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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.

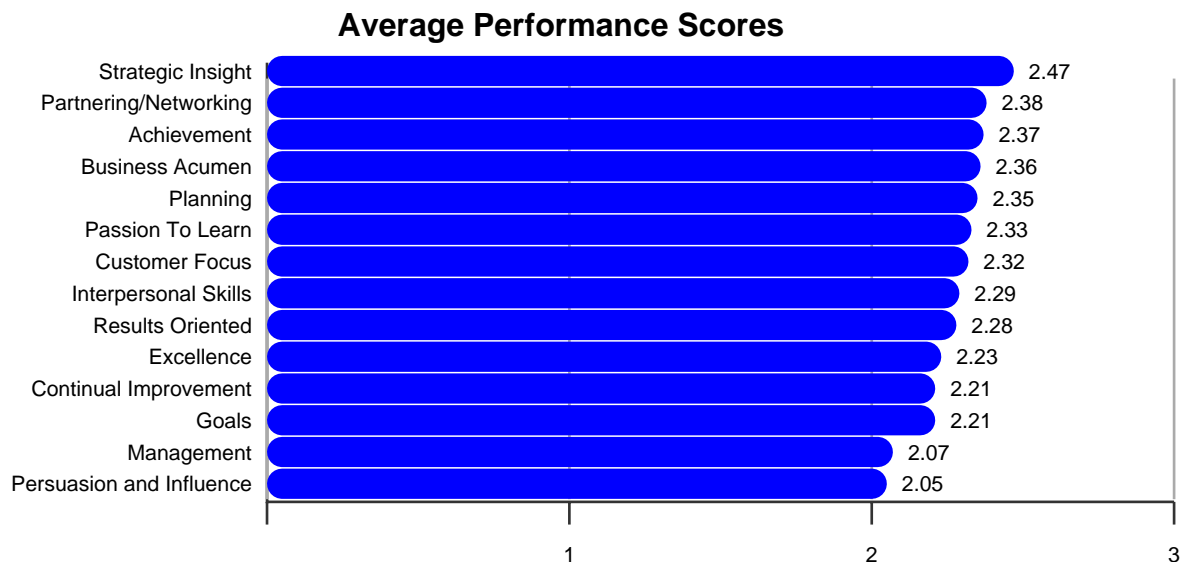
## What to Do with Your Feedback

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
Strategic Insight	<p>Self: 2.00 Other: 2.50</p>	0.50
Planning	<p>Self: 2.00 Other: 2.37</p>	0.37
Interpersonal Skills	<p>Self: 2.00 Other: 2.31</p>	0.31
Results Oriented	<p>Self: 2.00 Other: 2.30</p>	0.30
Partnering/Networking	<p>Self: 2.20 Other: 2.40</p>	0.20
Achievement	<p>Self: 2.20 Other: 2.39</p>	0.19
Business Acumen	<p>Self: 2.20 Other: 2.37</p>	0.17
Customer Focus	<p>Self: 2.20 Other: 2.33</p>	0.13
Persuasion and Influence	<p>Self: 2.00 Other: 2.06</p>	0.06
Excellence	<p>Self: 2.20 Other: 2.23</p>	0.03
Continual Improvement	<p>Self: 2.20 Other: 2.21</p>	0.01
Goals	<p>Self: 2.20 Other: 2.21</p>	0.01
Passion To Learn	<p>Self: 2.40 Other: 2.33</p>	0.07







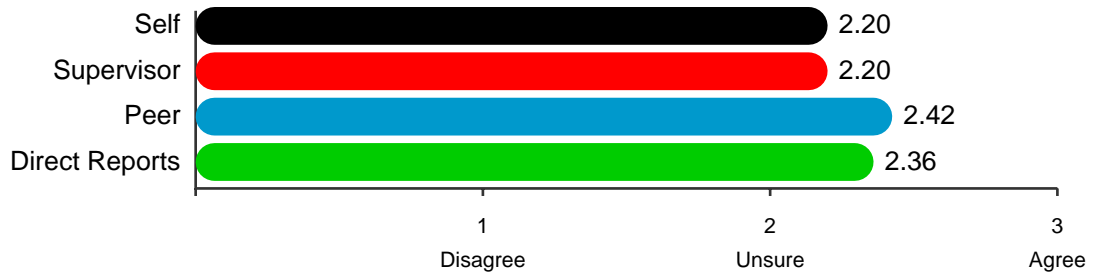




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# Achievement

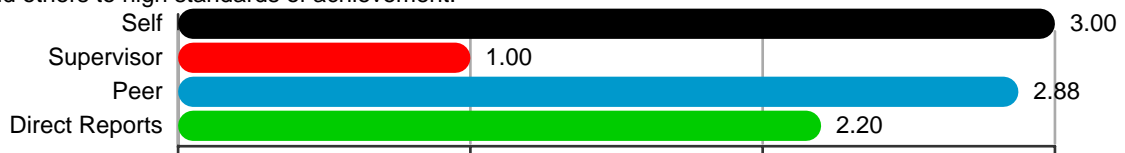
## Summary Scores



1. You strive to exceed standards of performance.



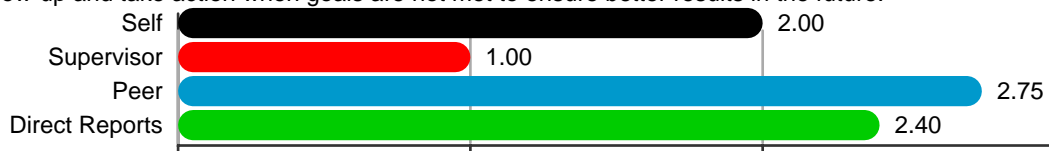
2. You hold others to high standards of achievement.



