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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.

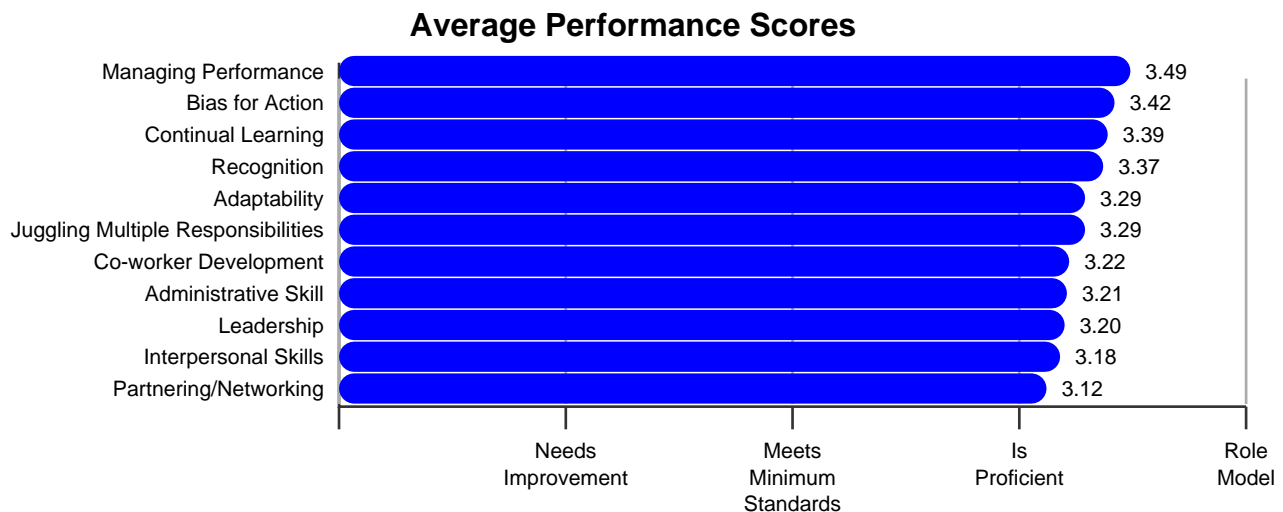
## What to Do with Your Feedback

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 11 major dimensions of leadership.

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



## Gap Analysis

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



## Bias for 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 Improvement) to green (Role Model).

| Item  | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 1. Completes work on time   | 15 | 3.20 | 93.3  | 7%                | 67%                     |               | 27%        |
| 2. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times). | 15 | 3.87 | 100.0 | 13%               | 87%                     |               |            |
| 3. Identifies ways to simplify work processes and reduce cycle times  | 15 | 3.33 | 93.3  | 7%                | 53%                     |               | 40%        |
| 4. Encourages risk taking and experimentation to improve performance  | 15 | 3.60 | 93.3  | 7%                | 27%                     | 67%           |            |
| 5. Coach others to foster an environment which can adapt quickly and willingly to rapid change.   | 15 | 3.33 | 93.3  | 7%                | 53%                     |               | 40%        |
| 6. Completes a large volume of work.  | 15 | 3.20 | 93.3  | 7%                | 60%                     |               | 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  | 2022 | 2023 | Change  |
|---|------|------|---------|
| 1. Completes work on time   | 3.29 | 3.20 | -0.09 ▼ |
| 2. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times). | 3.65 | 3.87 | +0.22 ▲ |
| 3. Identifies ways to simplify work processes and reduce cycle times  | 3.18 | 3.33 | +0.16 ▲ |
| 4. Encourages risk taking and experimentation to improve performance  | 3.41 | 3.60 | +0.19 ▲ |
| 5. Coach others to foster an environment which can adapt quickly and willingly to rapid change.   | 3.24 | 3.33 | +0.10 ▲ |
| 6. Completes a large volume of work.  | 3.24 | 3.20 | -0.04 ▼ |

### Comments:

- More opportunities to share knowledge with the team.
- \_\_\_ is a strong leader and continues to grow in her role. \_\_\_ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that \_\_\_ does especially well and seems to do with ease are bulleted below.
- I have never known \_\_\_ to not hire for talent.
- I have found \_\_\_ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- I know I can always count on \_\_\_ to consistently encourage collaboration and system perspective.
- \_\_\_ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.

