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.
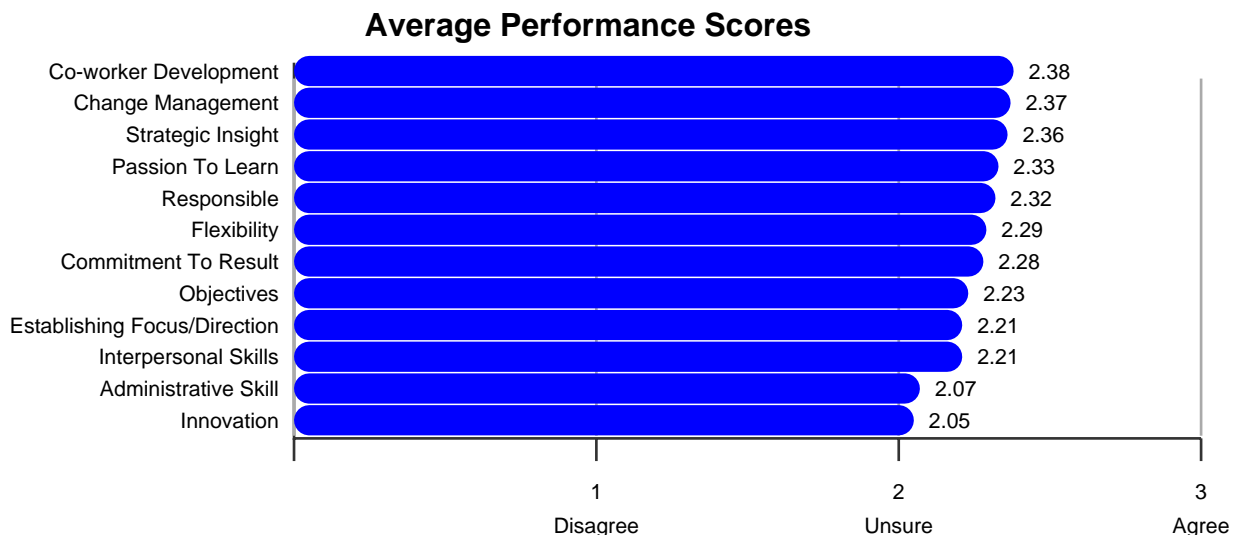
What to Do with Your Feedback

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.
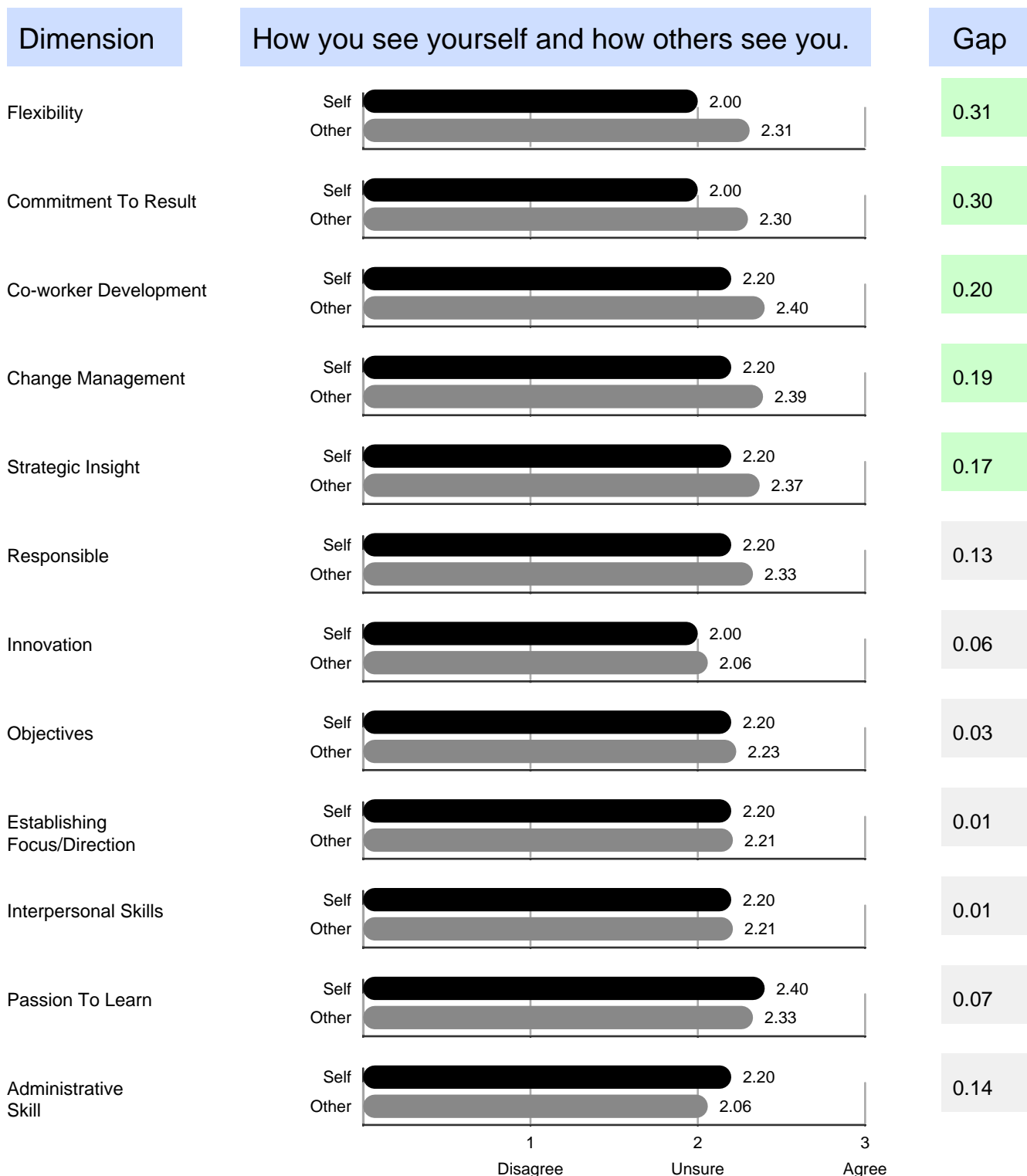
Summary

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 12 major dimensions of leadership.

