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Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

## Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

## Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

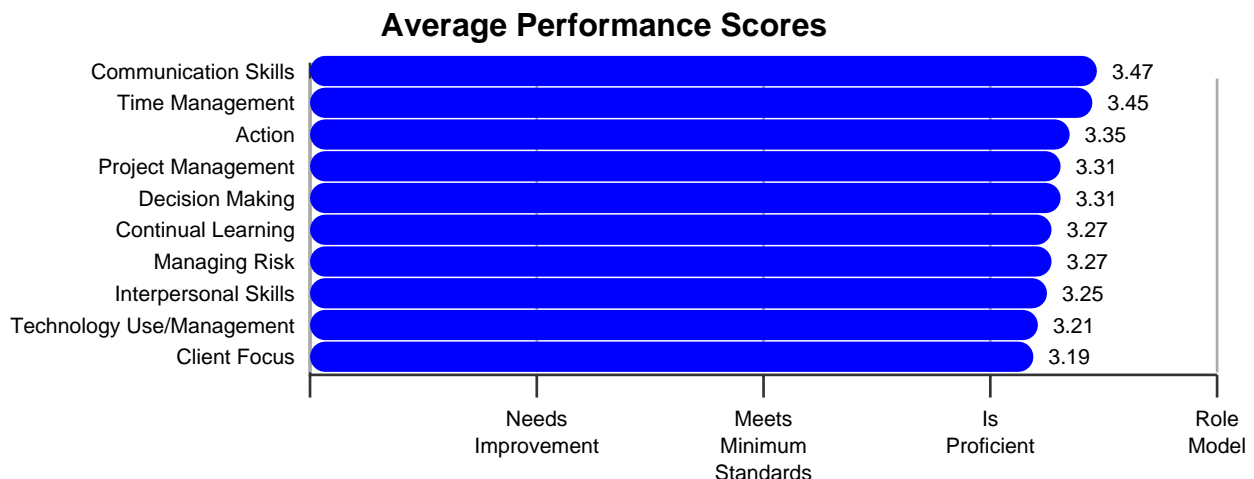
## What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

# Summary

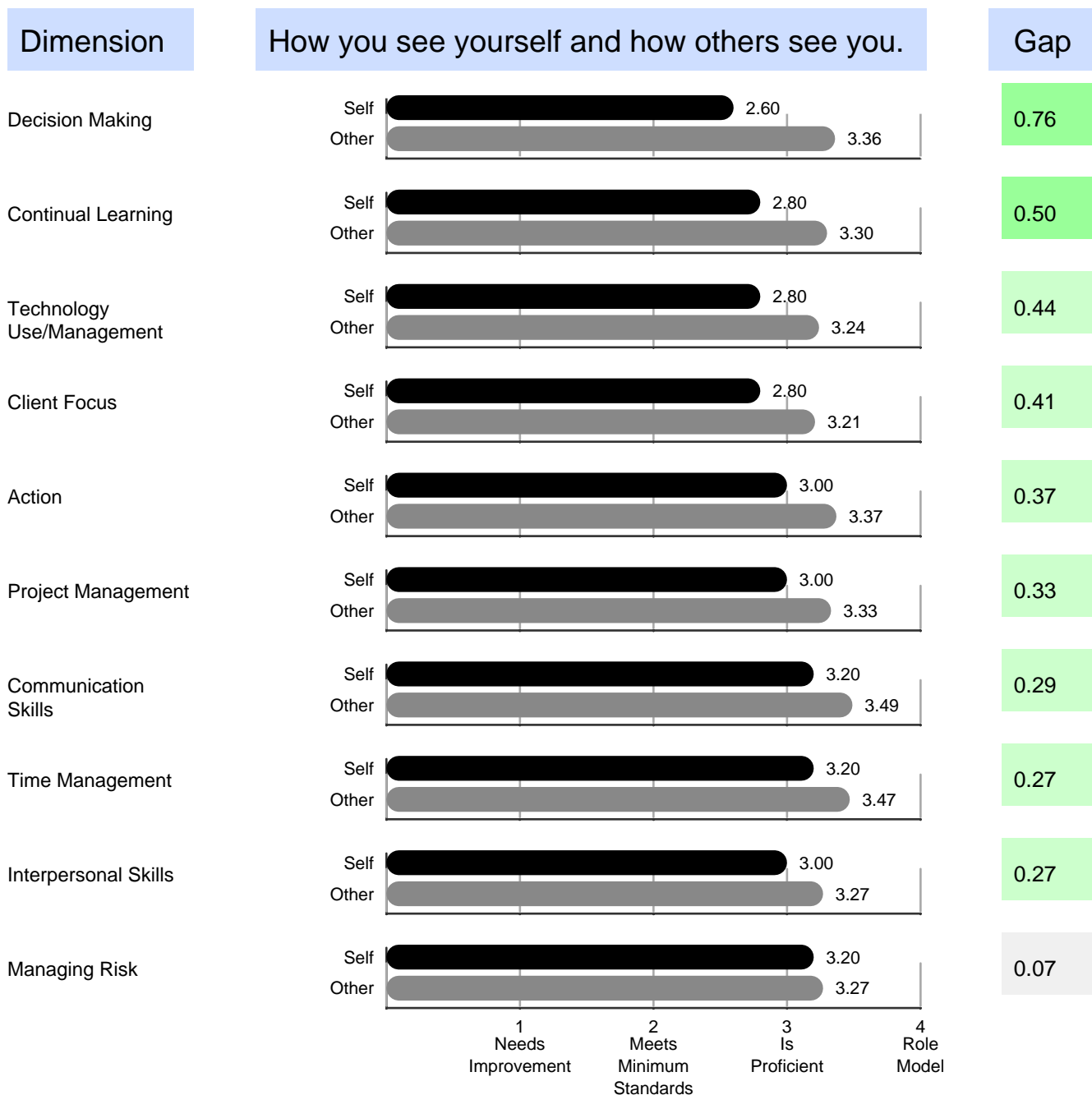
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



