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.
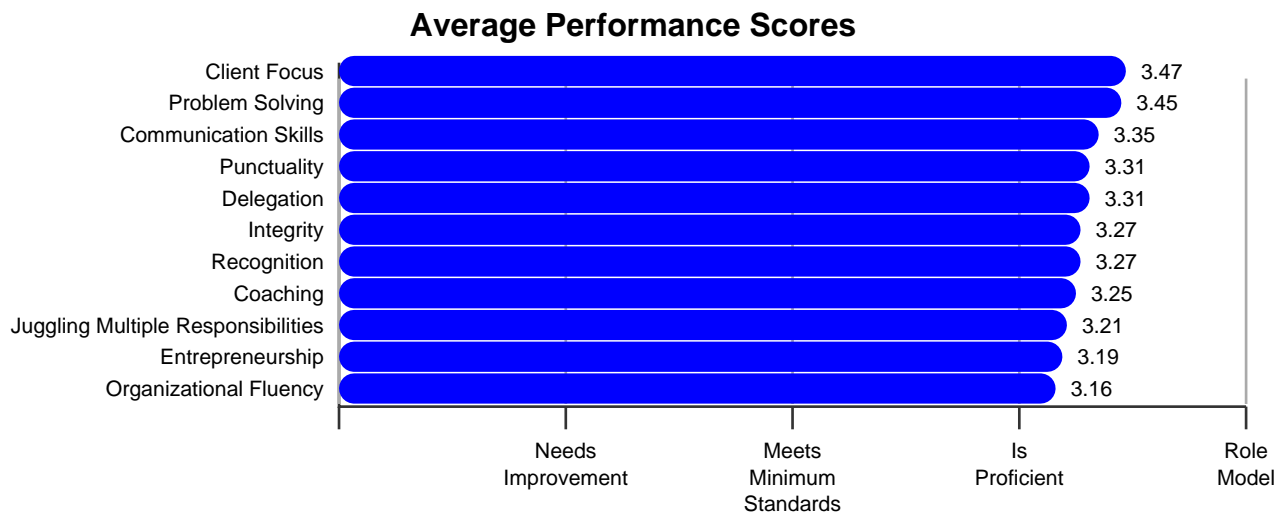
**What to Do with Your Feedback**

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.

## Average Performance Scores

| Dimension | Score |
|---|---|
| Client Focus | 3.47 |
| Problem Solving | 3.45 |
| Communication Skills | 3.35 |
| Punctuality | 3.31 |
| Delegation | 3.31 |
| Integrity | 3.27 |
| Recognition | 3.27 |
| Coaching | 3.25 |
| Juggling Multiple Responsibilities | 3.21 |
| Entrepreneurship | 3.19 |
| Organizational Fluency | 3.16 |

Scale: Needs Improvement — Meets Minimum Standards — Is Proficient — Role Model

# 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 |
|---|---|---|---|
| Delegation | Self | 2.60 | 0.76 |
| | Other | 3.36 | |
| Integrity | Self | 2.80 | 0.50 |
| | Other | 3.30 | |
| Juggling Multiple Responsibilities | Self | 2.80 | 0.44 |
| | Other | 3.24 | |
| Entrepreneurship | Self | 2.80 | 0.41 |
| | Other | 3.21 | |
| Organizational Fluency | Self | 2.80 | 0.39 |
| | Other | 3.19 | |
| Communication Skills | Self | 3.00 | 0.37 |
| | Other | 3.37 | |
| Punctuality | Self | 3.00 | 0.33 |
| | Other | 3.33 | |
| Client Focus | Self | 3.20 | 0.29 |
| | Other | 3.49 | |
| Problem Solving | Self | 3.20 | 0.27 |
| | Other | 3.47 | |
| Coaching | Self | 3.00 | 0.27 |
| | Other | 3.27 | |
| Recognition | Self | 3.20 | 0.07 |
| | Other | 3.27 | |

Scale:
1 Needs Improvement
2 Meets Minimum Standards
3 Is Proficient
4 Role Model

# Client Focus

## 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. Forms strong client relationships | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 2. Ensures client commitments and requirements are met or exceeded | 15 | 3.87 | 100.0 | | 13% | 87% | |
| 3. Is pro-active in dealing with clients and addressing their needs. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 4. Maintains strong relationships with clients. | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 5. Looks for opportunities that have a positive impact on Clients. | 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 |
|------|------|------|--------|
| 1. Forms strong client relationships | 3.29 | 3.20 | -0.09 ▼ |
| 2. Ensures client commitments and requirements are met or exceeded | 3.65 | 3.87 | +0.22 ▲ |
| 3. Is pro-active in dealing with clients and addressing their needs. | 3.18 | 3.33 | +0.16 ▲ |
| 4. Maintains strong relationships with clients. | 3.41 | 3.60 | +0.19 ▲ |
| 5. Looks for opportunities that have a positive impact on Clients. | 3.24 | 3.33 | +0.10 ▲ |