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

Average Performance Scores

Dimension	Score
Co-worker Development	2.38
Change Management	2.37
Strategic Insight	2.36
Passion To Learn	2.33
Responsible	2.32
Flexibility	2.29
Commitment To Result	2.28
Objectives	2.23
Establishing Focus/Direction	2.21
Interpersonal Skills	2.21
Administrative Skill	2.07
Innovation	2.05

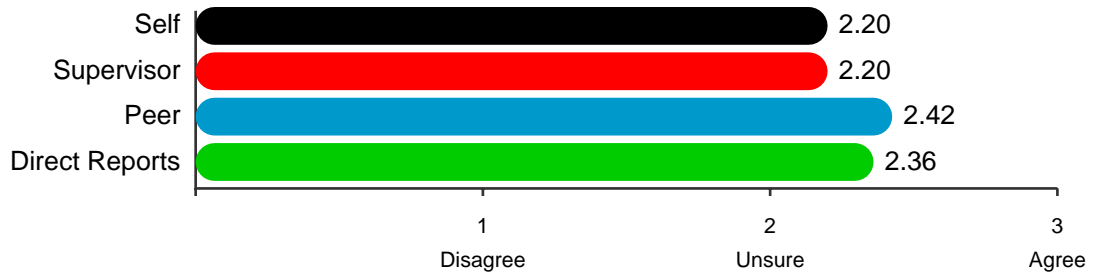Scale: 1 = Disagree, 2 = Unsure, 3 = Agree

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
Flexibility	Self 2.00 / Other 2.31	0.31
Commitment To Result	Self 2.00 / Other 2.30	0.30
Co-worker Development	Self 2.20 / Other 2.40	0.20
Change Management	Self 2.20 / Other 2.39	0.19
Strategic Insight	Self 2.20 / Other 2.37	0.17
Responsible	Self 2.20 / Other 2.33	0.13
Innovation	Self 2.00 / Other 2.06	0.06
Objectives	Self 2.20 / Other 2.23	0.03
Establishing Focus/Direction	Self 2.20 / Other 2.21	0.01
Interpersonal Skills	Self 2.20 / Other 2.21	0.01
Passion To Learn	Self 2.40 / Other 2.33	0.07
Administrative Skill	Self 2.20 / Other 2.06	0.14

1 Disagree   2 Unsure   3 Agree

Change Management

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.42
Direct Reports	2.36

1 Disagree   2 Unsure   3 Agree

1. Effective in dealing with ambiguous and challenging situations.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

2. Addresses organizational and departmental resistance to changes.

Self	3.00
Supervisor	1.00
Peer	2.88
Direct Reports	2.20

3. Supports the Company's efforts to implement changes.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.80

4. Supports new initiatives for organizational changes to improve effectiveness.

Self	2.00
Supervisor	1.00
Peer	2.75
Direct Reports	2.40

5. Adopts changes to set and example for others to follow.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

1   2   3
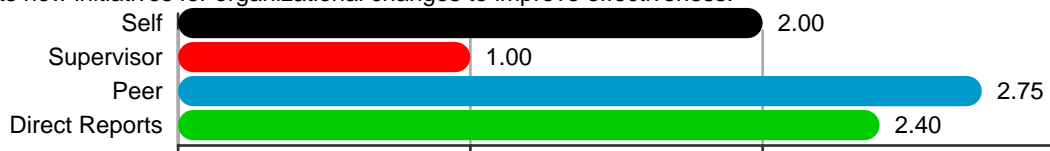
Level of Skill

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).

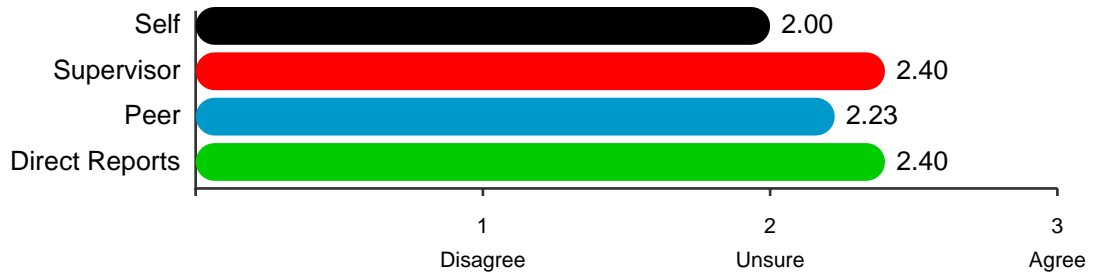| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Effective in dealing with ambiguous and challenging situations.	15	2.27	33.3	7%	60%	33%
2. Addresses organizational and departmental resistance to changes.	15	2.53	73.3	20% 7%		73%
3. Supports the Company's efforts to implement changes.	15	2.33	40.0	7%	53%	40%
4. Supports new initiatives for organizational changes to improve effectiveness.	15	2.47	53.3	7%	40%	53%
5. Adopts changes to set and example for others to follow.	15	2.27	40.0	13%	47%	40%

Comments:

- He's very good at his job, Service and relationship development are talents at which he excels. My constructive feedback would be for _____ to speak up more in meetings and be more forthcoming in groups and with other leaders with his thoughts and opinions. I know he has them as he does share them with me aside, but but I would encourage him to share them more broadly.
- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- While encouraging folks to continue with their education, he is also continuing with his education.
- Has the experience needed.
- _____ has a strong knowledge base and willingly shares information.
- _____ has done a great job of continuing to grow and refine the service lines.