3. You demonstrate a well-organized and timely approach to achieve desired results



4. You follow-up and take action when goals are not met to ensure better results in the future.



5. You set challenging goals.



## 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 (Disagree) to green (Agree).

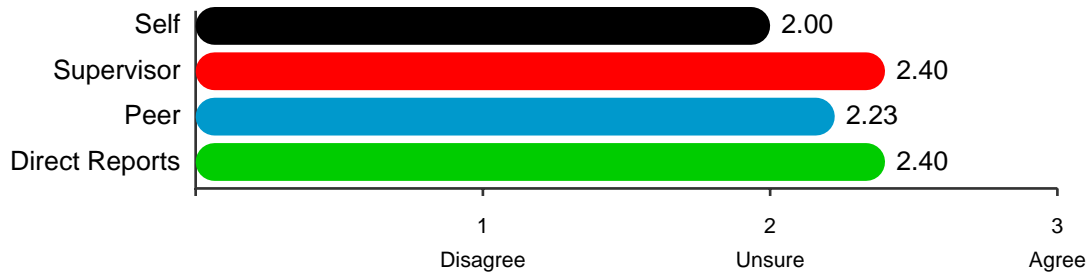
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. You strive to exceed standards of performance.	15	2.27	33.3	7%	60%	33%
2. You hold others to high standards of achievement.	15	2.53	73.3	20%	7%	73%
3. You demonstrate a well-organized and timely approach to achieve desired results	15	2.33	40.0	7%	53%	40%
4. You follow-up and take action when goals are not met to ensure better results in the future.	15	2.47	53.3	7%	40%	53%
5. You set challenging goals.	15	2.27	40.0	13%	47%	40%

### Comments:

- Overall I think she does a great job and she is very approachable.
- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- \_\_\_ is a hands on leader in our program.
- \_\_\_ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- \_\_\_ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, she has broadened her perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- Constantly working on improving the customer experience.

# Results Oriented

## Summary Scores



6. You provide clear expectations for employees.



7. You demonstrate the personal confidence to "stay the course," even when faced with difficulty



8. You work toward achievement of goals even when confronted with obstacles.



9. You direct team in prioritizing daily work activities



10. You inspire and motivates co-workers to be productive and energetic at work



## Level of Skill

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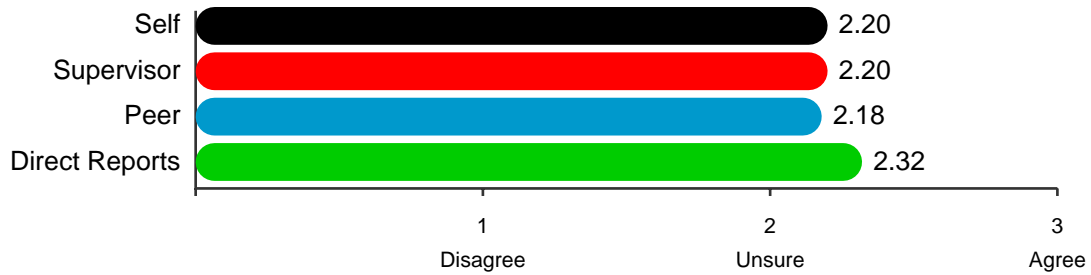
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. You provide clear expectations for employees.	15	2.13	33.3	20%	47%	33%
7. You demonstrate the personal confidence to "stay the course," even when faced with difficulty	15	2.07	26.7	20%	53%	27%
8. You work toward achievement of goals even when confronted with obstacles.	15	2.33	40.0	7%	53%	40%
9. You direct team in prioritizing daily work activities	15	2.40	53.3	13%	33%	53%
10. You inspire and motivates co-workers to be productive and energetic at work	15	2.47	60.0	13%	27%	60%

### Comments:

- Is very upbeat and quick to contribute to the team.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- \_\_\_ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- She offers up ideas of how I could have handled something differently in a constructive manner.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.

# Excellence

## Summary Scores



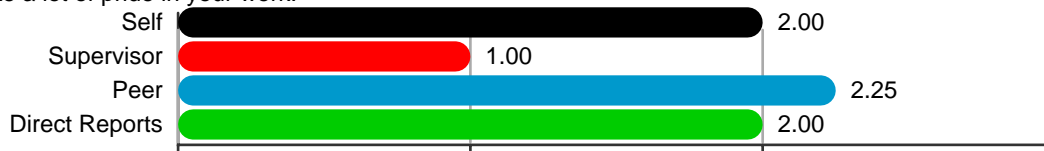
11. You demonstrate the analytical skills to do your job.