## 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 |
|--|----|------|-------|-------------------|-------------------------|---------------|------------|
| 1. Communications with department leadership   | 15 | 3.20 | 93.3  | 7%                | 67%                     |               | 27%        |
| 2. Delivers influential presentations.   | 15 | 3.87 | 100.0 | 13%               | 87%                     |               |            |
| 3. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies. | 15 | 3.33 | 93.3  | 7%                | 53%                     |               | 40%        |
| 4. Gives clear and convincing presentations.   | 15 | 3.60 | 93.3  | 7%                | 27%                     | 67%           |            |
| 5. Listens to others' points of view with an open mind   | 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. Communications with department leadership   | 3.29 | 3.20 | -0.09 ▼ |
| 2. Delivers influential presentations.   | 3.65 | 3.87 | +0.22 ▲ |
| 3. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies. | 3.18 | 3.33 | +0.16 ▲ |
| 4. Gives clear and convincing presentations.   | 3.41 | 3.60 | +0.19 ▲ |
| 5. Listens to others' points of view with an open mind   | 3.24 | 3.33 | +0.10 ▲ |

### Comments:

- \_\_\_ is a strong leader and passionate about her customers, staff and safety.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- I honestly cannot think of of anything to recommend that would help her to improve at this point.
- \_\_\_ 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.
- Norm made an excellent choice by selecting \_\_\_ to lead [CompanyName].
- Based on her customer satisfaction scores it is clear she has a strong team in place.

## 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 |
|---|----|------|------|-------------------|-------------------------|---------------|------------|
| 6. Makes effective decisions, even when under pressure. | 15 | 3.20 | 93.3 | 7%                | 60%                     |               | 33%        |
| 7. Gets the job done.                                   | 15 | 3.20 | 86.7 | 13%               | 53%                     |               | 33%        |
| 8. Drives and mobilizes others progress toward goals.   | 15 | 3.40 | 93.3 | 7%                | 47%                     |               | 47%        |
| 9. Works quickly when faced with difficult problems.    | 15 | 3.47 | 93.3 | 7%                | 40%                     |               | 53%        |
| 10. Effectively makes decisions                         | 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. Makes effective decisions, even when under pressure. | 3.24 | 3.20 | -0.04 ▼ |
| 7. Gets the job done.                                   | 3.41 | 3.20 | -0.21 ▼ |
| 8. Drives and mobilizes others progress toward goals.   | 3.24 | 3.40 | +0.16 ▲ |
| 9. Works quickly when faced with difficult problems.    | 3.18 | 3.47 | +0.29 ▲ |
| 10. Effectively makes decisions                         | 3.35 | 3.47 | +0.11 ▲ |

### Comments:

- \_\_\_ is a knowledgeable professional committed to improvement and quality. \_\_\_ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- \_\_\_ has a lot of knowledge in competency models and is passing that on to her teams.
- For reliability, I think \_\_\_ has so much on her plate that she is sometimes seen by staff as unreliable.
- \_\_\_ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- She sometimes comes off as confused about organizational/operational direction.
- \_\_\_ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.

## Continual Learning

### Level of Skill

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

| Item  | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 11. Seeks opportunities to grow in skills and knowledge.          | 15 | 3.53 | 100.0 | 47%               | 53%                     |               |            |
| 12. Improves on their skill sets.                                 | 15 | 3.27 | 100.0 | 73%               | 27%                     |               |            |
| 13. Takes charge of their training and skills enhancement.        | 15 | 3.33 | 100.0 | 67%               | 33%                     |               |            |
| 14. Grasps new ideas, concepts, technical, or business knowledge. | 15 | 3.13 | 86.7  | 13%               | 60%                     | 27%           |            |
| 15. Pursues learning that will enhance job performance.           | 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. Seeks opportunities to grow in skills and knowledge.          | 3.47 | 3.53 | +0.06 ▲ |
| 12. Improves on their skill sets.                                 | 3.47 | 3.27 | -0.20 ▼ |
| 13. Takes charge of their training and skills enhancement.        | 3.35 | 3.33 | -0.02 ▼ |
| 14. Grasps new ideas, concepts, technical, or business knowledge. | 3.18 | 3.13 | -0.04 ▼ |
| 15. Pursues learning that will enhance job performance.           | 3.00 | 3.07 | +0.07 ▲ |

### Comments:

- \_\_\_ treats all employees with respect and in a very professional manner.
- \_\_\_ is very sharp and plays a vital role in this organization
- She maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- \_\_\_ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- \_\_\_ does an exceptional job at running the department.