Commitment To Result

Summary Scores

Self	2.00
Supervisor	2.40
Peer	2.23
Direct Reports	2.40

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         1              2              3
      Disagree       Unsure         Agree
```

6. Maintains persistence and dedication to achieving results.

Self	2.00
Supervisor	2.00
Peer	2.12
Direct Reports	2.20

7. Takes immediate action toward goals.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	1.80

8. Coordinates all department activities into a cohesive team effort.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

9. Creates a sense of urgency among the store team members to complete activities, which drive sales.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.60

10. Encourages commitment in others to obtain results.

Self	2.00
Supervisor	1.00
Peer	2.38
Direct Reports	3.00

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         1              2              3
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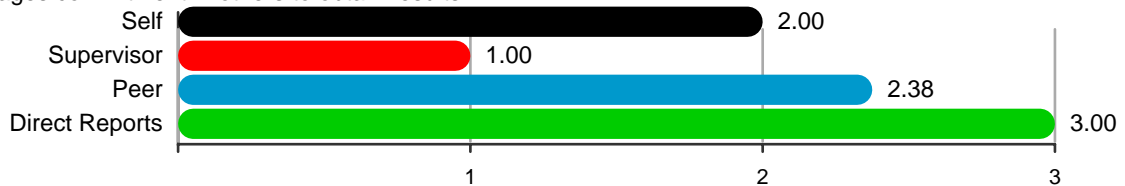
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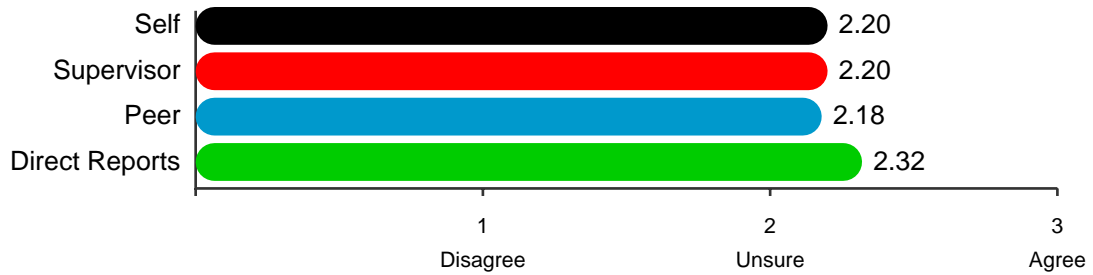
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Maintains persistence and dedication to achieving results.	15	2.13	33.3	20%	47%	33%
7. Takes immediate action toward goals.	15	2.07	26.7	20%	53%	27%
8. Coordinates all department activities into a cohesive team effort.	15	2.33	40.0	7%	53%	40%
9. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	2.40	53.3	13%	33%	53%
10. Encourages commitment in others to obtain results.	15	2.47	60.0	13%	27%	60%

Comments:
- Even tempered with a wealth of experience, he has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- _____ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- _____ is a great leader to have in our department, he helps us grow and encourages us to be better at everything we do.
- He has helped make me a better manager through his actions and follow through.
- _____ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
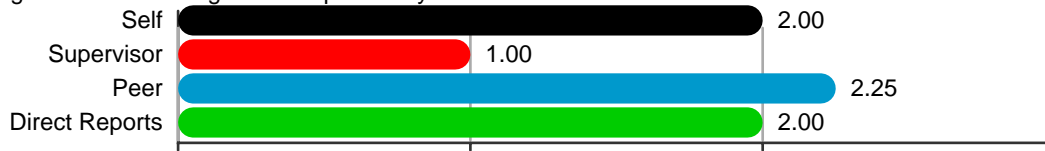
Objectives

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.18
Direct Reports	2.32

1   2   3
Disagree   Unsure   Agree

11. Able to organize work.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.60

12. Sets long-term and short-term goals.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.80

13. Encourages me to take on greater responsibility.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.00

14. Establishes goals and objectives.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.60

15. Communicates goals and objectives to employees.

Self	3.00
Supervisor	2.00
Peer	2.29
Direct Reports	2.60

1   2   3

Level of Skill

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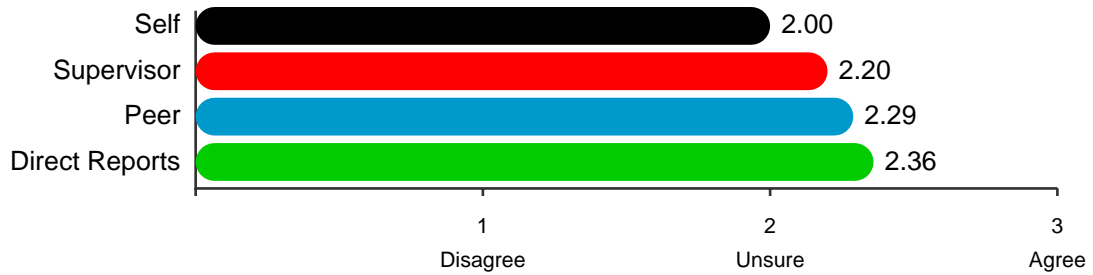
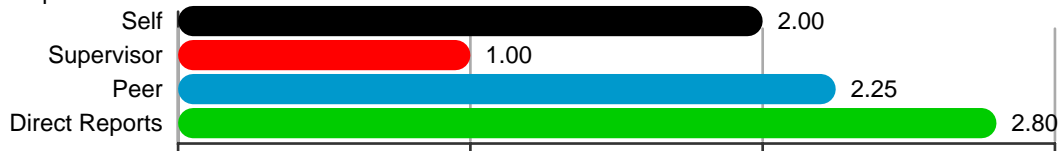| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Able to organize work.	15	2.33	40.0	7%	53%	40%
12. Sets long-term and short-term goals.	15	2.07	20.0	13%	67%	20%
13. Encourages me to take on greater responsibility.	15	2.07	26.7	20%	53%	27%
14. Establishes goals and objectives.	15	2.27	40.0	13%	47%	40%
15. Communicates goals and objectives to employees.	14	2.43	50.0	7%	43%	50%

Comments:

- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!
- I really appreciate him as a member of the team.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when _____ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- _____ fully updates the unit and staff on needed information. His direction and focus are well explained.
- _____ always remembers the customer is at the center of what we do.
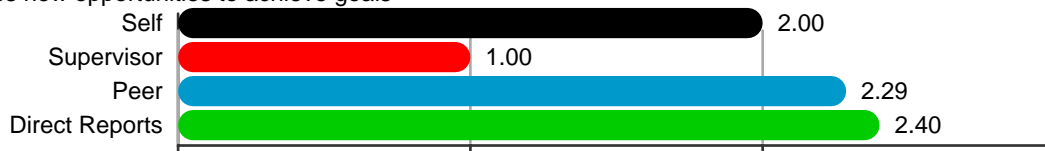
Flexibility

Summary Scores

Self	2.00
Supervisor	2.20
Peer	2.29
Direct Reports	2.36

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          1              2              3
       Disagree       Unsure         Agree
```