## Continual Learning

### Level of Skill

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

| Item  | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 7. Is open to new ideas and concepts.                           | 15 | 3.20 | 86.7  | 13%               | 53%                     | 33%           |            |
| 8. Is curious about learning new things.                        | 15 | 3.40 | 93.3  | 7%                | 47%                     | 47%           |            |
| 9. Initiates own actions for additional training and education. | 15 | 3.47 | 93.3  | 7%                | 40%                     | 53%           |            |
| 10. Improves on their skill sets.                               | 15 | 3.47 | 93.3  | 7%                | 40%                     | 53%           |            |
| 11. Shares best practices with others and learns from others.   | 15 | 3.53 | 100.0 |                   | 47%                     | 53%           |            |
| 12. Pursues learning that will enhance job performance.         | 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  | 2022 | 2023 | Change  |
|---|------|------|---------|
| 7. Is open to new ideas and concepts.                           | 3.41 | 3.20 | -0.21 ▼ |
| 8. Is curious about learning new things.                        | 3.24 | 3.40 | +0.16 ▲ |
| 9. Initiates own actions for additional training and education. | 3.18 | 3.47 | +0.29 ▲ |
| 10. Improves on their skill sets.                               | 3.35 | 3.47 | +0.11 ▲ |
| 11. Shares best practices with others and learns from others.   | 3.47 | 3.53 | +0.06 ▲ |
| 12. Pursues learning that will enhance job performance.         | 3.47 | 3.27 | -0.20 ▼ |

### Comments:

- I value and appreciate \_\_\_ very much.
- \_\_\_ is the shining example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- \_\_\_ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- \_\_\_ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- \_\_\_ is able to problem solve very well.
- There are a lot of great features this system has to offer and \_\_\_ has challenges at times.

## Leadership

### 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 Improvement) to green (Role Model).

| Item  | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 13. Sets clear goals and objectives for subordinates.                         | 15 | 3.33 | 100.0 |                   | 67%                     |               | 33%        |
| 14. Holds team members accountable to commitments made                        | 15 | 3.13 | 86.7  | 13%               | 60%                     |               | 27%        |
| 15. Is accessible and approachable to associates.                             | 15 | 3.07 | 80.0  | 20%               | 53%                     |               | 27%        |
| 16. Able to align manpower, design work, an allocate tasks to achieve goals.  | 15 | 3.40 | 93.3  | 7%                | 47%                     |               | 47%        |
| 17. Focuses others on the necessary tasks that need completion.               | 15 | 3.27 | 93.3  | 7%                | 60%                     |               | 33%        |
| 18. Coaches others and prepares them for current and future business demands. | 14 | 3.00 | 92.9  | 7%                | 79%                     |               | 14%        |

### 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  | 2022 | 2023 | Change  |
|---|------|------|---------|
| 13. Sets clear goals and objectives for subordinates.                         | 3.35 | 3.33 | -0.02 ▼ |
| 14. Holds team members accountable to commitments made                        | 3.18 | 3.13 | -0.04 ▼ |
| 15. Is accessible and approachable to associates.                             | 3.00 | 3.07 | +0.07 ▲ |
| 16. Able to align manpower, design work, an allocate tasks to achieve goals.  | 3.65 | 3.40 | -0.25 ▼ |
| 17. Focuses others on the necessary tasks that need completion.               | 3.47 | 3.27 | -0.20 ▼ |
| 18. Coaches others and prepares them for current and future business demands. | 3.12 | 3.00 | -0.12 ▼ |

### Comments:

- She communicates with the people involved to resolve the issue. She shows effort to understand each employee's workflow by asking questions. She shares her calendar to us (her subordinates) and tell us that we can talk to her if we have questions or issues to talk about.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.
- \_\_\_ manages everyone else time very well. she puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- \_\_\_ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- \_\_\_'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- I would encourage her to rely on the documented minutes when she communicates decisions as a stop gap measure.