Comments:
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.
- _____ is a great Manager.  He is extremely talented at what he does and invests a great amount of effort into developing his staff.  He is very supportive of staff growth, while also caring a great deal about each of his employees.
- _____ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.
- Detail oriented
- _____ has also attended many off-site events to show his support to department staff.
- He is a firm believer that all decisions and important discussion is filtered through his direct report and committees with front line staff representation and solicits input and involves front line staff in his everyday work.

# Communication Skills

## Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|---|---|---|---|---|---|---|
| 6. Checks for understanding throughout conversations or group presentations/discussions | 15 | 3.20 | 93.3 | 7% | 60% | | 33% |
| 7. Is an effective communicator | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |
| 8. Communications with department leadership | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 9. Communicates effectively with colleagues and customers | 15 | 3.47 | 93.3 | 7% | 40% | | 53% |
| 10. Conveys ideas confidently and succinctly. | 15 | 3.47 | 93.3 | 7% | 40% | | 53% |

## Time Comparisons by Item

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

| Item | 2022 | 2023 | Change | |
|---|---|---|---|---|
| 6. Checks for understanding throughout conversations or group presentations/discussions | 3.24 | 3.20 | -0.04 | ▼ |
| 7. Is an effective communicator | 3.41 | 3.20 | -0.21 | ▼ |
| 8. Communications with department leadership | 3.24 | 3.40 | +0.16 | ▲ |
| 9. Communicates effectively with colleagues and customers | 3.18 | 3.47 | +0.29 | ▲ |
| 10. Conveys ideas confidently and succinctly. | 3.35 | 3.47 | +0.11 | ▲ |

Comments:
- _____ takes pride in his department. His follow through is excellent.  _____ leads be example.
- He knows his subject matter!
- I have been most impressed by _____ in the last year.  His leadership and intervention into the roles and responsibilities of his staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do.  High degree of common sense and good decisions is what I have seen from _____.
- He has never said he was to busy for me or stated come back later. I think [CompanyName] is very lucky to have his as a manager.
- I appreciate his helpful and cheerful outlook!
- Has one of the strongest work ethics I've ever encountered in a team member.

# Integrity

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|------|---|-----|-----|-------------------|-------------------------|---------------|------------|
| 11. Fosters a high standard of ethics and integrity. | 15 | 3.53 | 100.0 | | 47% | | 53% |
| 12. Fosters an environment built upon trust. | 15 | 3.27 | 100.0 | | 73% | | 27% |
| 13. Protects the integrity and confidentiality of information | 15 | 3.33 | 100.0 | | 67% | | 33% |
| 14. Demonstrates honesty and truthfulness at all times. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 15. Demonstrates sincerity in actions with others. | 15 | 3.07 | 80.0 | 20% | 53% | | 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 |
|------|------|------|--------|
| 11. Fosters a high standard of ethics and integrity. | 3.47 | 3.53 | +0.06 ▲ |
| 12. Fosters an environment built upon trust. | 3.47 | 3.27 | -0.20 ▼ |
| 13. Protects the integrity and confidentiality of information | 3.35 | 3.33 | -0.02 ▼ |
| 14. Demonstrates honesty and truthfulness at all times. | 3.18 | 3.13 | -0.04 ▼ |
| 15. Demonstrates sincerity in actions with others. | 3.00 | 3.07 | +0.07 ▲ |

Comments:
- I believe _____ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- _____ does not always follow through with things (ordering equipment).
- Experience, mentoring and self-confidence.
- 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 requireed 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.
- _____ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of him and areas that our work touches.