12. You can be counted on to add value wherever you are involved.



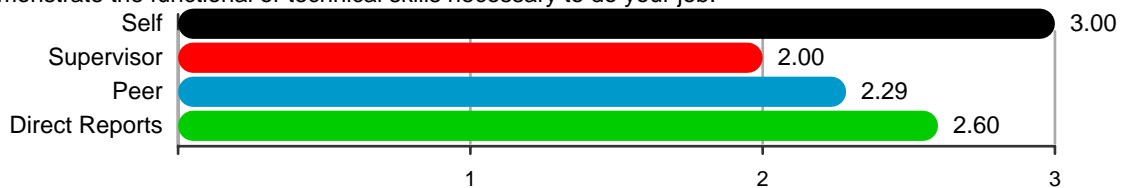
13. You take a lot of pride in your work.



14. You keep yourself and others focused on constant improvement.



15. You demonstrate the functional or technical skills necessary to do your job.





## Level of Skill

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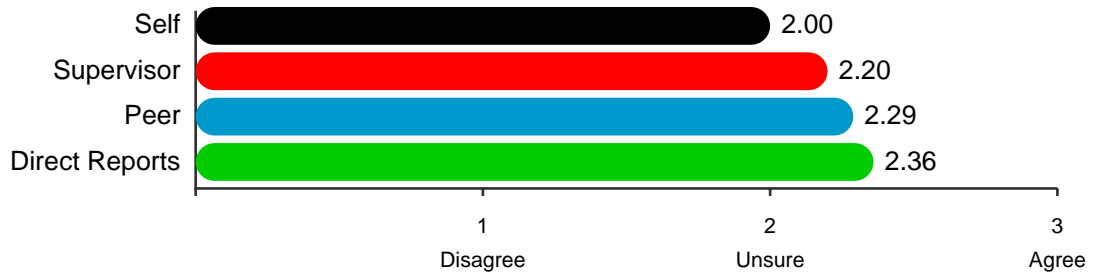
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. You demonstrate the analytical skills to do your job.	15	2.33	40.0	7%	53%	40%
12. You can be counted on to add value wherever you are involved.	15	2.07	20.0	13%	67%	20%
13. You take a lot of pride in your work.	15	2.07	26.7	20%	53%	27%
14. You keep yourself and others focused on constant improvement.	15	2.27	40.0	13%	47%	40%
15. You demonstrate the functional or technical skills necessary to do your job.	14	2.43	50.0	7%	43%	50%

### Comments:

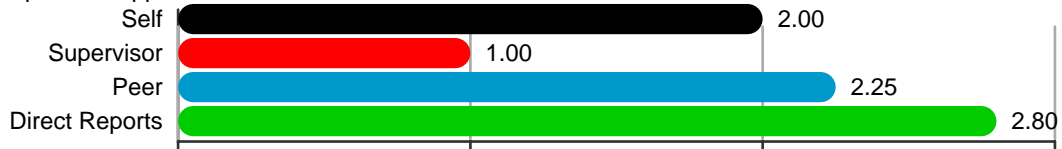
- \_\_\_'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- \_\_\_ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- I admire \_\_\_'s decision making skills when it comes to hiring new employees for our department.
- \_\_\_ is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- \_\_\_ offers support to her managers in a style that is engaging, consistent, and motivating.
- Always approachable no matter how busy she is.

# Interpersonal Skills

## Summary Scores



### 16. You are open and approachable



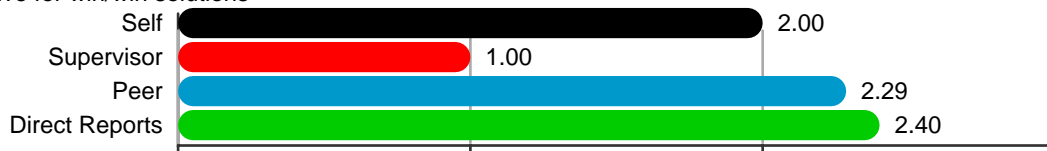
### 17. You provide constructive feedback in a way that fosters acceptance and development.



### 18. You effectively manage conflicts by dealing with them directly and immediately



### 19. You strive for win/win solutions



### 20. You value the opinions of others.



## Level of Skill

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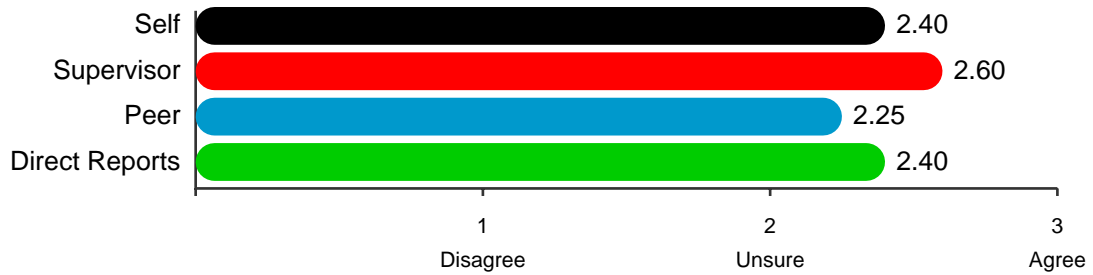
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. You are open and approachable	15	2.33	46.7	13%	40%	47%
17. You provide constructive feedback in a way that fosters acceptance and development.	15	2.33	40.0	7%	53%	40%
18. You effectively manage conflicts by dealing with them directly and immediately	14	2.00	14.3	14%	71%	14%
19. You strive for win/win solutions	14	2.21	42.9	21%	36%	43%
20. You value the opinions of others.	15	2.53	60.0	7%	33%	60%

### Comments:

- She often involves her team in decision making and to determine how to achieve outcomes.
- I enjoy working with \_\_\_ very much.
- I so appreciate that \_\_\_ is so on top of everything that we do in payroll.
- She is a fantastic resource.
- \_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- \_\_\_, more than most, takes what we've learned and implements changes.