16. Able to adapt to new situations.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.80

17. Is open to alternative ways to accomplish goals

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.00

18. Can handle changes without complaining.

Self	2.00
Supervisor	3.00
Peer	1.71
Direct Reports	2.20

19. Identifies new opportunities to achieve goals

Self	2.00
Supervisor	1.00
Peer	2.29
Direct Reports	2.40

20. Works effectively during periods of change.

Self	2.00
Supervisor	3.00
Peer	2.62
Direct Reports	2.40

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          1              2              3
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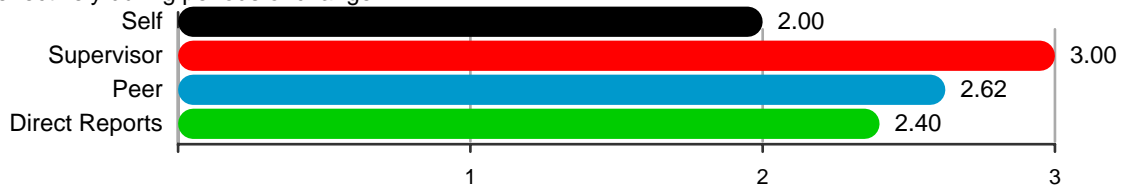
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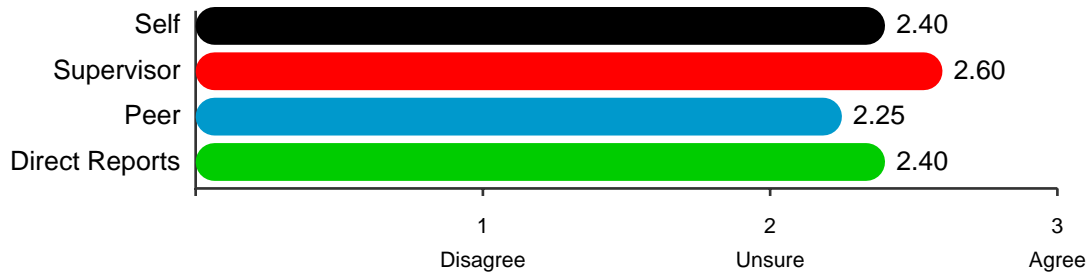
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Able to adapt to new situations.	15	2.33	46.7	13%	40%	47%
17. Is open to alternative ways to accomplish goals	15	2.33	40.0	7%	53%	40%
18. Can handle changes without complaining.	14	2.00	14.3	14%	71%	14%
19. Identifies new opportunities to achieve goals	14	2.21	42.9	21%	36%	43%
20. Works effectively during periods of change.	15	2.53	60.0	7%	33%	60%

Comments:
- He is a great mentor and coach. I look forward to working with _____ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- Under his leadership, the department teams have become very cohesive.
- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- _____ is always professional during interactions with staff.
- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.

