9	7%	86%	7%		
19. Builds open and trusting relationships.	14	4.14	85.7	7%	7%	50%	36%	
20. Visibly supports and encourages diversity in style and background.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- He is very astute, proactive in problem solving, and a great team member.
- I had the opportunity to work very closely with \_\_\_\_\_ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- He is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- \_\_\_\_\_ does a great job in supporting and engaging all of his employees.
- He presents a clear picture of where the department is now and where we need to be headed.

# Project Management

## Summary Scores



### 21. Organizes work and sets priorities as needed.



### 22. Inspires others to accomplish goals and objectives.



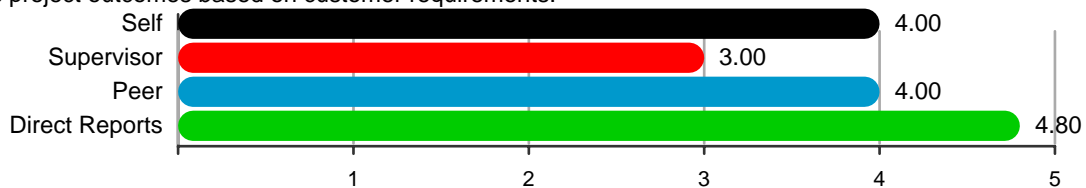
### 23. Develops performance measures for various aspects of the project.



### 24. Anticipates potential problems and institutes controls and contingency plans to address them.



### 25. Defines project outcomes based on customer requirements.



### 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

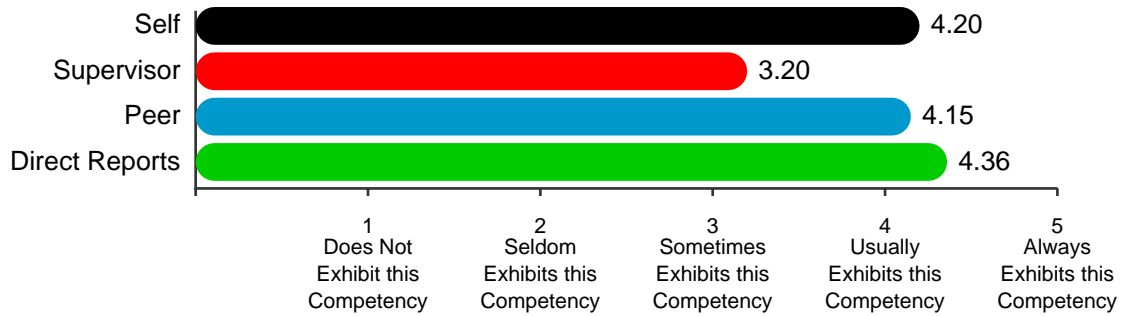
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Organizes work and sets priorities as needed.	15	4.00	66.7	13%	20%	20%	47%	
22. Inspires others to accomplish goals and objectives.	15	3.47	53.3	13%	33%	47%	7%	
23. Develops performance measures for various aspects of the project.	15	3.60	66.7	13%	20%	60%	7%	
24. Anticipates potential problems and institutes controls and contingency plans to address them.	15	4.27	86.7	7%	7%	40%	47%	
25. Defines project outcomes based on customer requirements.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

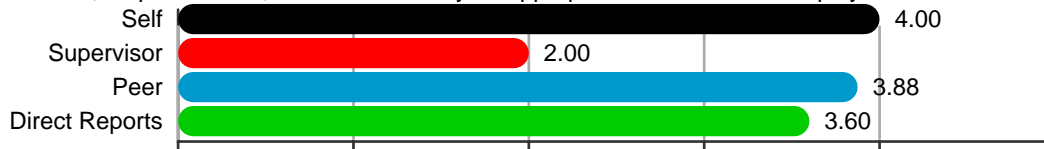
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- He is a great teammate!
- \_\_\_\_\_ is not always clear in communicating desired outcomes and expectation. He sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- \_\_\_\_\_ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. His high standards for excellence are admirable and inspiring.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- \_\_\_\_\_ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.