# Passion To Learn

## Summary Scores



21. You demonstrate a willingness to participate in continuing education courses.



22. You take advantage of training opportunities when they arise.



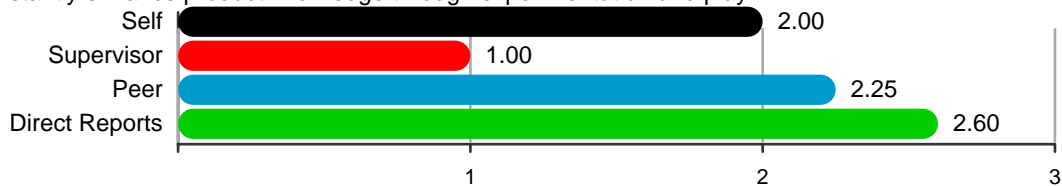
23. You take initiative for own learning and development.



24. You hold self and associates accountable for goal achievement.



25. You constantly enhance product knowledge through experimentation and play.



## 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 (Disagree) to green (Agree).

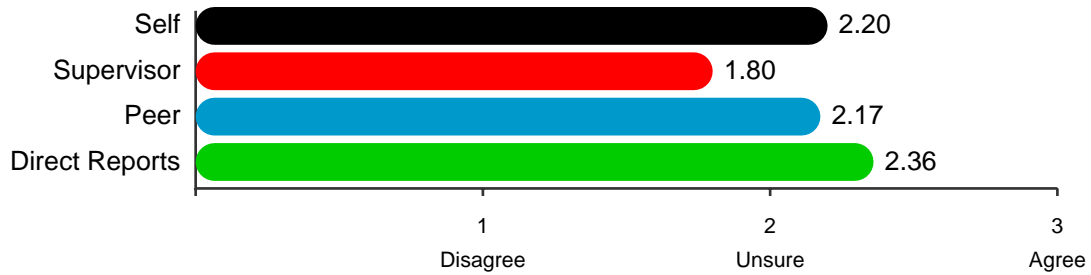
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. You demonstrate a willingness to participate in continuing education courses.	15	2.60	66.7	7%	27%	67%
22. You take advantage of training opportunities when they arise.	15	2.33	40.0	7%	53%	40%
23. You take initiative for own learning and development.	15	2.07	20.0	13%	67%	20%
24. You hold self and associates accountable for goal achievement.	15	2.40	53.3	13%	33%	53%
25. You constantly enhance product knowledge through experimentation and play.	15	2.27	53.3	27%	20%	53%

### Comments:

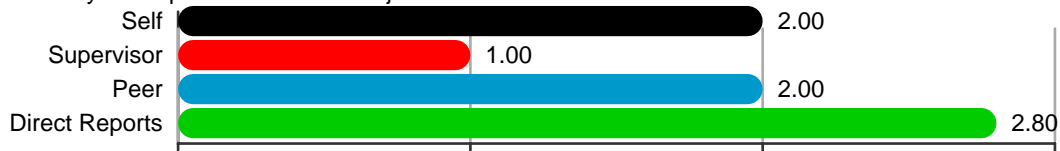
- \_\_\_ takes people where they want to go and pushes them to be their own success.
- I think \_\_\_ has improved in her communication style and leadership style. Where I would suggest improvement is she can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- \_\_\_ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- \_\_\_ does a great job at demonstrating the value of her team to the organization.
- If feel \_\_\_ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.

# Continual Improvement

## Summary Scores



26. You look for ways to expand and learn new job skills.



27. You encourage an employee culture of continuous improvement to seek out better ways of doing things.



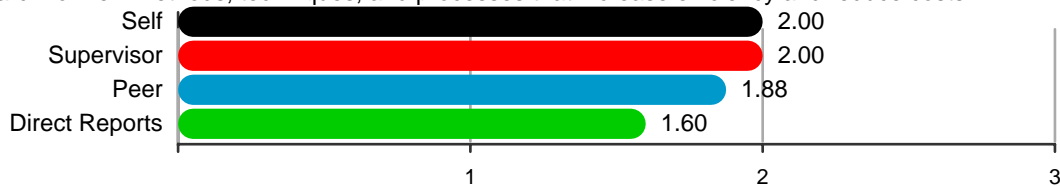
28. You are open to the suggestions from others.