# Punctuality

## 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 |
|------|---|-----|-----|-------------------|-------------------------|---------------|------------|
| 16. Arrives to meetings on time. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 17. Avoids making personal phone calls during working hours. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 18. Invoices clients on a timely basis. | 14 | 3.00 | 92.9 | 7% | 79% | | 14% |
| 19. Starts meetings on time. | 15 | 3.47 | 100.0 | | 53% | | 47% |
| 20. Responds to requests for information in a timely manner. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |

## Time Comparisons by Item

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

| Item | 2022 | 2023 | Change | |
|------|------|------|--------|---|
| 16. Arrives to meetings on time. | 3.65 | 3.40 | -0.25 | ▼ |
| 17. Avoids making personal phone calls during working hours. | 3.47 | 3.27 | -0.20 | ▼ |
| 18. Invoices clients on a timely basis. | 3.12 | 3.00 | -0.12 | ▼ |
| 19. Starts meetings on time. | 3.59 | 3.47 | -0.12 | ▼ |
| 20. Responds to requests for information in a timely manner. | 3.29 | 3.40 | +0.11 | ▲ |

Comments:
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- He is, quite simply, the best boss I've ever had.
- just know going through the hiring process with him.
- _____ has very quickly re-invented the Technical Services division. He is now aggressively moving the team to become more mature and service oriented. Throughout this transition, _____ has been very successful in managing this difficult change.
- He often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- Additional feedback and communication.

# Delegation

## 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 |
|------|---|-----|-----|-------------------|-------------------------|---------------|------------|
| 21. Sets clear and reasonable expectations for others and follows through on their progress. | 15 | 3.53 | 100.0 | | | 47% | 53% |
| 22. Entrusts subordinates with important tasks. | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |
| 23. Clearly defines duties and tasks to be completed. | 15 | 2.87 | 80.0 | 20% | 73% | | 7% |
| 24. Tells subordinates what to do, not how to do it. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 25. Assigns tasks to create learning opportunities for the employees. | 15 | 3.67 | 100.0 | | 33% | 67% | |

## 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 |
|------|------|------|--------|
| 21. Sets clear and reasonable expectations for others and follows through on their progress. | 3.35 | 3.53 | +0.18 ▲ |
| 22. Entrusts subordinates with important tasks. | 3.00 | 3.00 | |
| 23. Clearly defines duties and tasks to be completed. | 2.88 | 2.87 | -0.02 ▼ |
| 24. Tells subordinates what to do, not how to do it. | 3.00 | 3.47 | +0.47 ▲ |
| 25. Assigns tasks to create learning opportunities for the employees. | 3.76 | 3.67 | -0.10 ▼ |

Comments:
- Detail oriented
- He makes his expectations clear to his team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- Over the past year I've noticed that _____ doesn't seem to be as focused or organized as he used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting he's too preoccupied with his phone and this causes the leader of the meeting to repeat his/her self.
- _____ is a pleasure to work with.
- _____ is determined to help make [CompanyName] successful.
- He continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.

# Problem Solving

## 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 |
|------|---|-----|-----|-------------------|-------------------------|---------------|------------|
| 26. Generates alternative solutions to problems and challenges. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 27. Implements effective solutions to critical problems. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 28. Ability to solve problems at root cause rather than at symptom level. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 29. Solves problems using logic and insight. | 15 | 3.67 | 100.0 | | 33% | 67% | |
| 30. Ability to develop innovative solutions to problems. | 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 | |
|------|------|------|--------|---|
| 26. Generates alternative solutions to problems and challenges. | 3.53 | 3.40 | -0.13 | ▼ |
| 27. Implements effective solutions to critical problems. | 3.12 | 3.33 | +0.22 | ▲ |
| 28. Ability to solve problems at root cause rather than at symptom level. | 3.41 | 3.53 | +0.12 | ▲ |
| 29. Solves problems using logic and insight. | 3.59 | 3.67 | +0.08 | ▲ |
| 30. Ability to develop innovative solutions to problems. | 3.41 | 3.33 | -0.08 | ▼ |

Comments:
- _____ is still learning his role and I see his only improving in the future. I do question his judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- _____ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. _____ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we funtion as one corporation.
- He exhibits vision, compassion and high integrity in all of his work.
- _____ has been wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- He is a joy to work for.
- He translated the creative thinking into real change and solution that advanced our department.

# 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 |
|------|---|-----|-----|-------------------|-------------------------|---------------|------------|
| 31. Determines which tasks are critical and which tasks are optional. | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |
| 32. Assesses current capabilities before committing to new requests from customers. | 15 | 3.40 | 100.0 | | 60% | | 40% |
| 33. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment. | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |
| 34. Keeps track of multiple assignments and deadlines. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 35. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables. | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |

**Time Comparisons by Item**

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

| Item | 2022 | 2023 | Change |
|------|------|------|--------|
| 31. Determines which tasks are critical and which tasks are optional. | 3.18 | 3.20 | +0.02 ▲ |
| 32. Assesses current capabilities before committing to new requests from customers. | 3.35 | 3.40 | +0.05 ▲ |
| 33. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment. | 3.18 | 3.20 | +0.02 ▲ |
| 34. Keeps track of multiple assignments and deadlines. | 2.88 | 3.27 | +0.38 ▲ |
| 35. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables. | 3.18 | 3.00 | -0.18 ▼ |

Comments:
- His integrity is never in question.   I appreciate his ability to partner with me on issues between the VP and my unit.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- He engages other strong leaders empowering them to excel.   He deals fairly in controversial situations striving for productive outcomes.
- _____ is an effective, responsive leader and embodies the core values of the organization. Furthermore, he is clearly advocating for customers' best interest at all times.
- Timely follow through.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.

