



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.

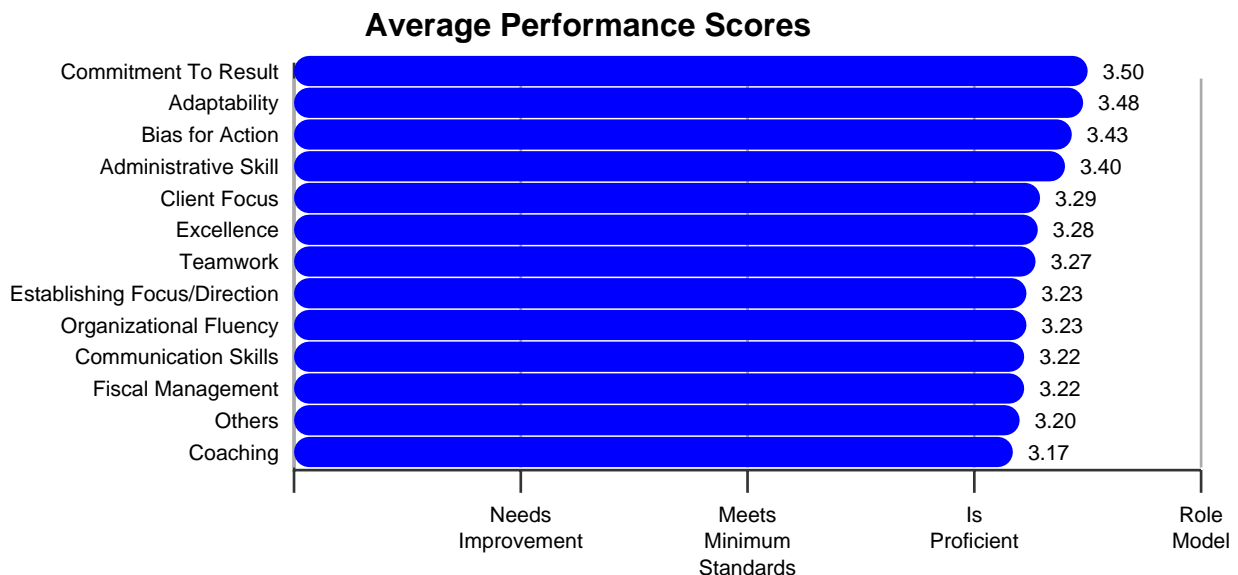
What to Do with Your Feedback

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

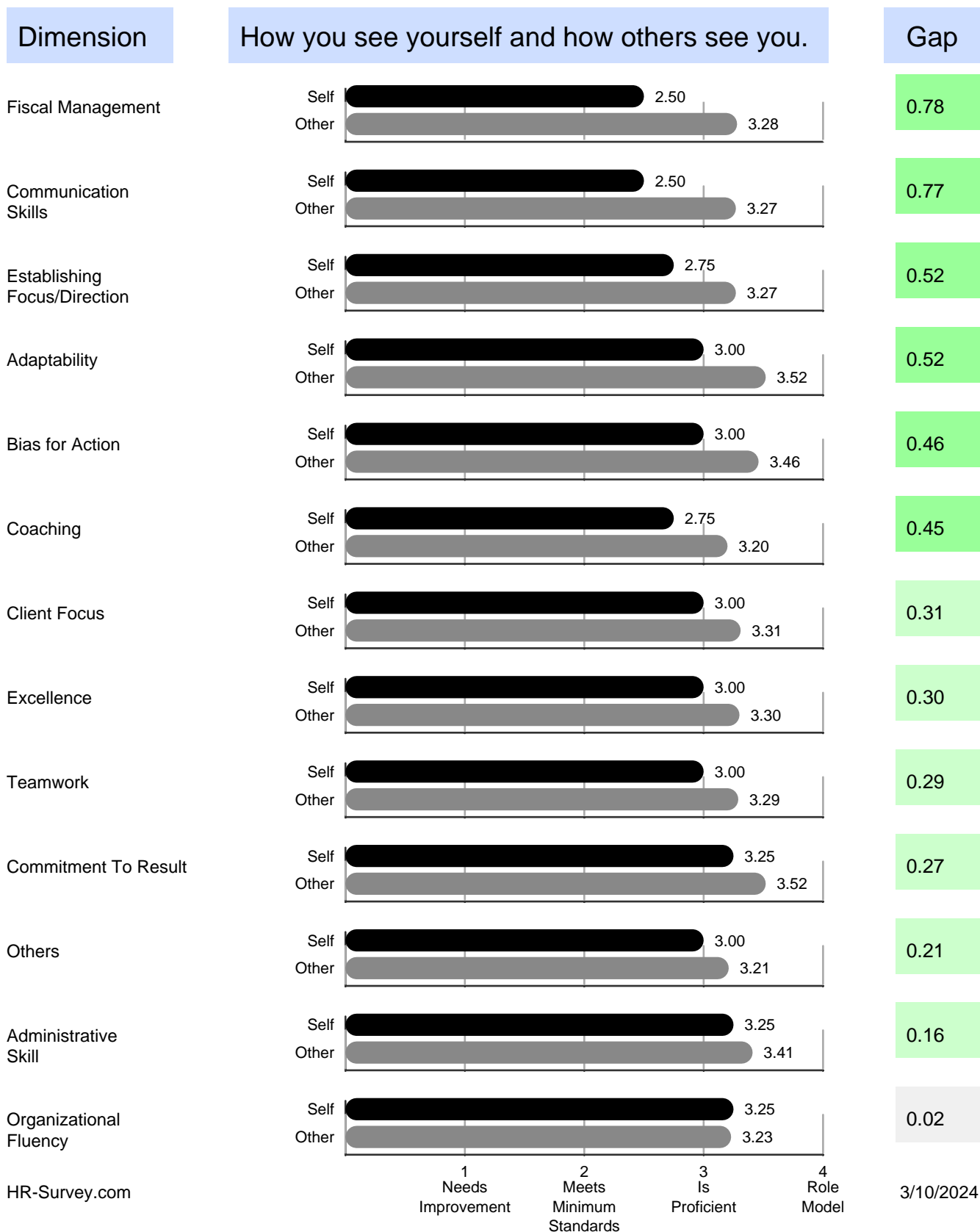
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 13 major dimensions of leadership.

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.



Commitment To Result

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. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	3.20	93.3	7%	67%		27%
2. Able to focus on a task even when working alone.	15	3.87	100.0	13%	87%		
3. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.33	93.3	7%	53%		40%
4. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.60	93.3	7%	27%	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
1. Willing to do whatever it takes-not afraid to have to put in extra effort.	3.29	3.20	-0.09 ▼
2. Able to focus on a task even when working alone.	3.65	3.87	+0.22 ▲
3. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.18	3.33	+0.16 ▲
4. Creates a sense of urgency among the store team members to complete activities, which drive sales.	3.41	3.60	+0.19 ▲

Comments:

- ___ 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.
- I have great respect and appreciation for ____. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.
- She is well respected by her peers and it is clear to see why.
- She is, quite simply, the best boss I've ever had.
- She is very supportive and easily approachable.
- 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.

Excellence

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
5. Produces high quality work.	15	3.33	93.3	7%	53%	40%	
6. Keeps themselves and others focused on constant improvement.	15	3.20	93.3	7%	60%	33%	
7. Takes a lot of pride in their work.	15	3.20	86.7	13%	53%	33%	
8. Demonstrates the analytical skills to do their job.	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
5. Produces high quality work.	3.24	3.33	+0.10 ▲
6. Keeps themselves and others focused on constant improvement.	3.24	3.20	-0.04 ▼
7. Takes a lot of pride in their work.	3.41	3.20	-0.21 ▼
8. Demonstrates the analytical skills to do their job.	3.24	3.40	+0.16 ▲

Comments:

- I feel that ___ has skills that are underutilized because she is a content expert in one function of the organization; however, her skills are far beyond human resources and should be used to help push the organization forward.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- ___ has high expectation of staff, but provides the support needed for success. She is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- ___ is consistent in her messaging about how we best serve the customers.
- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.