29. You promote training and development opportunities to enhance job performance.



30. You search for new methods, techniques, and processes that increase efficiency and reduce costs.



## Level of Skill

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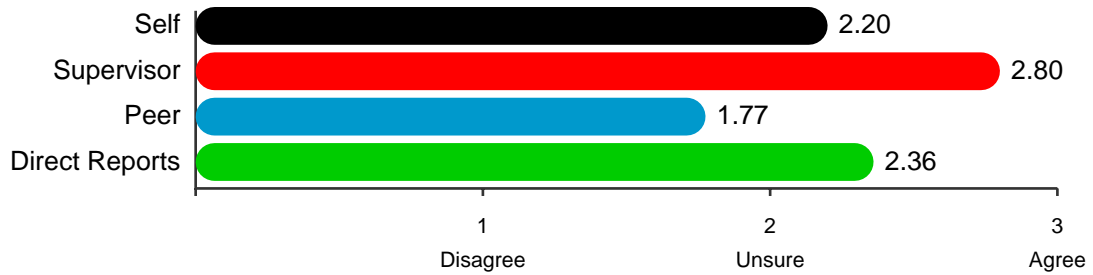
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. You look for ways to expand and learn new job skills.	15	2.20	33.3	13%	53%	33%
27. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	15	2.00	26.7	27%	47%	27%
28. You are open to the suggestions from others.	15	2.47	53.3	7%	40%	53%
29. You promote training and development opportunities to enhance job performance.	15	2.60	60.0		40%	60%
30. You search for new methods, techniques, and processes that increase efficiency and reduce costs.	15	1.80	13.3	33%	53%	13%

### Comments:

- \_\_\_ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- \_\_\_ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- I admire \_\_\_'s decision making skills when it comes to hiring new employees for our department.
- She is, quite simply, the best boss I've ever had.
- One of the things that I most appreciate about \_\_\_ is her willingness to mentor and grow new talent.
- I observe her coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.

# Management

## Summary Scores



### 31. You take responsibility for things that go wrong



### 32. You delegate tasks effectively



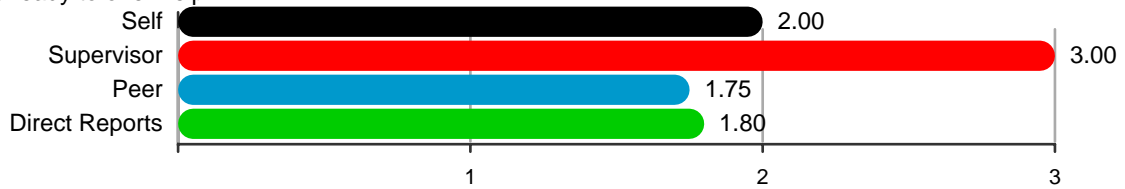
### 33. You set an example for others to follow



### 34. You make others feel enthusiastic about your work



### 35. You are ready to offer help





## 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 (Disagree) to green (Agree).

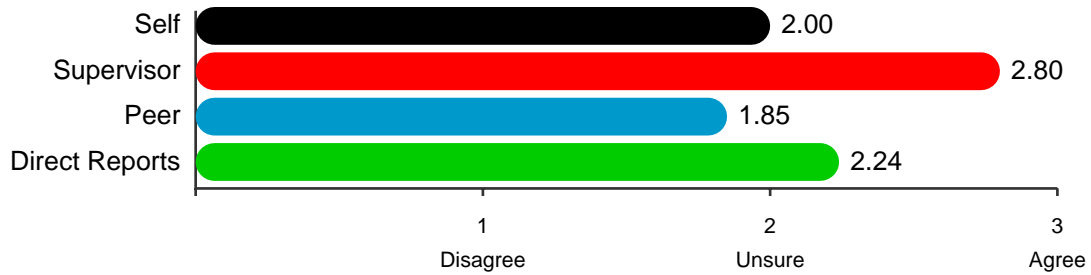
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. You take responsibility for things that go wrong	15	2.13	33.3	20%	47%	33%
32. You delegate tasks effectively	15	2.13	33.3	20%	47%	33%
33. You set an example for others to follow	15	2.07	33.3	27%	40%	33%
34. You make others feel enthusiastic about your work	15	2.13	26.7	13%	60%	27%
35. You are ready to offer help	15	1.87	20.0	33%	47%	20%

### Comments:

- \_\_\_ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- She clearly assigns our responsibilities by our individual strengths.
- She is honest in her delivery and every decision she makes is in the best interest of the organization, customers or staff.
- \_\_\_ is a valuable resource to the organization and the team.
- She recognized where I needed help and supported me in making the case to get it.
- Communication to entire team is excellent and helps engage all staff. \_\_\_'s visibility to her team has been very positive.

# Persuasion and Influence

## Summary Scores



36. You attempt to persuade others rather than simply control them.



37. You understand what others need.



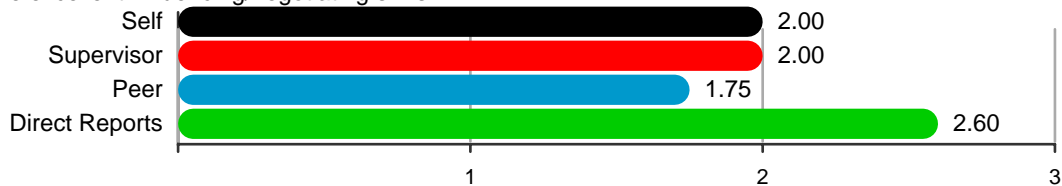
38. You develop a good rapport with others.