Passion To Learn

Summary Scores

Self	2.40
Supervisor	2.60
Peer	2.25
Direct Reports	2.40

1   2   3
Disagree   Unsure   Agree

21. Embraces new technology and procedures.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	3.00

22. Demonstrates through personal behavior the commitment to high standards of performance.

Self	3.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

23. Takes initiative for own learning and development.

Self	3.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

24. Stays up-to-date on emerging technologies.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

25. Takes advantage of training opportunities when they arise.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.60

1   2   3
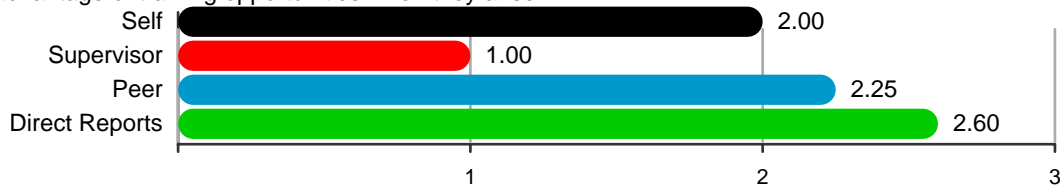
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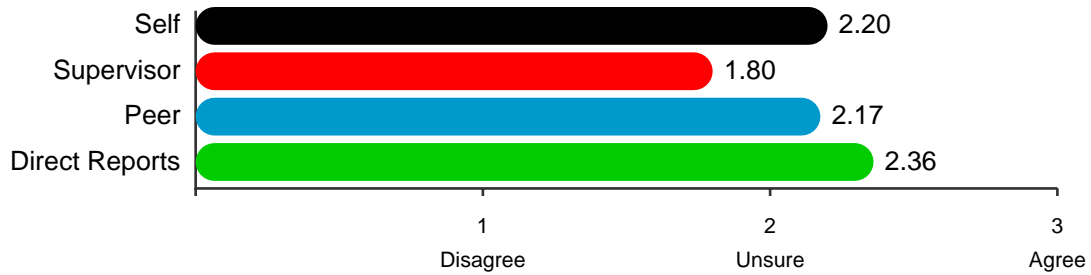
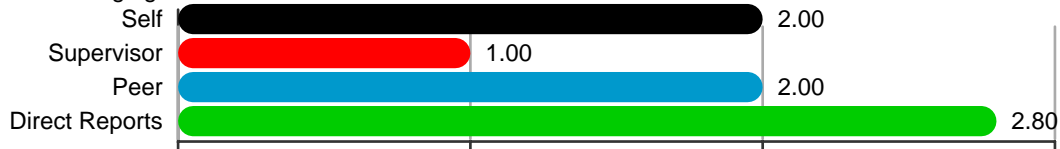| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Embraces new technology and procedures.	15	2.60	66.7	7%	27%	67%
22. Demonstrates through personal behavior the commitment to high standards of performance.	15	2.33	40.0	7%	53%	40%
23. Takes initiative for own learning and development.	15	2.07	20.0	13%	67%	20%
24. Stays up-to-date on emerging technologies.	15	2.40	53.3	13%	33%	53%
25. Takes advantage of training opportunities when they arise.	15	2.27	53.3	27%	20%	53%

Comments:
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to _____ last month.
- Committment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- His professionalism is beyond reproach and he is fair and just.
- _____ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.
- he has patience.
- Always looking for ways to grow as a person.   Inspires others to do the same.

Establishing Focus/Direction

Summary Scores

Self	2.20
Supervisor	1.80
Peer	2.17
Direct Reports	2.36

1	2	3
Disagree	Unsure	Agree

26. Excellent at managing time.

Self	2.00
Supervisor	1.00
Peer	2.00
Direct Reports	2.80

27. Makes sure that employees understand and identify with the team's mission.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.60

28. Maintains focus when handling several problems or tasks simultaneously.

Self	2.00
Supervisor	2.00
Peer	2.38
Direct Reports	2.80

29. Functions well under stress, deadlines, and/or significant workloads.

Self	3.00
Supervisor	2.00
Peer	2.38
Direct Reports	3.00

30. Makes sure that employees understand how their work relates to organizational goals.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	1.60

| 1 | 2 | 3 |
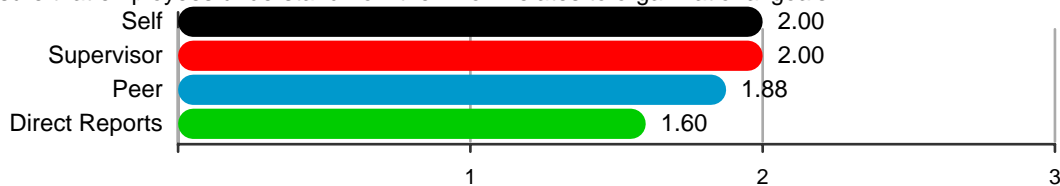
Level of Skill

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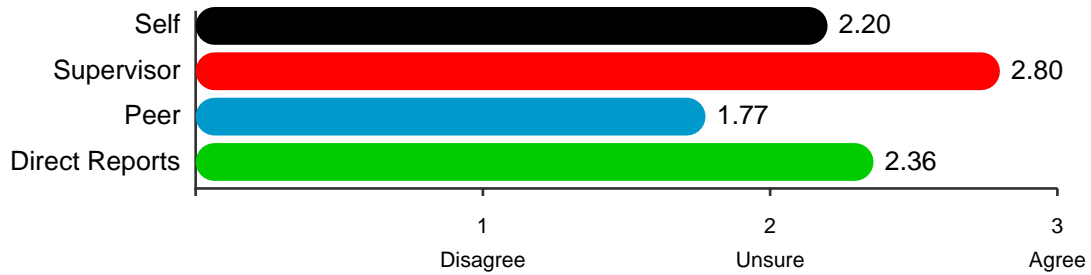
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Excellent at managing time.	15	2.20	33.3	13%	53%	33%
27. Makes sure that employees understand and identify with the team's mission.	15	2.00	26.7	27%	47%	27%
28. Maintains focus when handling several problems or tasks simultaneously.	15	2.47	53.3	7%	40%	53%
29. Functions well under stress, deadlines, and/or significant workloads.	15	2.60	60.0		40%	60%
30. Makes sure that employees understand how their work relates to organizational goals.	15	1.80	13.3	33%	53%	13%

Comments:
- He clearly assigns our responsibilities by our individual strengths.
- He is very customer focused and this reflects in his division leadership and performance.
- I have only recently started working with _____ and therefore do not have comments on some items, but regarding the projects I have worked with _____ on to date the above applies.
- Sometimes I feel like I need to check on _____ and make sure that read an email/understands that I need his input on a project.
- He is respectful of the people he works with regardless of the level in the organization.
- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.