# Delegation

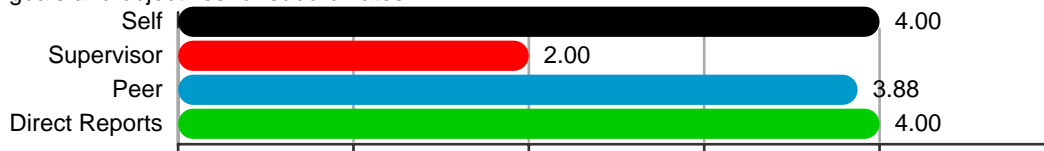
## Summary Scores



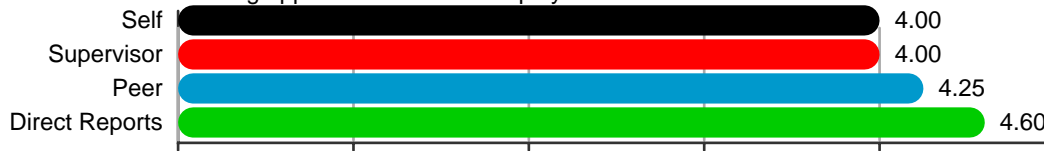
26. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.



27. Defines goals and objectives for subordinates.



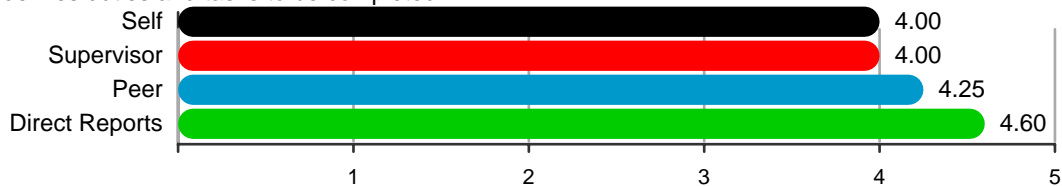
28. Assigns tasks to create learning opportunities for the employees.



29. Allows subordinates to use their own methods and procedures.



30. Clearly defines duties and tasks to be completed.





## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

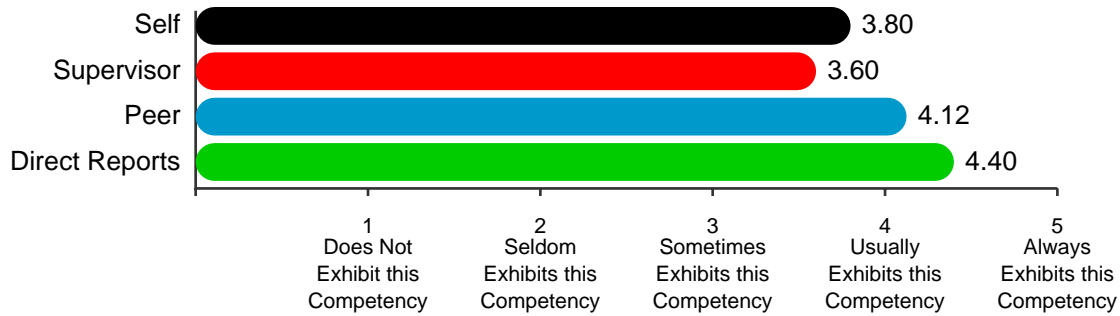
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	3.67	66.7	20%	13%	47%	20%	
27. Defines goals and objectives for subordinates.	15	3.80	73.3	20%	7%	47%	27%	
28. Assigns tasks to create learning opportunities for the employees.	15	4.33	86.7	13%	40%	47%		
29. Allows subordinates to use their own methods and procedures.	15	4.67	100.0		33%	67%		
30. Clearly defines duties and tasks to be completed.	15	4.33	100.0		67%	33%		

### Comments:

- \_\_\_\_\_ is committed to our organization and leads by example.
- \_\_\_\_\_ always goes above and beyond in his daily work.
- He desires to do great work.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- It has been a pleasure working with \_\_\_\_\_. His interactions with customers have improved over the last year.
- I have never known \_\_\_\_\_ to not hire for talent.

# Quality

## Summary Scores



31. Encourages others to produce the highest quality work products.



32. Encourages employees to produce the best quality products.



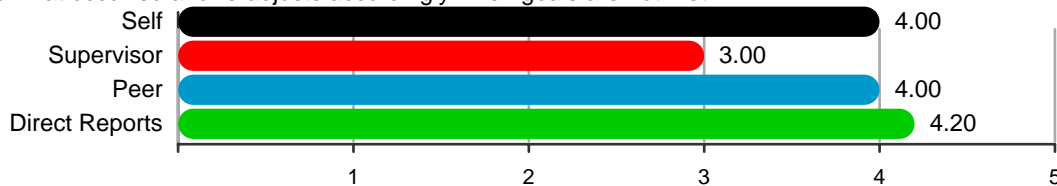
33. Holds employees accountable for their quality of work.