39. You ensure stakeholders are involved in the decision making process.



40. You have excellent influencing/negotiating skills.



## Level of Skill

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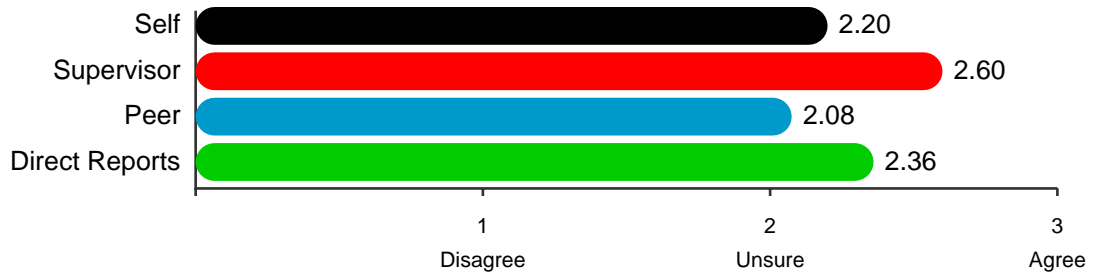
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. You attempt to persuade others rather than simply control them.	15	1.87	20.0	33%	47%	20%
37. You understand what others need.	15	1.93	13.3	20%	67%	13%
38. You develop a good rapport with others.	15	2.07	33.3	27%	40%	33%
39. You ensure stakeholders are involved in the decision making process.	15	2.33	33.3		67%	33%
40. You have excellent influencing/negotiating skills.	15	2.07	33.3	27%	40%	33%

### Comments:

- She could benefit from understanding about how to create resolution and clarity.
- She's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).
- I appreciate \_\_\_'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].
- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- \_\_\_ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.

# Goals

## Summary Scores



41. You achieve established goals.



42. You make sure that I have a clear idea of our group's goals.



43. You conduct timely follow-up; keeps others informed on a need to know basis.



44. You set challenging stretch goals



45. You establish and document goals and objectives.



## Level of Skill

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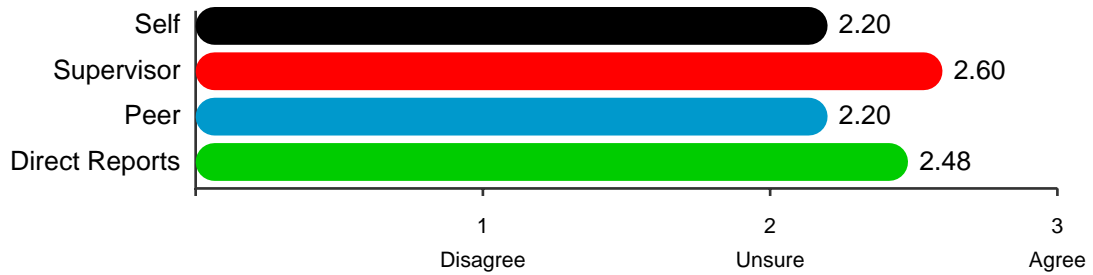
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. You achieve established goals.	15	2.00	26.7	27%	47%	27%
42. You make sure that I have a clear idea of our group's goals.	15	2.13	33.3	20%	47%	33%
43. You conduct timely follow-up; keeps others informed on a need to know basis.	15	2.20	40.0	20%	40%	40%
44. You set challenging stretch goals	15	2.20	26.7	7%	67%	27%
45. You establish and document goals and objectives.	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_ is a valued member of the department.
- 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.
- \_\_\_ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- \_\_\_ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- I have had personal interactions with \_\_\_ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- She is very supportive of cross training and learning new skills.

# Customer Focus

## Summary Scores



46. You ask questions and listen carefully to determine customer needs and to ensure that the customer's needs are met.



47. You consider customers point of view when making decisions.



48. You develop strong customer relationships.



49. You do not hesitate to address customer concerns or complaints.



50. You ensure all customer commitments and requirements are met or exceeded.



## 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 (Disagree) to green (Agree).

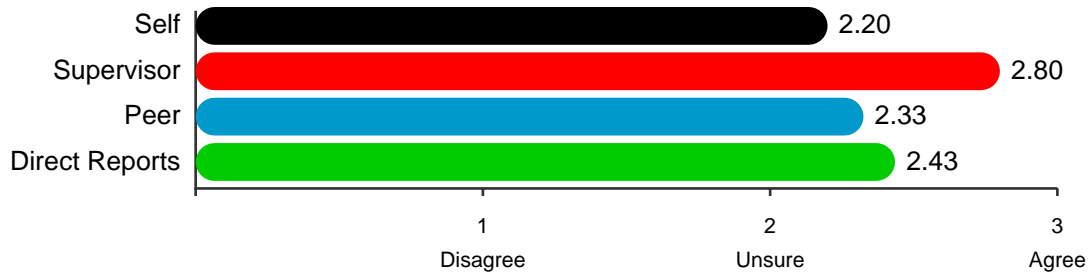
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. You ask questions and listen carefully to determine customer needs and to ensure that the customer's needs are met.	15	2.27	26.7		73%	27%
47. You consider customers point of view when making decisions.	15	2.13	26.7	13%	60%	27%
48. You develop strong customer relationships.	15	2.40	40.0		60%	40%
49. You do not hesitate to address customer concerns or complaints.	15	2.47	46.7		53%	47%
50. You ensure all customer commitments and requirements are met or exceeded.	15	2.33	46.7	13%	40%	47%

### Comments:

- \_\_\_ has excellent communication skills.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- She is always first to share what's on the horizon. At conclusion of a project, she shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- She's a very hard worker and always helping out when needed.
- \_\_\_ is very approachable and ensures the best for all employees in the department.
- She sets her expectations high, and delivers a high level of performance herself.