# Coaching

## 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 |
|------|---|-----|-----|-------------------|-------------------------|---------------|------------|
| 36. Helps employees to understand responsibilities, authority, and expectations. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 37. Helps employees to maintain high personal standards. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 38. Conducts regular performance appraisals and feedback. | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 39. Provides clear, motivating, and constructive feedback. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 40. Addresses employee behavior problems effectively. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |

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

| Item | 2022 | 2023 | Change | |
|------|------|------|--------|---|
| 36. Helps employees to understand responsibilities, authority, and expectations. | 3.18 | 3.20 | +0.02 | ▲ |
| 37. Helps employees to maintain high personal standards. | 3.35 | 3.27 | -0.09 | ▼ |
| 38. Conducts regular performance appraisals and feedback. | 3.24 | 3.27 | +0.03 | ▲ |
| 39. Provides clear, motivating, and constructive feedback. | 3.59 | 3.13 | -0.45 | ▼ |
| 40. Addresses employee behavior problems effectively. | 3.29 | 3.40 | +0.11 | ▲ |

Comments:
- He values our feedback and takes our recommendations seriously.
- His inspiration, his strong message could move mountains if he gets more opportunities to lead more broadly and deeply. he should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- _____ could improve his awareness of his employees strengths and delegate work that utilizes those talents.
- _____ has brought a much needed positive change to [CompanyName].
- I have not observed _____'s interaction with the members of his team. _____ consistently communicates openly in my interactions with him.
- _____ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.

# 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 |
|---|---|---|---|---|---|---|---|
| 41. Recognizes team members who offer a significant contribution to a project. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 42. Offers recognition in a timely manner. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 43. Reinforces and rewards employees for accomplishing necessary goals. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 44. Recognizes individuals for a specific outstanding achievement. | 15 | 3.00 | 86.7 | 13% | 73% | 13% | |
| 45. Readily shares credit and gives others opportunity for visibility. | 15 | 3.53 | 100.0 | | 47% | 53% | |

## Time Comparisons by Item

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

| Item | 2022 | 2023 | Change | |
|---|---|---|---|---|
| 41. Recognizes team members who offer a significant contribution to a project. | 3.29 | 3.33 | +0.04 | ▲ |
| 42. Offers recognition in a timely manner. | 3.41 | 3.33 | -0.08 | ▼ |
| 43. Reinforces and rewards employees for accomplishing necessary goals. | 3.35 | 3.13 | -0.22 | ▼ |
| 44. Recognizes individuals for a specific outstanding achievement. | 3.18 | 3.00 | -0.18 | ▼ |
| 45. Readily shares credit and gives others opportunity for visibility. | 3.35 | 3.53 | +0.18 | ▲ |

Comments:
- His communication is precise and at times short when some would prefer a greater detailed account.
- _____ is a wonderful team member. . .has the gift of empathy and encouragement.   He has a can do attitude when faced with projects/issues.
- _____ excels at looking at other people's strengths and building upon them for the good of the department.
- He has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- He communicates clearly and responds to request without unnecessary delay.

# Entrepreneurship

## 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 |
|---|---|---|---|---|---|---|---|
| 46. Encourages risk taking for developing potential business opportunities. | 15 | 3.00 | 86.7 | 13% | 73% | | 13% |
| 47. Takes the initiative to complete tasks. | 15 | 3.20 | 93.3 | 7% | 60% | 33% | |
| 48. Encourages dynamic growth opportunities. | 15 | 3.20 | 93.3 | 7% | 67% | 27% | |
| 49. Able to adapt the department to changing business demands and climate. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 50. Is comfortable operating in an environment of uncertainty. | 15 | 3.13 | 80.0 | 7% 13% | 40% | 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 |
|---|---|---|---|
| 46. Encourages risk taking for developing potential business opportunities. | 3.24 | 3.00 | -0.24 ▼ |
| 47. Takes the initiative to complete tasks. | 3.00 | 3.20 | +0.20 ▲ |
| 48. Encourages dynamic growth opportunities. | 3.18 | 3.20 | +0.02 ▲ |
| 49. Able to adapt the department to changing business demands and climate. | 3.35 | 3.40 | +0.05 ▲ |
| 50. Is comfortable operating in an environment of uncertainty. | 3.29 | 3.13 | -0.16 ▼ |