34. Corrects issues in a timely manner.



35. Analyze what occurred and re-adjusts accordingly when goals are not met.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

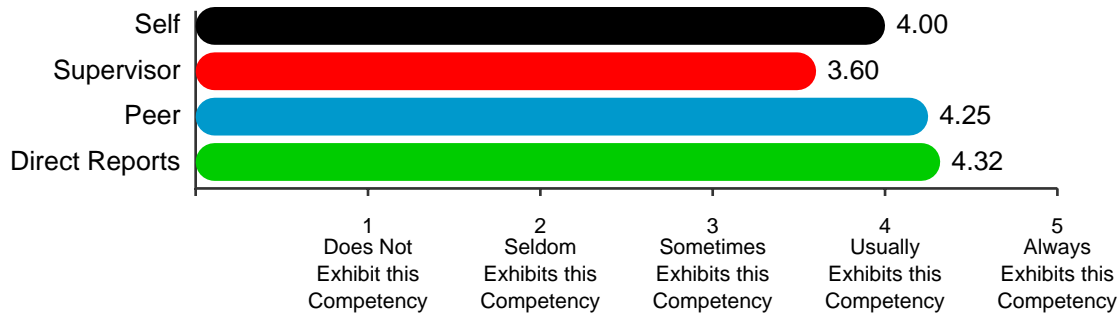
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Encourages others to produce the highest quality work products.	15	4.07	80.0	20%		53%		27%
32. Encourages employees to produce the best quality products.	15	4.47	100.0		53%		47%	
33. Holds employees accountable for their quality of work.	15	4.13	80.0	20%		47%		33%
34. Corrects issues in a timely manner.	15	4.13	86.7	13%		60%		27%
35. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	4.00	80.0	20%		60%		20%

### Comments:

- He could help teammates by becoming more proficient in some areas.
- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- His work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- \_\_\_\_\_ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- \_\_\_\_\_ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him with some feeling of success. While it is true that not everything can be important if everything IS important, \_\_\_\_\_ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. \_\_\_\_\_ has a solid reputation for being a direct communicator and his opinion is respected in our group.
- \_\_\_\_\_ is a valuable resource to the organization and the team.

# Technical

## Summary Scores



36. Demonstrates mastery of the technical competencies required in his/her work.



37. Seeks information from others as needed.



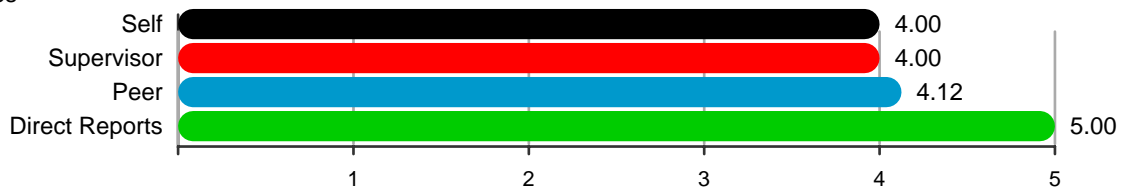
38. Willingly shares his/her technical expertise; sought out as resource by others



39. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



40. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

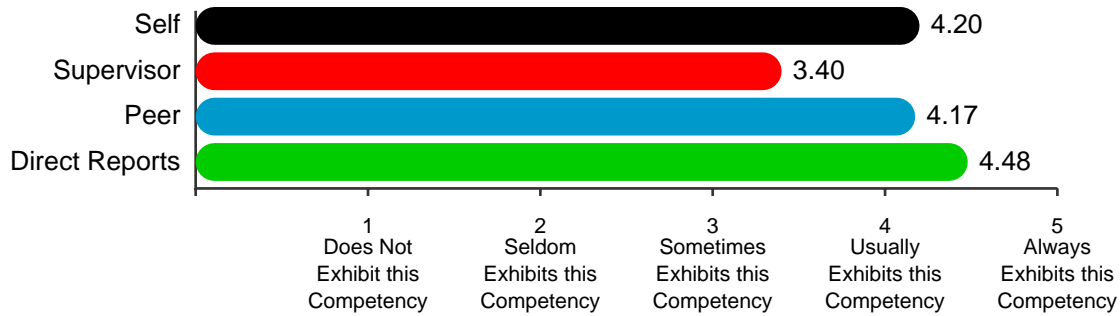
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Demonstrates mastery of the technical competencies required in his/her work.	15	4.33	100.0				67%	33%
37. Seeks information from others as needed.	15	3.93	80.0	13%	7%		53%	27%
38. Willingly shares his/her technical expertise; sought out as resource by others	15	4.27	86.7		13%		47%	40%
39. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	4.13	86.7		13%		60%	27%
40. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	4.40	93.3		7%		47%	47%

### Comments:

- he continues to make improvements in core competencies.
- A willingness and flexibility to pitch in help where needed is important.
- Has a "go getter" attitude!
- Our department continues to have a very low loss rate.
- He has put together a fantastic leadership group that keeps the customer experience first and foremost.
- \_\_\_\_\_ is an excellent leader, and has a great ability to encourage employees to be the best they can be.

# Technology Use/Management

## Summary Scores



41. Proficient in the use of technical systems and processes.



42. Uses technology in decision making and problem solving.



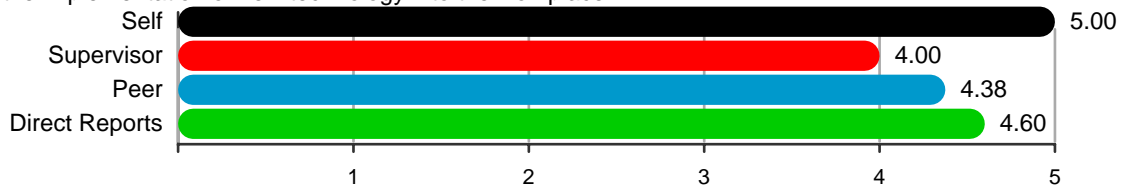
43. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



44. Applies complex rules and regulations to maintain optimal system performance.



45. Adopts the implementation of new technology into the workplace.



### 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

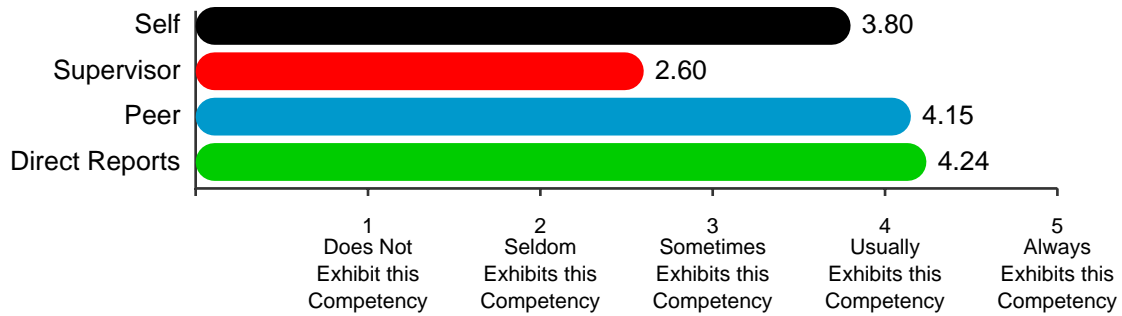
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Proficient in the use of technical systems and processes.	15	4.33	93.3	7%		53%		40%
42. Uses technology in decision making and problem solving.	15	4.20	80.0	20%		40%		40%
43. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	4.13	86.7	13%		60%		27%
44. Applies complex rules and regulations to maintain optimal system performance.	15	4.00	86.7	13%		73%		13%
45. Adopts the implementation of new technology into the workplace.	15	4.47	93.3	7%		40%		53%

Comments:

- He is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- I have truly appreciated his guidance.
- \_\_\_\_\_ is a visionary leader which is important for his role, I think he gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- \_\_\_\_\_ is a pleasure to work with; he is a valued resource and is constantly seeking to improve our operations.
- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.