## Adaptability

### 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 Improvement) to green (Role Model).

| Item   | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|-------|-------------------|-------------------------|---------------|------------|
| 19. Is proactive and takes steps to prepare for changes in the workplace.      | 15 | 3.47 | 100.0 |                   | 53%                     | 47%           |            |
| 20. Recognizes and implements changes to enhance efficiency and effectiveness. | 15 | 3.40 | 93.3  | 7%                | 47%                     | 47%           |            |
| 21. Flexible and open to new ideas and encourages others to value change.      | 15 | 3.53 | 100.0 |                   | 47%                     | 53%           |            |
| 22. Able to adapt to changes in technology and processes.                      | 15 | 3.00 | 80.0  | 20%               | 60%                     |               | 20%        |
| 23. Works effectively in dynamic and changing work environments.               | 15 | 2.87 | 80.0  | 20%               | 73%                     |               | 7%         |
| 24. Adjusts priorities to changing business goals.                             | 15 | 3.47 | 100.0 |                   | 53%                     | 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   | 2022 | 2023 | Change  |
|--|------|------|---------|
| 19. Is proactive and takes steps to prepare for changes in the workplace.      | 3.59 | 3.47 | -0.12 ▼ |
| 20. Recognizes and implements changes to enhance efficiency and effectiveness. | 3.29 | 3.40 | +0.11 ▲ |
| 21. Flexible and open to new ideas and encourages others to value change.      | 3.35 | 3.53 | +0.18 ▲ |
| 22. Able to adapt to changes in technology and processes.                      | 3.00 | 3.00 |         |
| 23. Works effectively in dynamic and changing work environments.               | 2.88 | 2.87 | -0.02 ▼ |
| 24. Adjusts priorities to changing business goals.                             | 3.00 | 3.47 | +0.47 ▲ |

### Comments:

- She is a great leader.
- \_\_\_ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.
- She gives you confidence knowing she always has your back.
- She knows her material and obviously loves the continued learning that defines best practices.
- It's been a pleasure to work for her.
- 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.

## Managing Performance

### Level of Skill

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

| Item   | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|-------|-------------------|-------------------------|---------------|------------|
| 25. Ensures employees understand the goals of the organization/department. | 15 | 3.67 | 100.0 | 33%               | 67%                     |               |            |
| 26. Makes sure the team's goals are met.                                   | 15 | 3.40 | 93.3  | 7%                | 47%                     | 47%           |            |
| 27. Finds the most efficient way of doing things.                          | 15 | 3.33 | 93.3  | 7%                | 53%                     | 40%           |            |
| 28. Sets long and short term goals.  | 15 | 3.53 | 100.0 | 47%               | 53%                     |               |            |
| 29. Routinely holds audits of performance on a weekly or monthly basis.    | 15 | 3.67 | 100.0 | 33%               | 67%                     |               |            |
| 30. Establishes measures of performance.                                   | 15 | 3.33 | 100.0 | 67%               | 33%                     |               |            |

### Time Comparisons by Item

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

| Item   | 2022 | 2023 | Change  |
|--|------|------|---------|
| 25. Ensures employees understand the goals of the organization/department. | 3.76 | 3.67 | -0.10 ▼ |
| 26. Makes sure the team's goals are met.                                   | 3.53 | 3.40 | -0.13 ▼ |
| 27. Finds the most efficient way of doing things.                          | 3.12 | 3.33 | +0.22 ▲ |
| 28. Sets long and short term goals.  | 3.41 | 3.53 | +0.12 ▲ |
| 29. Routinely holds audits of performance on a weekly or monthly basis.    | 3.59 | 3.67 | +0.08 ▲ |
| 30. Establishes measures of performance.                                   | 3.41 | 3.33 | -0.08 ▼ |

#### Comments:

- \_\_\_ is an excellent communicator and is very open and supportive to her staff.
- Communication to staff has greatly improved.
- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- \_\_\_ is committed to our organization and leads by example.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.



## Administrative Skill

### 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 Improvement) to green (Role Model).

| Item   | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|-------|-------------------|-------------------------|---------------|------------|
| 31. Able to develop, justify and present a budget.                             | 15 | 3.20 | 86.7  | 13%               | 53%                     | 33%           |            |
| 32. Enthusiastic about taking on challenging projects.                         | 15 | 3.40 | 100.0 |                   | 60%                     | 40%           |            |
| 33. Strong organizational skills to keep the workspace and department in order | 15 | 3.20 | 86.7  | 13%               | 53%                     | 33%           |            |
| 34. Accurately implements contract provisions.                                 | 15 | 3.27 | 93.3  | 7%                | 60%                     | 33%           |            |
| 35. High attention to detail.  | 15 | 3.00 | 80.0  | 20%               | 60%                     | 20%           |            |
| 36. Has strong technical/computer skills.                                      | 15 | 3.20 | 93.3  | 7%                | 67%                     | 27%           |            |