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
9. Completes a large volume of work.	15	3.47	93.3	7%	40%	53%	
10. Conveys a sense of urgency about addressing problems and opportunities	15	3.47	93.3	7%	40%	53%	
11. Seeks and utilizes opportunities for continuous learning and self-development.	15	3.53	100.0		47%	53%	
12. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	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
9. Completes a large volume of work.	3.18	3.47	+0.29 ▲
10. Conveys a sense of urgency about addressing problems and opportunities	3.35	3.47	+0.11 ▲
11. Seeks and utilizes opportunities for continuous learning and self-development.	3.47	3.53	+0.06 ▲
12. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.47	3.27	-0.20 ▼

Comments:

- ___ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- ___ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- I enjoy working with ___. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- Strive for excellence. Willing to learn. Implement advice from others.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.

Establishing Focus/Direction

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 appropriate goals for employees.	15	3.33	100.0		67%		33%
14. Functions well under stress, deadlines, and/or significant workloads.	15	3.13	86.7	13%	60%		27%
15. Makes sure that employees understand and identify with the team's mission.	15	3.07	80.0	20%	53%		27%
16. Maintains focus when handling several problems or tasks simultaneously.	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
13. Sets appropriate goals for employees.	3.35	3.33	-0.02 ▼
14. Functions well under stress, deadlines, and/or significant workloads.	3.18	3.13	-0.04 ▼
15. Makes sure that employees understand and identify with the team's mission.	3.00	3.07	+0.07 ▲
16. Maintains focus when handling several problems or tasks simultaneously.	3.65	3.40	-0.25 ▼

Comments:

- ___ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. She introduced Basecamp to the team facilitating better project management systems within the department.
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- ___ demonstrates a vast amount of knowledge and wisdom as a leader.
- She also works to build and maintain community connections with local law enforcement and other emergency responders.
- ___ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- ___ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, ___ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.

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
17. Is pro-active in dealing with clients and addressing their needs.	15	3.27	93.3	7%	60%	33%	
18. Obtains feedback to ensure client needs are being met.	14	3.00	92.9	7%	79%	14%	
19. Maintains strong relationships with clients.	15	3.47	100.0		53%	47%	
20. Ensures client commitments and requirements are met or exceeded	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
17. Is pro-active in dealing with clients and addressing their needs.	3.47	3.27	-0.20 ▼
18. Obtains feedback to ensure client needs are being met.	3.12	3.00	-0.12 ▼
19. Maintains strong relationships with clients.	3.59	3.47	-0.12 ▼
20. Ensures client commitments and requirements are met or exceeded	3.29	3.40	+0.11 ▲

Comments:

- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- I am still learning how to work with ___ so sometimes I have at difficulty understanding where she is coming from and in the process of working through this it there is some uncertainty that is created.
- Lean on team to help reduce burden and establish clear expectations.
- ___ is an amazing manager to work under. She has taught me a ton on how to be an associate manager this past year.
- She consistently involves employees in shared decision making.
- She knows her material and obviously loves the continued learning that defines best practices.

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
21. Deals with difficult situations calmly and confidently.	15	3.53	100.0	47%	53%		
22. Delivers influential presentations.	15	3.00	80.0	20%	60%	20%	
23. Conveys ideas confidently and succinctly.	15	2.87	80.0	20%	73%	7%	
24. Delivers information in a clear, concise, and logical manner.	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
21. Deals with difficult situations calmly and confidently.	3.35	3.53	+0.18 ▲
22. Delivers influential presentations.	3.00	3.00	
23. Conveys ideas confidently and succinctly.	2.88	2.87	-0.02 ▼
24. Delivers information in a clear, concise, and logical manner.	3.00	3.47	+0.47 ▲

Comments:

- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- Her focus is for quality that is customer centered.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- ___'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in her new position.