# Trustworthy

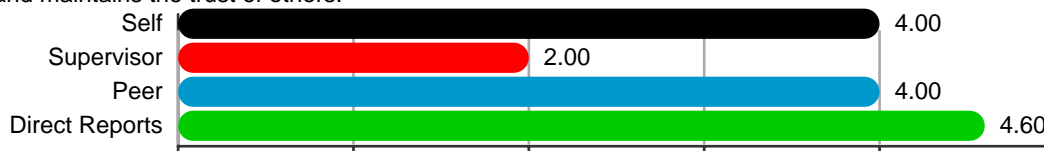
## Summary Scores



46. Consistently keeps commitments.



47. Builds and maintains the trust of others.



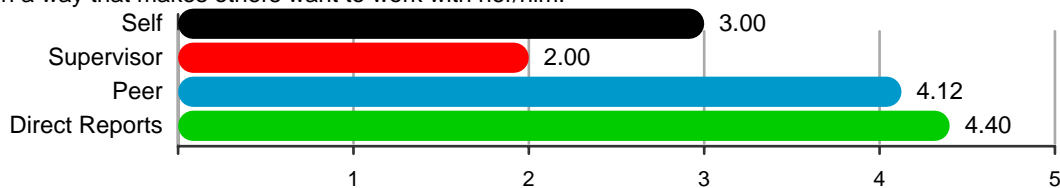
48. Demonstrates a sense of responsibility and commitment to public trust.



49. Delivers on promises made.



50. Works in a way that makes others want to work with her/him.





## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

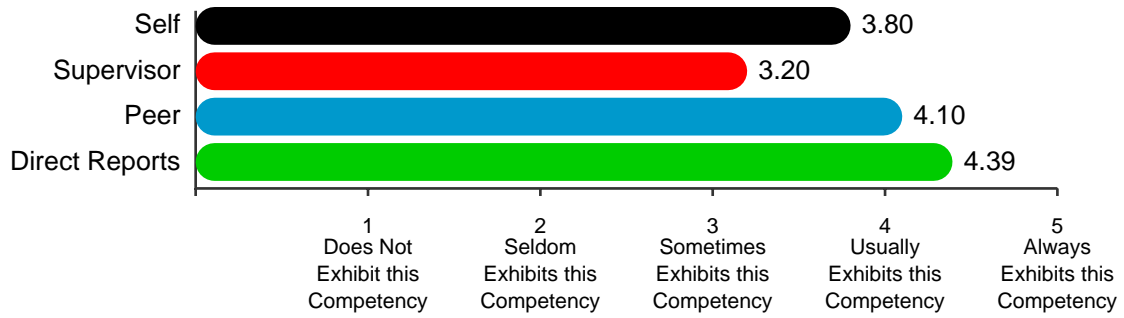
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Consistently keeps commitments.	15	3.87	80.0	7%	13%	67%	13%	
47. Builds and maintains the trust of others.	15	4.07	86.7	13%		53%	33%	
48. Demonstrates a sense of responsibility and commitment to public trust.	15	4.13	86.7		13%	60%	27%	
49. Delivers on promises made.	15	4.20	86.7	7%	7%	47%	40%	
50. Works in a way that makes others want to work with her/him.	15	4.00	73.3	13%	13%	33%	40%	

### Comments:

- Demonstrates an ability to remain focused on outcomes.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that he is getting more from his VP so he has what he needs to do his job well.
- \_\_\_\_\_ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- His skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- I had the opportunity to work very closely with \_\_\_\_\_ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- I think \_\_\_\_\_ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.

# Developing Others

## Summary Scores



51. Creates a work environment that fosters positive feedback to employees.



52. Encourages employees through recognition of positive changes in behavior.



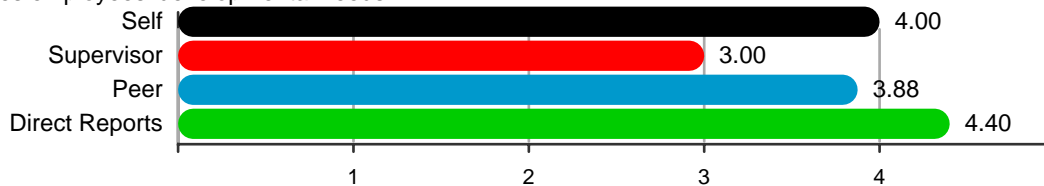
53. Develops employees by offering and encouraging them to take on new or additional responsibilities.