Administrative Skill

Summary Scores

Self	2.20
Supervisor	2.80
Peer	1.77
Direct Reports	2.36

1 — Disagree 2 — Unsure 3 — Agree

31. Completes reports on-time.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

32. Has strong technical/computer skills.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.40

33. Enthusiastic about taking on challenging projects.

Self	3.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.40

34. Able to develop, justify and present a budget.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

35. Strong organizational skills to keep the workspace and department in order

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	1.80
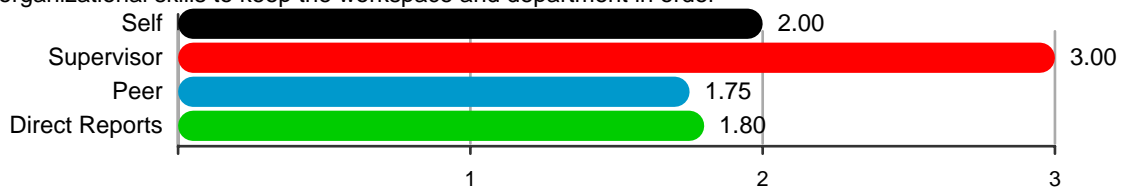
Level of Skill

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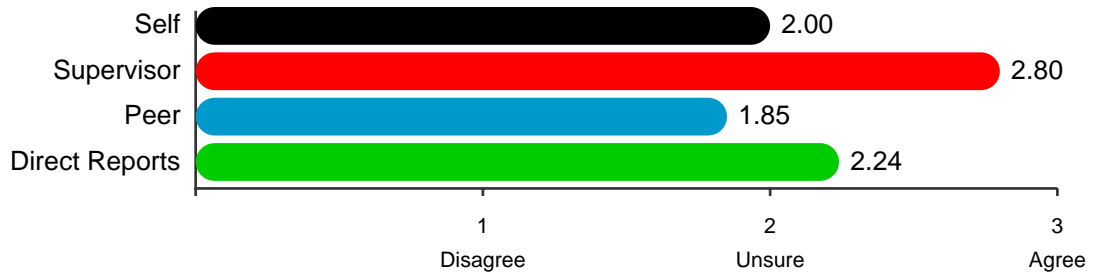
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Completes reports on-time.	15	2.13	33.3	20%	47%	33%
32. Has strong technical/computer skills.	15	2.13	33.3	20%	47%	33%
33. Enthusiastic about taking on challenging projects.	15	2.07	33.3	27%	40%	33%
34. Able to develop, justify and present a budget.	15	2.13	26.7	13%	60%	27%
35. Strong organizational skills to keep the workspace and department in order	15	1.87	20.0	33%	47%	20%

Comments:
- He has the ability to look at the system as a whole and make solid long range decisions.
- _____ has an open door policy, when in the office, and encourages staff to set up appointments with his when he has many meetings throughout his week.
- _____ shines when it comes to teamwork and process improvement.   His ability to lead a team with collaboration and communication is amazing.
- _____ does a great job in supporting and engaging all of his employees.
- _____ is very process oriented. He has streamlined/improved several processes in the lab.
- He is open to feedback and actively tries to improve.

Innovation

Summary Scores

Self	2.00
Supervisor	2.80
Peer	1.85
Direct Reports	2.24

```
          1              2              3
      Disagree        Unsure         Agree
```

36. Creates a safe environment for idea-sharing.

Self	2.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.00

37. Analyzes current procedures and identifies opportunities for improvement.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.00

38. Implements best practices within the department.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.20

39. Fosters a creative and innovative work environment.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

40. Searches for opportunities and innovative ways to improve the organization.

Self	2.00
Supervisor	2.00
Peer	1.75
Direct Reports	2.60

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          1              2              3
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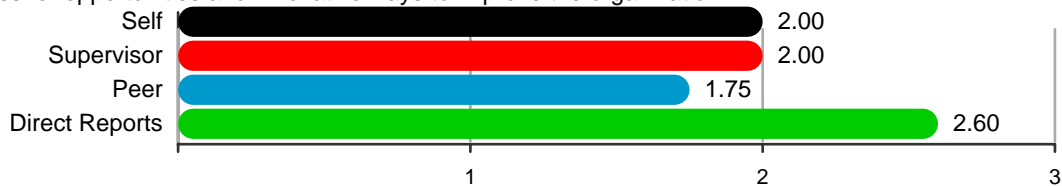
Level of Skill

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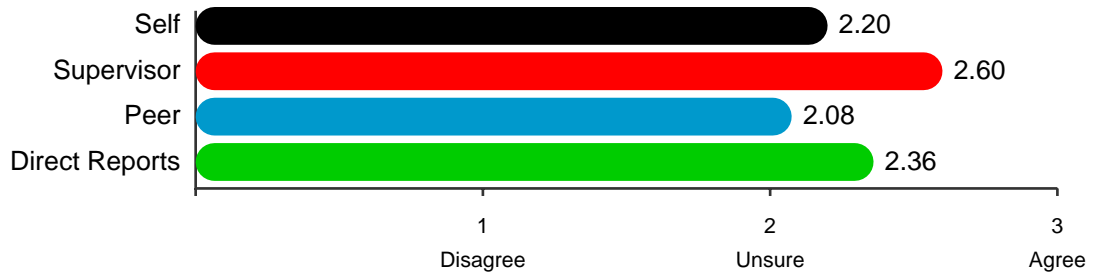
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Creates a safe environment for idea-sharing.	15	1.87	20.0	33%	47%	20%
37. Analyzes current procedures and identifies opportunities for improvement.	15	1.93	13.3	20%	67%	13%
38. Implements best practices within the department.	15	2.07	33.3	27%	40%	33%
39. Fosters a creative and innovative work environment.	15	2.33	33.3		67%	33%
40. Searches for opportunities and innovative ways to improve the organization.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.