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
25. Able to work effectively with new people and new teams.	15	3.67	100.0	33%	67%		
26. Able to adapt to changes in technology and processes.	15	3.40	93.3	7%	47%	47%	
27. Adjusts priorities to changing business goals.	15	3.33	93.3	7%	53%	40%	
28. Flexible and open to new ideas and encourages others to value change.	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
25. Able to work effectively with new people and new teams.	3.76	3.67	-0.10 ▼
26. Able to adapt to changes in technology and processes.	3.53	3.40	-0.13 ▼
27. Adjusts priorities to changing business goals.	3.12	3.33	+0.22 ▲
28. Flexible and open to new ideas and encourages others to value change.	3.41	3.53	+0.12 ▲

Comments:

- I feel as though I have a shared decision making relationship with ____ which makes me feel valued. She supports me and values my opinion.
- She is very responsive when asked for input or her assistance is requested.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- ____ is a great team member who cares about her team, the quality of her work, and the organization.
- She inspires us to remember that as leaders, anything's possible.
- ____ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.

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
29. Has strong technical/computer skills.	15	3.67	100.0	33%	67%		
30. Accurately implements contract provisions.	15	3.33	100.0		67%		33%
31. High attention to detail.	15	3.20	86.7	13%	53%		33%
32. Strong organizational skills to keep the workspace and department in order	15	3.40	100.0		60%		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
29. Has strong technical/computer skills.	3.59	3.67	+0.08 ▲
30. Accurately implements contract provisions.	3.41	3.33	-0.08 ▼
31. High attention to detail.	3.18	3.20	+0.02 ▲
32. Strong organizational skills to keep the workspace and department in order	3.35	3.40	+0.05 ▲

Comments:

- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- Provides team members with frequent informal feedback.
- She challenges me every day to be my best and I appreciate that.
- ___ gives me feedback good and indifferent.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.

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
33. Provides clear, motivating, and constructive feedback.	15	3.20	86.7	13%	53%		33%
34. Helps employees to understand responsibilities, authority, and expectations.	15	3.27	93.3	7%	60%		33%
35. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	3.00	80.0	20%	60%		20%
36. Addresses employee behavior problems effectively.	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
33. Provides clear, motivating, and constructive feedback.	3.18	3.20	+0.02 ▲
34. Helps employees to understand responsibilities, authority, and expectations.	2.88	3.27	+0.38 ▲
35. Coaches employees in how to strengthen knowledge and skills to improve work performance.	3.18	3.00	-0.18 ▼
36. Addresses employee behavior problems effectively.	3.18	3.20	+0.02 ▲

Comments:

- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- I have found that ___ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- She is quick and willing to aid.

Teamwork

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. Creates a climate that encourages team participation.	15	3.27	93.3	7%	60%		33%
38. Willingly share their technical expertise	15	3.27	86.7	13%	47%		40%
39. Encourages collaboration with other departments.	15	3.13	86.7	13%	60%		27%
40. Encourages teamwork and collaboration.	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
37. Creates a climate that encourages team participation.	3.35	3.27	-0.09 ▼
38. Willingly share their technical expertise	3.24	3.27	+0.03 ▲
39. Encourages collaboration with other departments.	3.59	3.13	-0.45 ▼
40. Encourages teamwork and collaboration.	3.29	3.40	+0.11 ▲

Comments:

- She is a dedicated person who inspires excellence in both staff and customer service.
- She can always be counted on to do what she commits to.
- ___ has been so helpful to me as a new manager.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.
- ___ is a wonderful person to work for.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.