54. Sets performance objectives for subordinates that encourages development opportunities.



55. Assesses employees' developmental needs.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

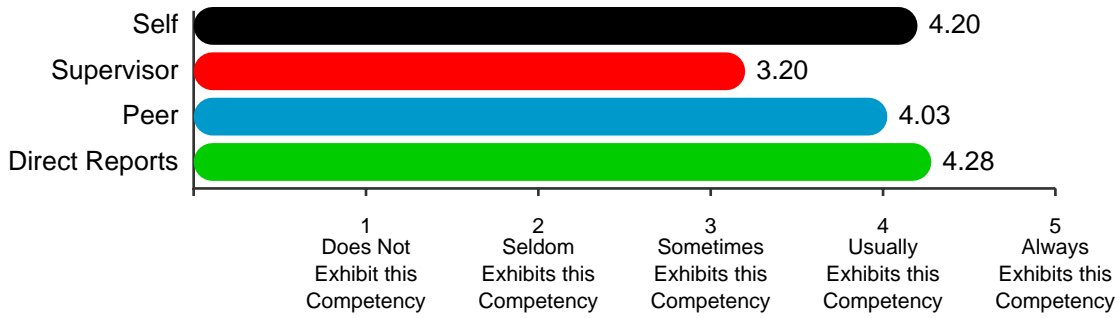
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Creates a work environment that fosters positive feedback to employees.	14	4.14	92.9	7%		71%		21%
52. Encourages employees through recognition of positive changes in behavior.	14	4.21	85.7	14%		50%		36%
53. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	4.13	80.0	20%		47%		33%
54. Sets performance objectives for subordinates that encourages development opportunities.	15	4.07	80.0	20%		53%		27%
55. Assesses employees' developmental needs.	15	4.00	80.0	20%		60%		20%

### Comments:

- \_\_\_\_\_ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- Good Team Player! Good decision making skills. A hard worker.
- \_\_\_\_\_ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.
- I feel \_\_\_\_\_ always has the customer's best interest at heart.
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.
- \_\_\_\_\_ listens to his staff and delegates responsibilities as appropriate.

# Business Acumen

## Summary Scores



### 56. Understands complex issues and problems.



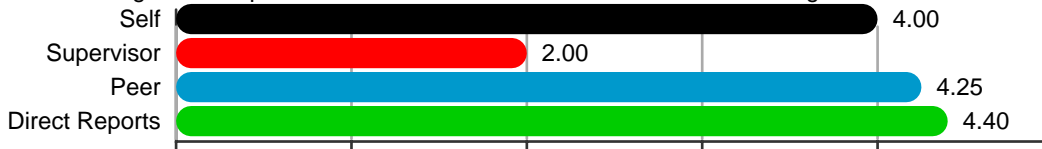
### 57. Exhibits behavior that is consistent with the vision, mission, and core values of the organization



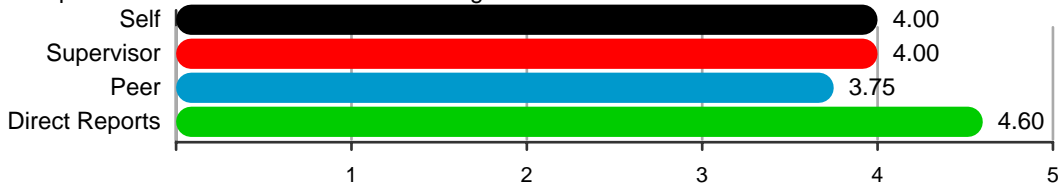
### 58. Able to align resources to meet the business needs of the company.



### 59. Applies the knowledge of work processes to influence the achievement of business goals



### 60. Considers impact of actions on other areas of the organization.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