- I appreciate the honest evaluative feedback _____ provides for the staff in his area.   This input helps immensely in the development of constructive development feedback for these professionals each year.

- _____ is a wonderful partner to work with.   He has been consistently responsive to issues or requests from my team.   He is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.

- Overall, I think _____ does a great job.   Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer.   Once we get an answer it usually invoves _____ wanting to complete the task on his own.   More communication in this area would be nice, even when he would rather complete the task on his own.

- Gets the job organized and in time.   Makes sure all are on the same page and communicates very well.

- Positive energy and a team player.

Interpersonal Skills

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.08
Direct Reports	2.36

1	2	3
Disagree	Unsure	Agree

41. Is trusted by peers and co-workers; others are willing to confide in him/her

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

42. Uses tact, compassion, and sensitivity in interactions with others.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

43. Provides constructive feedback in a way that fosters acceptance and development.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.20

44. Builds a strong rapport with co-workers.

Self	2.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.60

45. Effectively manages conflicts by dealing with them directly and immediately

Self	3.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.60

1	2	3

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).
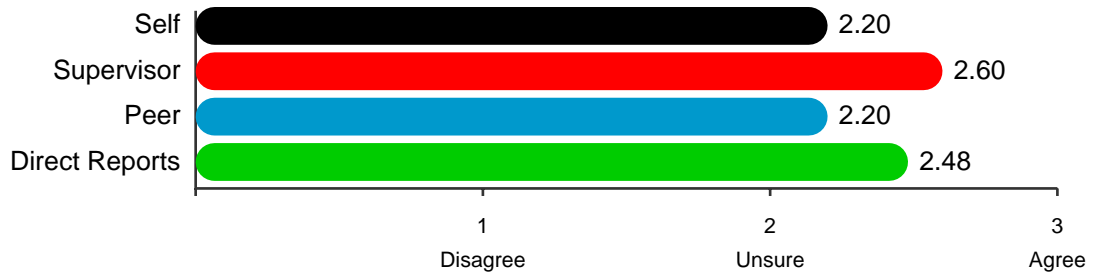
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Is trusted by peers and co-workers; others are willing to confide in him/her	15	2.00	26.7	27%	47%	27%
42. Uses tact, compassion, and sensitivity in interactions with others.	15	2.13	33.3	20%	47%	33%
43. Provides constructive feedback in a way that fosters acceptance and development.	15	2.20	40.0	20%	40%	40%
44. Builds a strong rapport with co-workers.	15	2.20	26.7	7%	67%	27%
45. Effectively manages conflicts by dealing with them directly and immediately	15	2.53	60.0	7%	33%	60%

Comments:
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.
- _____ is the best employee the department has employed.
- _____ 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.
- Team-oriented and goal focused.   Shows continuous desire for improvement.
- I truly enjoy working with _____. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.

Responsible

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.20
Direct Reports	2.48

1 — Disagree   2 — Unsure   3 — Agree

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

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

47. Completes assigned work tasks.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

48. ...takes personal responsibility for results.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

49. Holds herself / himself accountable to goals / objectives

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.40

50. Sets a good example.

Self	3.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.80

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).
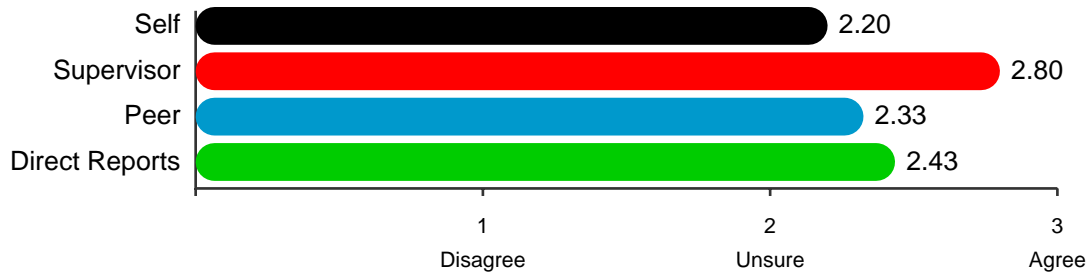
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Works in a way that makes others want to work with her/him.	15	2.27	26.7		73%	27%
47. Completes assigned work tasks.	15	2.13	26.7	13%	60%	27%
48. ...takes personal responsibility for results.	15	2.40	40.0		60%	40%
49. Holds herself / himself accountable to goals / objectives	15	2.47	46.7		53%	47%
50. Sets a good example.	15	2.33	46.7	13%	40%	47%

Comments:

- _____ always presents himself in the most professional manner.
- Take charge without being pushed to do so.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- I have had personal interactions with _____ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- You can count on _____ to be honest and stay true to committments.
- _____ has done a wonderful job in supporting his team and making himself available.