### Time Comparisons by Item

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

| Item   | 2022 | 2023 | Change  |
|--|------|------|---------|
| 31. Able to develop, justify and present a budget.                             | 3.18 | 3.20 | +0.02 ▲ |
| 32. Enthusiastic about taking on challenging projects.                         | 3.35 | 3.40 | +0.05 ▲ |
| 33. Strong organizational skills to keep the workspace and department in order | 3.18 | 3.20 | +0.02 ▲ |
| 34. Accurately implements contract provisions.                                 | 2.88 | 3.27 | +0.38 ▲ |
| 35. High attention to detail.  | 3.18 | 3.00 | -0.18 ▼ |
| 36. Has strong technical/computer skills.                                      | 3.18 | 3.20 | +0.02 ▲ |

#### Comments:

- She is such a model for leaders throughout our organization.
- \_\_\_ is an excellent Director.
- She is very relatable and I believe it helps with the initial contact with the prospects.
- \_\_\_ is a great leader. Her team has been through a lot of change. \_\_\_ is focused on building her team and helping them through the change.
- \_\_\_ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.

## Juggling Multiple Responsibilities

### 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 Improvement) to green (Role Model).

| Item  | n  | Avg  | LOA  | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|------|-------------------|-------------------------|---------------|------------|
| 37. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates. | 15 | 3.27 | 93.3 | 7%                | 60%                     |               | 33%        |
| 38. Prioritizes tasks for efficiency.   | 15 | 3.27 | 86.7 | 13%               | 47%                     |               | 40%        |
| 39. Spends the most time and effort on critical tasks first.  | 15 | 3.13 | 86.7 | 13%               | 60%                     |               | 27%        |
| 40. Assesses current capabilities before committing to new requests from customers.   | 15 | 3.40 | 93.3 | 7%                | 47%                     |               | 47%        |
| 41. Can multitask while performing all of their other responsibilities and activities.  | 15 | 3.33 | 93.3 | 7%                | 53%                     |               | 40%        |
| 42. Uses software scheduler to keep track of projects.  | 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  | 2022 | 2023 | Change  |
|---|------|------|---------|
| 37. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates. | 3.35 | 3.27 | -0.09 ▼ |
| 38. Prioritizes tasks for efficiency.   | 3.24 | 3.27 | +0.03 ▲ |
| 39. Spends the most time and effort on critical tasks first.  | 3.59 | 3.13 | -0.45 ▼ |
| 40. Assesses current capabilities before committing to new requests from customers.   | 3.29 | 3.40 | +0.11 ▲ |
| 41. Can multitask while performing all of their other responsibilities and activities.  | 3.29 | 3.33 | +0.04 ▲ |
| 42. Uses software scheduler to keep track of projects.  | 3.41 | 3.33 | -0.08 ▼ |

### Comments:

- She correctly sets limits, and expectations of her managers.
- Great to have you on the team!
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- She makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- I really enjoy her mentorship.

## Interpersonal 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 Improvement) to green (Role Model).

| Item  | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 43. Successfully resolves conflicts and grievances to a win-win solution.                     | 15 | 3.13 | 86.7  | 13%               | 60%                     | 27%           |            |
| 44. Adapts management style to meet the needs of the individual or situation.                 | 15 | 3.00 | 86.7  | 13%               | 73%                     | 13%           |            |
| 45. Displays positive interactions.   | 15 | 3.53 | 100.0 |                   | 47%                     | 53%           |            |
| 46. Is open to input on alternative ways to accomplish objectives                             | 15 | 3.00 | 86.7  | 13%               | 73%                     | 13%           |            |
| 47. Influences others on his/her team to reach goals, improve performance, and try new things | 15 | 3.20 | 93.3  | 7%                | 60%                     | 33%           |            |
| 48. Gives honest feedback and suggestions for improvement.                                    | 15 | 3.20 | 93.3  | 7%                | 67%                     | 27%           |            |

### Time Comparisons by Item

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

| Item  | 2022 | 2023 | Change  |
|---|------|------|---------|
| 43. Successfully resolves conflicts and grievances to a win-win solution.                     | 3.35 | 3.13 | -0.22 ▼ |
| 44. Adapts management style to meet the needs of the individual or situation.                 | 3.18 | 3.00 | -0.18 ▼ |
| 45. Displays positive interactions.   | 3.35 | 3.53 | +0.18 ▲ |
| 46. Is open to input on alternative ways to accomplish objectives                             | 3.24 | 3.00 | -0.24 ▼ |
| 47. Influences others on his/her team to reach goals, improve performance, and try new things | 3.00 | 3.20 | +0.20 ▲ |
| 48. Gives honest feedback and suggestions for improvement.                                    | 3.18 | 3.20 | +0.02 ▲ |

### Comments:

- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- I think \_\_\_ works really hard to engage with everyone of us.
- I'm not sure if management is \_\_\_'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.
- \_\_\_'s goes above and beyond in the areas of Professional Growth and Professionalism.