# Partnering/Networking

## Summary Scores



51. You build alliances between departments and teams.



52. You develop a sense of trust in subordinates so they can freely interact and share information with others.



53. You seek an understanding of diverse functions within the Company.



54. You create the conditions for partnerships to grow and develop.



55. You forge mutually beneficial relationships between individuals with diverse backgrounds.





## 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 (Disagree) to green (Agree).

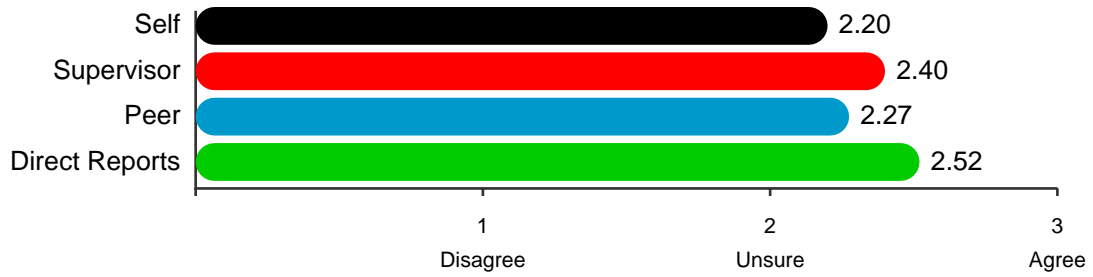
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. You build alliances between departments and teams.	14	2.21	28.6	7%	64%	29%
52. You develop a sense of trust in subordinates so they can freely interact and share information with others.	14	2.29	42.9	14%	43%	43%
53. You seek an understanding of diverse functions within the Company.	15	2.53	53.3		47%	53%
54. You create the conditions for partnerships to grow and develop.	15	2.47	46.7		53%	47%
55. You forge mutually beneficial relationships between individuals with diverse backgrounds.	15	2.40	40.0		60%	40%

### Comments:

- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- \_\_\_ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- Cannot think of anything
- \_\_\_ has continued to have some bumps this year along the lines of teamwork and collaboration.
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- \_\_\_ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.

# Business Acumen

## Summary Scores



56. You ask the 'right' questions to size up or evaluate situations.



57. You consider impact of actions on other areas of the organization.



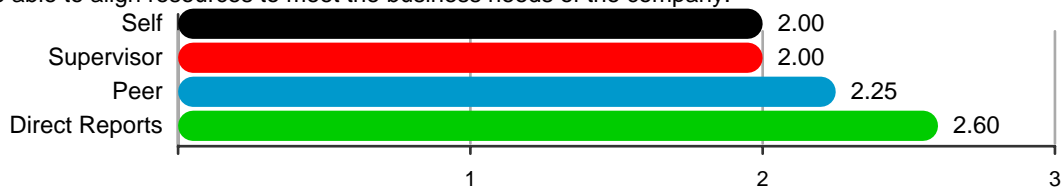
58. You understand complex issues and problems.



59. You exhibit behavior that is consistent with the vision, mission, and core values of the organization



60. You are able to align resources to meet the business needs of 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 (Disagree) to green (Agree).

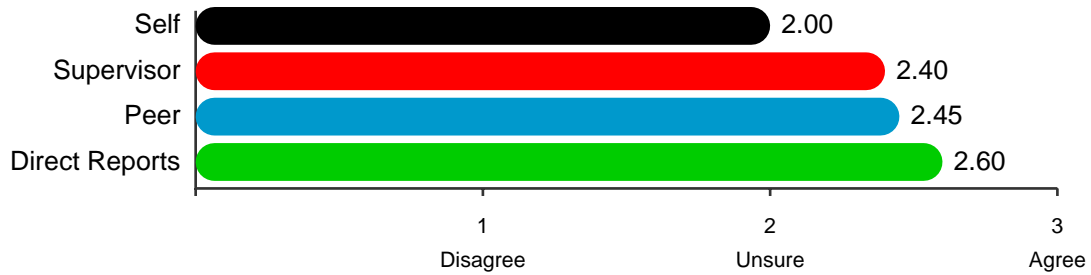
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
56. You ask the 'right' questions to size up or evaluate situations.	15	2.53	53.3	47%	53%	
57. You consider impact of actions on other areas of the organization.	15	2.33	33.3	67%	33%	
58. You understand complex issues and problems.	15	2.33	33.3	67%	33%	
59. You exhibit behavior that is consistent with the vision, mission, and core values of the organization	15	2.27	26.7	73%	27%	
60. You are able to align resources to meet the business needs of the company.	15	2.33	33.3	67%	33%	

### Comments:

- She knows her material and obviously loves the continued learning that defines best practices.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- \_\_\_ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her 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 she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. \_\_\_ has a solid reputation for being a direct communicator and her opinion is respected in our group.
- \_\_\_ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- She has positive energy, leads by example, and cares about teammates.

# Strategic Insight

## Summary Scores



61. You implement long-term solutions to problems.



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



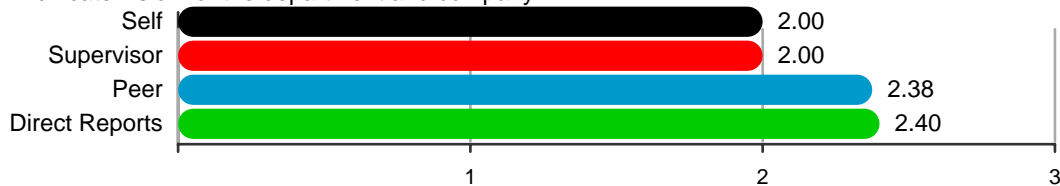
63. You understand the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.