Co-worker Development

Summary Scores

Self	2.20
Supervisor	2.80
Peer	2.33
Direct Reports	2.43

1 — Disagree
2 — Unsure
3 — Agree

51. Takes immediate action on poor performance

Self	3.00
Supervisor	2.00
Peer	2.25
Direct Reports	2.00

52. Adapts coaching and mentoring approach to meet the style or needs of individuals

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.75

53. Works to identify root causes of performance problems

Self	2.00
Supervisor	3.00
Peer	2.62
Direct Reports	2.40

54. Gives others development opportunities through project assignments and increased job responsibilities

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.60

55. Provides ongoing feedback to co-workers on their development progress

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

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).
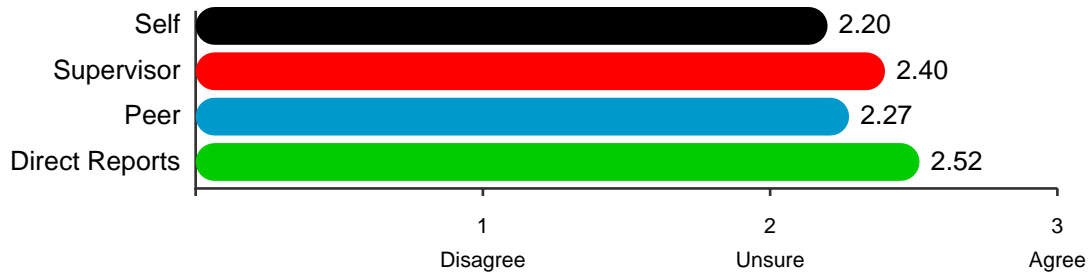
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. Takes immediate action on poor performance	14	2.21	28.6	7%	64%	29%
52. Adapts coaching and mentoring approach to meet the style or needs of individuals	14	2.29	42.9	14%	43%	43%
53. Works to identify root causes of performance problems	15	2.53	53.3		47%	53%
54. Gives others development opportunities through project assignments and increased job responsibilities	15	2.47	46.7		53%	47%
55. Provides ongoing feedback to co-workers on their development progress	15	2.40	40.0		60%	40%

Comments:
- I value and appreciate _____ very much.
- _____ has great insights regarding individuals and relationships, as well as good ideas about processes.
- _____ is an excellent employee, I do not know of any areas that need improvement.
- He is a strength that supports department morale and work flow.
- _____ is very supportive to staff and offers many opportunities for staff to grow.
- He continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.

Strategic Insight

Summary Scores

Self	2.20
Supervisor	2.40
Peer	2.27
Direct Reports	2.52

1 — Disagree   2 — Unsure   3 — Agree

56. Identifies potential problems before they become critical incidents.

Self	2.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.80

57. Formulates policies and strategies for addressing the Company's important challenges.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

58. Implements long-term solutions to problems.

Self	3.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.40

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

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	2.40

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

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	2.60

1   2   3

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. Identifies potential problems before they become critical incidents.	15	2.53	53.3		47%	53%
57. Formulates policies and strategies for addressing the Company's important challenges.	15	2.33	33.3		67%	33%
58. Implements long-term solutions to problems.	15	2.33	33.3		67%	33%
59. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	2.27	26.7		73%	27%
60. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	2.33	33.3		67%	33%

Comments:
- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.
- Dedicated to the customer and community, he is worth his weight in gold.
- Additional feedback and communication.
- _____ exemplifies all of these qualities.
- _____ sometimes doesn't answer   emails in a timely manner.   Some people have come into our office commenting on this.   One person said they have been waiting a month for a response.

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?

- _____ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. He has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.
- Does above and beyond work consistently
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- He knows his material and obviously loves the continued learning that defines best practices.
- _____ is professional in communication verbally, but misses hearing some important items that are verbalized to him.

What do you like best about working with this individual?

- Sometimes the desired outcomes and expectations are not clearly communicated.
- I've only had the pleasure of working with _____ for a short while but I have to say he is one of the most helpful people that I've run into at [CompanyName].
- Before _____ came into the position it seemed that the department was a dump.
- _____ is extremely supportive of his staff with   their assigned directors/managers.   Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process.   He supported me by making time to go to the meetings with myself and the director.   I greatly appreciated this.
- I honestly cannot think of of anything to recommend that would help him to improve at this point.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.

What do you like least about working with this individual?

- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- He includes appropriate people in his decisions and follows through on decisions made.
- He could help teammates by becoming more proficient in some areas.
- _____ is very busy and does a good job delegating work.   By delegating he provides opportunity for others to learn and grow.   Sometimes the delegation comes with short notice, but _____ has confidence that the work will be done well.
- Having very minimum one-on-one discussion.
- _____ takes some time to process new ideas and often reacts before considering the facts.   Once _____ has had time took think about discussions, he is willing to work with other departments and staff.   He can be stubborn at times.

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

- The role of interim director is new to _____ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- _____ is an impressive performer.
- _____ is very responsive and provides great support service.
- Completes variance analysis and identifies corrective actions.
- _____ has done a remarkable job managing the department.

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

- _____ is very supportive, knowledgeable, and a consummate professional.   He leads by example and has no problem rolling up his sleeves and providing support when needed.
- _____ applied his strong analytical skills to problem solving.
- _____ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- He is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- I have observed _____ work with his staff and team on improvement activities.   He has assigned" lead people to work on projects given their strengths.   _____ does take action when there are employees who do not fit with the organization mission and values.

Any final comments?

- _____ pulls from the strengths of each of his staff. He utilizes them to the benefit of the department and to empower his employees to stay engaged and feel valued.
- While encouraging folks to continue with their education, he is also continuing with his education.
- I appreciate his helpful and cheerful outlook!
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- _____ always stays customer and community focused.   He's also an excellent collaborator and always supportive and positive with others.
- He correctly sets limits, and expectations of his managers.