Others

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. Supports the efforts of other employees in implementing solutions to problems.	15	3.33	93.3	7%	53%	40%	
42. ...treats others with respect and dignity.	15	3.33	93.3	7%	53%	40%	
43. Helpful	15	3.13	86.7	13%	60%	27%	
44. Works across boundaries within the organization.	15	3.00	86.7	13%	73%	13%	

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. Supports the efforts of other employees in implementing solutions to problems.	3.29	3.33	+0.04 ▲
42. ...treats others with respect and dignity.	3.41	3.33	-0.08 ▼
43. Helpful	3.35	3.13	-0.22 ▼
44. Works across boundaries within the organization.	3.18	3.00	-0.18 ▼

Comments:

- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___ !
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- ___ is a new manager and it is clear that she wants to do well and engage her team.
- In her role as a director, I have seen ___ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.
- ___ is a hands on leader in our program.

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
45. Understands the current organizational culture.	15	3.53	100.0	47%	53%		
46. Able to use corporate politics to advance department objectives.	15	3.00	86.7	13%	73%		13%
47. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.20	93.3	7%	60%		33%
48. Gets things done through the department.	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
45. Understands the current organizational culture.	3.35	3.53	+0.18 ▲
46. Able to use corporate politics to advance department objectives.	3.24	3.00	-0.24 ▼
47. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.00	3.20	+0.20 ▲
48. Gets things done through the department.	3.18	3.20	+0.02 ▲

Comments:

- Her communication style can also come across as very directive at times to peers and subordinates.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- ___ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- She is covering areas that she has not done for a long time or totally new to her so needs to learn these areas.
- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ___ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.
- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.

Fiscal Management

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. Monitors expenses and verifies the need for items purchased.	15	3.40	93.3	7%	47%	47%	
50. Develops budgets and plans for various programs and initiatives.	15	3.13	80.0	7%	13%	40%	40%
51. Provides budgeting and accounting support to the Company.	14	3.14	92.9	7%	71%		21%
52. Monitors spending.	14	3.21	85.7	14%	50%		36%

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. Monitors expenses and verifies the need for items purchased.	3.35	3.40	+0.05 ▲
50. Develops budgets and plans for various programs and initiatives.	3.29	3.13	-0.16 ▼
51. Provides budgeting and accounting support to the Company.	3.24	3.14	-0.09 ▼
52. Monitors spending.	3.06	3.21	+0.16 ▲

Comments:

- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- I have had the opportunity to work with ___ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.
- I truly enjoy working with ___ on a daily basis.
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- ___ has excellent communication skills with both staff and her management team.
- ___ is so attentive to the needs of our department and to the needs of individuals.

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 a "One of a kind" She is a great manager.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- ___ listens to employees ideas and concerns and address the issues right away.
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- ___ has done tremendous work this past year in the Finance team.

What do you like best about working with this individual?

- I truly appreciate ___'s knowledge, her professionalism, and her reliability.
- ___'s job performance exceeds all the elements.
- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way ___ can.
- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- ___ is a wonderful partner to work with. She has been consistently responsive to issues or requests from my team. She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- I thoroughly enjoy working with ___ and she has been very helpful with the rework IS did with their job descriptions.

What do you like least about working with this individual?

- ___ has excellent job and people skills.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- She does follow up and follow through.
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.

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

- I cannot say if she challenges others.
- I appreciate her ability to deliver a direct message while remaining sensitive to how it may impact others as well as her sense of humor.
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- Completes variance analysis and identifies corrective actions.
- ___ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.

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

- ___ is very good at reading people which enables her to respond quickly and appropriately.
- ___'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- She also works to build and maintain community connections with local law enforcement and other emergency responders.
- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- Definitely goes out of her way to involve the entire office in decisions that will affect us all.

Any final comments?

- ___ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- Another area she needs to work on is honoring team decisions. She will make unilateral decisions and then not tell the team.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- When dealing with HR issues my HR business partner is always involved.
- ___ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- she has patience.