## Co-worker Development

### Level of Skill

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

| Item   | n  | Avg  | LOA  | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|------|-------------------|-------------------------|---------------|------------|
| 49. Provides access to development resources for co-workers  | 15 | 3.40 | 93.3 | 7%                | 47%                     | 47%           |            |
| 50. Sets and clearly communicates expectations, performance goals, and measurements to others            | 15 | 3.13 | 80.0 | 7%                | 13%                     | 40%           | 40%        |
| 51. Provides ongoing feedback to co-workers on their development progress                                | 14 | 3.14 | 92.9 | 7%                | 71%                     |               | 21%        |
| 52. Monitors and assesses the performance levels of individuals and team, measuring them against targets | 14 | 3.21 | 85.7 | 14%               | 50%                     |               | 36%        |
| 53. Works to identify root causes of performance problems  | 15 | 3.27 | 86.7 | 13%               | 47%                     |               | 40%        |
| 54. Adapts coaching and mentoring approach to meet the style or needs of individuals                     | 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   | 2022 | 2023 | Change  |
|--|------|------|---------|
| 49. Provides access to development resources for co-workers  | 3.35 | 3.40 | +0.05 ▲ |
| 50. Sets and clearly communicates expectations, performance goals, and measurements to others            | 3.29 | 3.13 | -0.16 ▼ |
| 51. Provides ongoing feedback to co-workers on their development progress                                | 3.24 | 3.14 | -0.09 ▼ |
| 52. Monitors and assesses the performance levels of individuals and team, measuring them against targets | 3.06 | 3.21 | +0.16 ▲ |
| 53. Works to identify root causes of performance problems  | 3.59 | 3.27 | -0.32 ▼ |
| 54. Adapts coaching and mentoring approach to meet the style or needs of individuals                     | 2.94 | 3.13 | +0.19 ▲ |

### Comments:

- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team. Working more collaboratively with her colleagues can help avoid this as her intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- \_\_\_ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- She also has always been thankful for any help that I have given her.
- \_\_\_ did a great job with the new employee program development and she should be proud of her accomplishments.
- \_\_\_ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.

## Partnering/Networking

### Level of Skill

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

| Item   | n  | Avg  | LOA  | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|------|-------------------|-------------------------|---------------|------------|
| 55. Forges mutually beneficial relationships between individuals with diverse backgrounds.                   | 15 | 3.07 | 86.7 | 13%               | 67%                     |               | 20%        |
| 56. Promotes the understanding of how the department affects the organization overall.                       | 15 | 2.93 | 73.3 | 27%               | 53%                     |               | 20%        |
| 57. Develops a sense of trust in subordinates so they can freely interact and share information with others. | 15 | 3.20 | 93.3 | 7%                | 67%                     |               | 27%        |
| 58. Creates value within the Company by building networks.   | 15 | 3.20 | 93.3 | 7%                | 67%                     |               | 27%        |
| 59. Maintains infrastructure to support partnerships and networks.   | 15 | 3.13 | 93.3 | 7%                | 67%                     |               | 27%        |
| 60. Supports and encourages relationships that are created by diverse team members.                          | 15 | 3.20 | 93.3 | 7%                | 67%                     |               | 27%        |

### Time Comparisons by Item

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

| Item   | 2022 | 2023 | Change  |
|--|------|------|---------|
| 55. Forges mutually beneficial relationships between individuals with diverse backgrounds.                   | 2.88 | 3.07 | +0.18 ▲ |
| 56. Promotes the understanding of how the department affects the organization overall.                       | 2.88 | 2.93 | +0.05 ▲ |
| 57. Develops a sense of trust in subordinates so they can freely interact and share information with others. | 3.18 | 3.20 | +0.02 ▲ |
| 58. Creates value within the Company by building networks.   | 3.24 | 3.20 | -0.04 ▼ |
| 59. Maintains infrastructure to support partnerships and networks.   | 3.18 | 3.13 | -0.04 ▼ |
| 60. Supports and encourages relationships that are created by diverse team members.                          | 3.47 | 3.20 | -0.27 ▼ |

### Comments:

- \_\_\_ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- \_\_\_ is fully engaged in her unit. She took on the position and jumped in with both feet.
- \_\_\_ has done a wonderful job in supporting her team and making herself available.
- I have enjoyed working with \_\_\_ and will miss her support and direction.
- She is the only manager in the department to help us when we are short.
- I really appreciate her.