64. You formulate strategies and action plans to ensure successful completion of goals and objectives.



65. You communicate vision for the department and 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 (Disagree) to green (Agree).

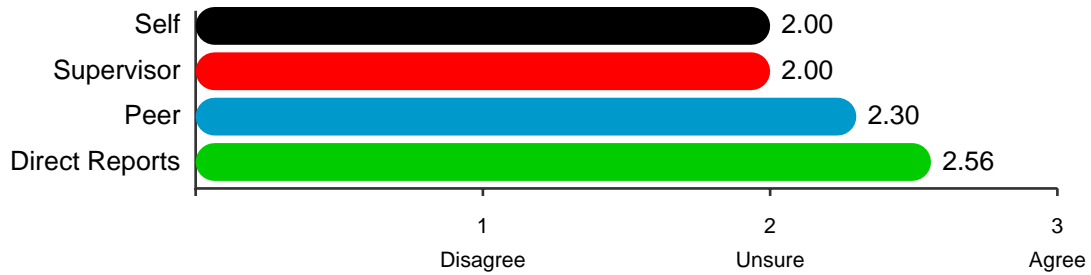
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
61. You implement long-term solutions to problems.	15	2.47	46.7	53%		47%
62. You anticipate business cycles and trends and makes adjustments in a timely manner.	15	2.47	46.7	53%		47%
63. You understand the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	2.47	46.7	53%		47%
64. You formulate strategies and action plans to ensure successful completion of goals and objectives.	15	2.60	60.0	40%		60%
65. You communicate vision for the department and company.	15	2.33	40.0	7%	53%	40%

### Comments:

- There are times that the customers interest is overlooked because it is the way we have always done it.
- \_\_\_ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- \_\_\_ excels at keeping in touch with all aspects of her, and our jobs.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- \_\_\_ has done tremendous work this past year in the Finance team.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.

# Planning

## Summary Scores



66. You delegate role to team members to accomplish goals.



67. You anticipate potential challenges, develops plan to overcome them and then carries out the plan.



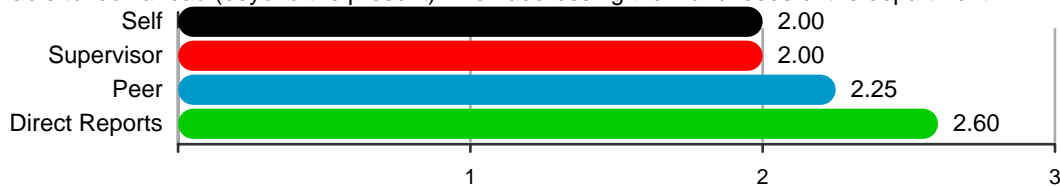
68. You make plans and follows through.



69. You work in an organized manner



70. You are able to look ahead (beyond the present) when addressing the work/needs of the department.



## 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
66. You delegate role to team members to accomplish goals.	15	2.20	26.7	7%	67%	27%
67. You anticipate potential challenges, develops plan to overcome them and then carries out the plan.	15	2.40	40.0		60%	40%
68. You make plans and follows through.	15	2.47	46.7		53%	47%
69. You work in an organized manner	15	2.33	33.3		67%	33%
70. You are able to look ahead (beyond the present) when addressing the work/needs of the department.	15	2.33	33.3		67%	33%

## 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?

- \_\_\_ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- \_\_\_ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- She knows her subject matter!
- \_\_\_ is a great asset to the team. We are grateful to have her.
- \_\_\_ has demonstrated a strong drive in initially single handedly pushing the project forwards.

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

- \_\_\_ has my back and breaks down the barriers when I let her know that need her support.
- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- I think \_\_\_ is doing to great job! The learning curve is steep and she is growing to meet the challenge.
- \_\_\_ 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.
- Personality. Great Mentor and Leader. Talented.
- She strives to be an effective and available leader.

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

- She could help teammates by becoming more proficient in some areas.
- She has really filled the role of interim manager for the department well.
- \_\_\_ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- 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.
- Dedicated to the customer and community, she is worth her weight in gold.
- She will sit down with all parties involved before she makes a decision.

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

- I appreciate her receptiveness and openness and her sense of humor.
- \_\_\_ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- The only area I feel \_\_\_ needs improvement is that when she gives a project she often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- Always conducts herself in a professional manner.

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

- \_\_\_ did a great job with the new employee program development and she should be proud of her accomplishments.
- I think at times her dedicaton to her team can sometimes come off like she is not thinking about a system perspective, I know that \_\_\_ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.
- Her years of experience and wisdom are generously shared and appreciated.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- I am glad \_\_\_ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.



- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.

### Any final comments?

- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what \_\_\_ is trying to communicate with them, I also understand why \_\_\_ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that \_\_\_ does a good job.
- \_\_\_ is an intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- Empowers others, give the team the autonomy and authority to decide how the work gets done.
- Participates in training to learn Core Competency processes.
- She removes barriers so that we can do our job to the best of our ability.
- She has consistently been a strong advocate for me and my team.