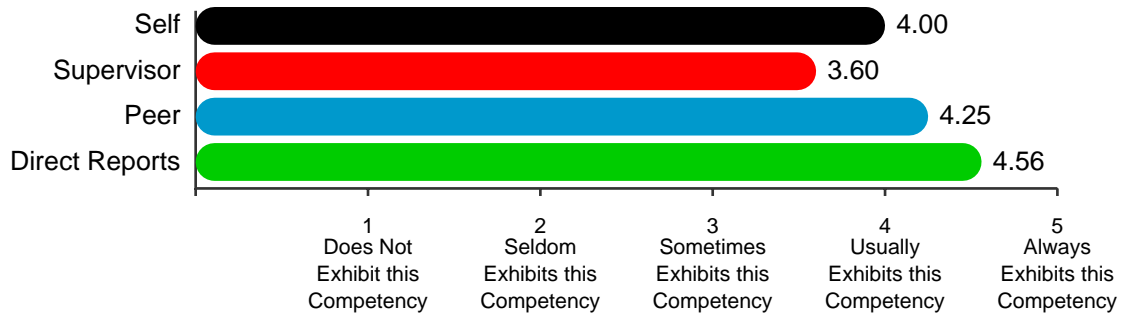
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
56. Understands complex issues and problems.	15	3.87	66.7			33%	47%	20%
57. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	4.07	86.7			13%	67%	20%
58. Able to align resources to meet the business needs of the company.	15	4.20	93.3			7%	67%	27%
59. Applies the knowledge of work processes to influence the achievement of business goals	15	4.13	93.3	7%			67%	27%
60. Considers impact of actions on other areas of the organization.	15	4.07	86.7	7%	7%		60%	27%

### Comments:

- \_\_\_\_\_ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- \_\_\_\_\_ has made some excellent hiring decisions this past year. I am extremely impressed with both \_\_\_\_\_ & \_\_\_\_\_ and look forward to seeing what they will achieve together as a team in this next year.
- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- He is always first to share what's on the horizon. At conclusion of a project, he shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- He guides, influences, supports, facilitates his team towards the achievement of goals.
- \_\_\_\_\_ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.

# Strategic Insight

## Summary Scores



61. Identifies potential problems before they become critical incidents.



62. Anticipates business cycles and trends and makes adjustments in a timely manner.



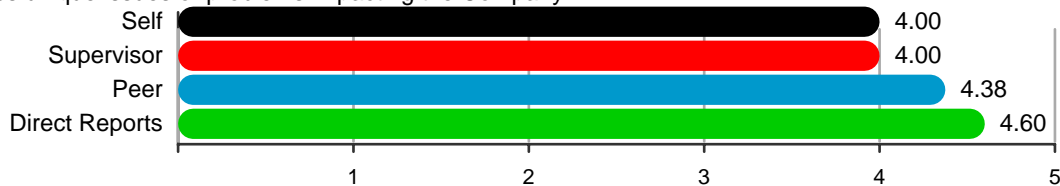
63. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.



64. Identifies root causes of problems.



65. Analyzes unique issues or problems impacting the 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

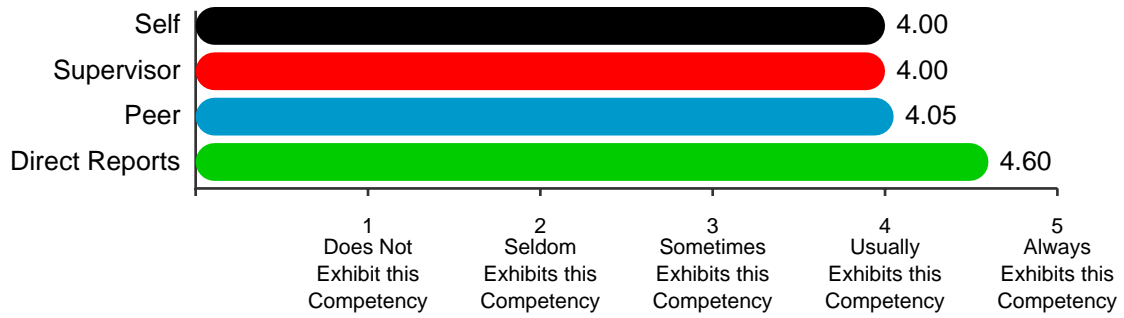
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
61. Identifies potential problems before they become critical incidents.	15	4.20	86.7	7%	7%	47%	40%	
62. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	4.20	86.7		13%	53%	33%	
63. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	4.20	86.7		13%	53%	33%	
64. Identifies root causes of problems.	15	4.47	93.3	7%	40%	53%		
65. Analyzes unique issues or problems impacting the Company.	15	4.40	100.0			60%	40%	

Comments:

- I appreciate his openness and availability to all the staff.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- He includes appropriate people in his decisions and follows through on decisions made.
- \_\_\_\_\_ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- He has taken the proverbial "ball" and ran with it in a way that shows excellence in his endeavor.
- \_\_\_\_\_ is a great mentor and leader for his team. He recognizes the strengths that each of his team members bring to the organization and works to continue to develop those strengths. \_\_\_\_\_ also helps his team recognize areas of improvement and works to improve those areas as well.