## 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 Improvement) to green (Role Model).

| Item  | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 61. Reinforces and rewards employees for accomplishing necessary goals. | 15 | 3.47 | 100.0 |                   | 53%                     | 47%           |            |
| 62. Readily shares credit and gives others opportunity for visibility.  | 15 | 3.27 | 93.3  | 7%                | 60%                     | 33%           |            |
| 63. Says "thank you" to show appreciation for work of others.           | 15 | 3.20 | 86.7  | 13%               | 53%                     | 33%           |            |
| 64. Recognizes the abilities and skills of self and others              | 15 | 3.53 | 100.0 |                   | 47%                     | 53%           |            |
| 65. Is sincerely interested in the suggestions of co-workers            | 15 | 3.40 | 100.0 |                   | 60%                     | 40%           |            |
| 66. Makes people around them feel appreciated and valued.               | 15 | 3.33 | 100.0 |                   | 67%                     | 33%           |            |

### Time Comparisons by Item

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

| Item  | 2022 | 2023 | Change  |
|---|------|------|---------|
| 61. Reinforces and rewards employees for accomplishing necessary goals. | 3.29 | 3.47 | +0.17 ▲ |
| 62. Readily shares credit and gives others opportunity for visibility.  | 3.35 | 3.27 | -0.09 ▼ |
| 63. Says "thank you" to show appreciation for work of others.           | 3.18 | 3.20 | +0.02 ▲ |
| 64. Recognizes the abilities and skills of self and others              | 3.41 | 3.53 | +0.12 ▲ |
| 65. Is sincerely interested in the suggestions of co-workers            | 3.41 | 3.40 | -0.01 ▼ |
| 66. Makes people around them feel appreciated and valued.               | 3.47 | 3.33 | -0.14 ▼ |

### Comments:

- \_\_\_ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- \_\_\_ is very supportive of Core Competency and concepts. The one concept that \_\_\_ refers to consistently is what we respect most is people's ability to think.
- \_\_\_ has improved on her quick assessment of situations and as a result it has helped me improve also
- \_\_\_ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. \_\_\_ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- \_\_\_ has a calm and professional style.
- She also has always been thankful for any help that I have given her.

## 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?

- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- she understands where our opportunities for savings in the employee benefits plan may be.
- As mentioned above, good collaboration.
- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.
- Knowledge, experience, and the will to help when help is needed.
- She has learned at a very quick pace, and is both supportive and clear in her intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.

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

- A willingness and flexibility to pitch in help where needed is important.
- \_\_\_ is highly professional and amazingly skilled at both critical thinking and detail management.
- \_\_\_ 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.
- Stay focused more on the agenda for meetings.
- \_\_\_ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- \_\_\_ is determined to help make [CompanyName] successful.

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

- As \_\_\_ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- \_\_\_ is a great director to work with because she listens to understand and she balances the business and the HR needs before making decisions or rushing to a judgment.
- I think she is the kind of manager our department has needed and will continue to need.
- She inspires others by the manner in which she does her work and engages others.
- \_\_\_ has an incredible vision for our organization's strategy and improvement efforts.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.

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

- I think \_\_\_ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.
- She inspires us to remember that as leaders, anything's possible.
- She walks the walk and talks the talk.
- I have found \_\_\_ to be very competent and professional. She delivers when and what she says she will and her work is always complete and accurate.
- Is always available to assist with issues, all scopes business or personal.
- 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.

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

- Her open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- \_\_\_ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- While encouraging folks to continue with their education, she is also continuing with her education.
- It doesn't feel like \_\_\_'s been at her best this year. She seems disconnected from the work of her group.
- Improvement should come over time. There is potential which is present.
- \_\_\_ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.

### Any final comments?

- \_\_\_ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- She couldn't be more engaged if she tried.
- Expectations are not always clearly communicated/outlined.
- She sets a good example for personal growth.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with \_\_\_, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- \_\_\_ addresses questions/concerns quickly and listens to staffs' needs.