Comments:
- He returns email, often within minutes of sending and although, his calendar is packed, somehow, he always makes time to support me and the needs of my department.
- We are lucky to have his here at [CompanyName].
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.
- _____ is a role model for Transformational Leadership. He exceeds all of the above elements of performance by modeling his expertise in his decision making, expectations, professionalism, communication, engagment by setting the bar high. As an operational manager I respect _____ as a visionary who pushes me further than I feel comfortable. Without him I might be too cautious to forge ahead. He has accomplished more in his 4 years as director of SCI than I have wittnessed in the last 30 years.
- He is smart, quick, compassionate, and thorough.
- He is also quick to tap into his past experiences in attempting to find the best solution.

# Organizational Fluency

## 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 |
|------|---|-----|-----|-------------------|-------------------------|---------------|------------|
| 51. Understands departmental policies and procedures. | 14 | 3.14 | 92.9 | 7% | 71% | | 21% |
| 52. Able to use corporate politics to advance department objectives. | 14 | 3.21 | 85.7 | 14% | 50% | | 36% |
| 53. Adept at navigating within the culture of the department. | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 54. Able to explain departmental policies and procedures to others. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 55. Effective in communicating with others within the organization. | 15 | 3.07 | 86.7 | 13% | 67% | | 20% |

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

| Item | 2022 | 2023 | Change |
|------|------|------|--------|
| 51. Understands departmental policies and procedures. | 3.24 | 3.14 | -0.09 ▼ |
| 52. Able to use corporate politics to advance department objectives. | 3.06 | 3.21 | +0.16 ▲ |
| 53. Adept at navigating within the culture of the department. | 3.59 | 3.27 | -0.32 ▼ |
| 54. Able to explain departmental policies and procedures to others. | 2.94 | 3.13 | +0.19 ▲ |
| 55. Effective in communicating with others within the organization. | 2.88 | 3.07 | +0.18 ▲ |

Comments:
- _____ is consistently auditing different processes in the production line to improve satisfaction.   The outcomes and expectations are clearly communicated to all staff.
- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.
- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- I appreciate his style and support.
- His knowledge of what's needed to take us to the next level (designation) is to be commended.
- He could help teammates by becoming more proficient in some areas.

# Comments

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

## What would help make you a more effective leader?

- He always asks and seeks the advice of the whole leadership he listens to what we have to say.
- _____ came to [CompanyName] and has done a wonderful job of getting the message out.
- _____ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think he has helped us come through it standing upright!
- He stays in his office, and is largely oblivious to the daily activities of customer service.
- 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.
- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he leds and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.

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

- _____ has been an excellent assistant manager.
- He is truly a great example of Competency improvement as he continuously improves his skills and abilities.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- He is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- _____ makes a concerted effort to ensure that the right people are in the right jobs.
- _____ has made great visible improvements in his roles of communication, teamwork and engagement. He is creating a great presence in his position currently.

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

- There are a lot of great features this system has to offer and _____ has challenges at times.
- _____ is smart, detailed and committed.   I appreciate having his on our team.
- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.
- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- _____ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.

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

- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- He is a very diligent hard worker.
- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- 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.
- He is an outstanding manager.
- _____ is a very clear communicator.   He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals.   He engages his team in decisions and also encourages cross departmental communication.

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

* _____ has a strong knowledge base and willingly shares information.
* Experience, mentoring and self-confidence.
* I had the opportunity to work very closely with _____ this year on a very important and sensitive issue.   I was not only impressed, but amazed at the experience.
* _____ is a very good leader with significant talents.   He's open to feedback from others and is continually trying to further develop his own self.
* _____ is an outstanding manager.
* _____'s diverse professional experiences allow him to bring new ideas to programs, as well as share past successes with others.   He is not afraid to tackle change and strives to improve processes for organizational growth.   His engaging communication style is welcomed by customers and the interdisciplinary team members.

## Any final comments?

* _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.
* Improvement should come over time. There is potential which is present.
* _____ demonstrates respect, a calm personality and technical expertise that make him a role model for others in the organization.
* I was impressed with the time he spent both working on the issue and with the individual.   I believe these efforts will pay off.
* He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
* I sit back and listen to _____'s approach and communication skills and love to glean things from him.