# Vision

## Summary Scores



66. Leads employees in new directions.



67. Creates a common vision for others.



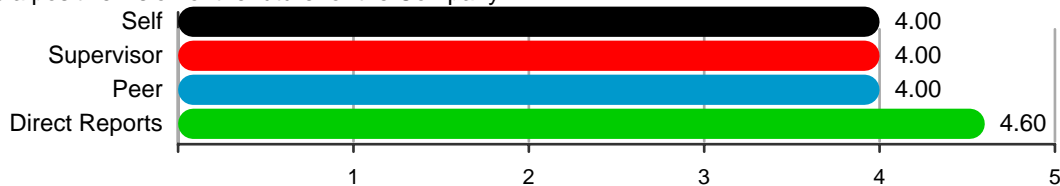
68. Behaves in a way that is consistent with business values & code of conduct



69. Understands the vision of the Company and promotes it ahead of any self-interests.



70. Creates a positive vision of the future for the 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
66. Leads employees in new directions.	15	4.07	86.7	7%	7%	60%		27%
67. Creates a common vision for others.	15	4.33	93.3	7%	47%		47%	
68. Behaves in a way that is consistent with business values & code of conduct	15	4.33	93.3	7%	53%		40%	
69. Understands the vision of the Company and promotes it ahead of any self-interests.	15	4.20	93.3	7%	67%			27%
70. Creates a positive vision of the future for the Company.	15	4.20	93.3	7%	67%			27%

## 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?

- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- Resources are managed carefully with input sought and considered before applying those resources.
- Working with \_\_\_\_\_ on the IP rehab project has been awesome. He is great at what he does. He understands his role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with his anytime.
- I garner ideas from his regularly and look to him as a mentor.
- He communicates clearly, and is always willing to listen attentively.
- \_\_\_\_\_ is very involved with his team and any process change which I think helps the team change their process more effectively. I keep trying to copy his style.

### What do you like best about working with this individual?

- \_\_\_\_\_ sometimes struggles with clarity in his communication and his understanding of operational issues.
- You can count on \_\_\_\_\_ to give you the most honest feedback even if it is information you may not want to hear.
- Increase in confidence. Being willing to lean into the uncomfortable.
- \_\_\_\_\_ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- \_\_\_\_\_ is reliable and effective communicator. He has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- Closes off discussions with action plans.

### What do you like least about working with this individual?

- Appreciate \_\_\_\_\_'s calm approach
- \_\_\_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.
- He always makes a point to make sure he has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- \_\_\_\_\_ has done a remarkable job managing the department.
- \_\_\_\_\_ continually devotes his attention to opportunities for process improvement and professional growth.

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

- \_\_\_\_\_ has been very supportive as a supervisor.
- \_\_\_\_\_ appears engaged, focused on improvement, and bettering the organization. He collaborates with other leaders and his staff to drive increases in service and efficiency. I feel like my team's needs are met and \_\_\_\_\_ will respond to any escalation request or need for strategic planning positively and effectively.
- He has confidence in leading and making decisions improving rapidly.
- \_\_\_\_\_ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.
- \_\_\_\_\_'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- \_\_\_\_\_ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.

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

- He can ask a question and truly listen to the answer before giving feedback.
- Does above and beyond work consistently
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- \_\_\_\_\_ has a way of bringing out the best in people, by modeling how to be a hard worker who knows his stuff and is supportive of his colleagues and able to create a fun atmosphere that makes us all want to work hard.
- \_\_\_\_\_ promotes and encourages teambuilding throughout the entire department.
- \_\_\_\_\_ helped to keep us positively focus in the right direction, while keeping us well informed.

### Any final comments?

- He is very supportive of cross training and learning new skills.
- He is quick to remind others, when needed why we are really here.
- \_\_\_\_\_ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- \_\_\_\_\_ provides the appropriate amount of direction without being too hands-off or overbearing.
- I appreciate his perspective and guidance on a variety of things.
- \_\_\_\_\_ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.