## Project 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 |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 16. Anticipates potential problems and institutes controls and contingency plans to address them. | 15 | 3.40 | 93.3  | 7%                | 47%                     | 47%           |            |
| 17. Maintains costs and expenses within budget limits.  | 15 | 3.27 | 93.3  | 7%                | 60%                     | 33%           |            |
| 18. Develops action items, workplans, timelines, and criteria for projects.                       | 14 | 3.00 | 92.9  | 7%                | 79%                     | 14%           |            |
| 19. Works with customers and clients to assess their needs and define project parameters.         | 15 | 3.47 | 100.0 |                   | 53%                     | 47%           |            |
| 20. Develops performance measures for various aspects of the project.                             | 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. Anticipates potential problems and institutes controls and contingency plans to address them. | 3.65 | 3.40 | -0.25 ▼ |
| 17. Maintains costs and expenses within budget limits.  | 3.47 | 3.27 | -0.20 ▼ |
| 18. Develops action items, workplans, timelines, and criteria for projects.                       | 3.12 | 3.00 | -0.12 ▼ |
| 19. Works with customers and clients to assess their needs and define project parameters.         | 3.59 | 3.47 | -0.12 ▼ |
| 20. Develops performance measures for various aspects of the project.                             | 3.29 | 3.40 | +0.11 ▲ |

### Comments:

- \_\_\_ has demonstrated excellent leadership and organizational qualities. She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- \_\_\_ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- \_\_\_ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.

## Decision Making

### 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. Is able to make decisions quickly.   | 15 | 3.53 | 100.0 | 47%               | 53%                     |               |            |
| 22. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action             | 15 | 3.00 | 80.0  | 20%               | 60%                     | 20%           |            |
| 23. Exercises good judgment by making sound and informed decisions.  | 15 | 2.87 | 80.0  | 20%               | 73%                     | 7%            |            |
| 24. Does not lose sight of the big picture when making decisions   | 15 | 3.47 | 100.0 | 53%               | 47%                     |               |            |
| 25. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently | 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. Is able to make decisions quickly.   | 3.35 | 3.53 | +0.18 ▲ |
| 22. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action             | 3.00 | 3.00 |         |
| 23. Exercises good judgment by making sound and informed decisions.  | 2.88 | 2.87 | -0.02 ▼ |
| 24. Does not lose sight of the big picture when making decisions   | 3.00 | 3.47 | +0.47 ▲ |
| 25. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently | 3.76 | 3.67 | -0.10 ▼ |

### Comments:

- The department is lucky to have her.
- \_\_\_ is very professional in dealing with her peers and the staff.
- I really appreciate and respect \_\_\_'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- \_\_\_ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- \_\_\_ is one of the most hones, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.



## Time 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 |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 26. Does not become flustered by deadlines and timelines.         | 15 | 3.40 | 93.3  | 7%                | 47%                     | 47%           |            |
| 27. Completes tasks ahead of schedule.                            | 15 | 3.33 | 93.3  | 7%                | 53%                     | 40%           |            |
| 28. Prioritizes new tasks according to their relative importance. | 15 | 3.53 | 100.0 |                   | 47%                     | 53%           |            |
| 29. Makes time for developing plans and schedules.                | 15 | 3.67 | 100.0 |                   | 33%                     | 67%           |            |
| 30. Sets clearly defined goals.                                   | 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. Does not become flustered by deadlines and timelines.         | 3.53 | 3.40 | -0.13 ▼ |
| 27. Completes tasks ahead of schedule.                            | 3.12 | 3.33 | +0.22 ▲ |
| 28. Prioritizes new tasks according to their relative importance. | 3.41 | 3.53 | +0.12 ▲ |
| 29. Makes time for developing plans and schedules.                | 3.59 | 3.67 | +0.08 ▲ |
| 30. Sets clearly defined goals.                                   | 3.41 | 3.33 | -0.08 ▼ |

### Comments:

- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!
- \_\_\_ has excellent communication skills.
- She strives for self improvement and is heavily invested in the same for others.
- She has taken her team to the next level.
- Expectations are not always clearly communicated/outlined.

## Technology Use/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 |
|--|----|------|-------|-------------------|-------------------------|---------------|------------|
| 31. Identifies gaps between actual and needed technical competencies and provides recommendations for required training. | 15 | 3.20 | 86.7  | 13%               | 53%                     | 33%           |            |
| 32. Adopts the implementation of new technology into the workplace.  | 15 | 3.40 | 100.0 |                   | 60%                     | 40%           |            |
| 33. Maximizes the use of new technology to deliver products and services.  | 15 | 3.20 | 86.7  | 13%               | 53%                     | 33%           |            |
| 34. Understands and is committed to implementing new technologies.   | 15 | 3.27 | 93.3  | 7%                | 60%                     | 33%           |            |
| 35. Proficient in the use of technical systems and processes.  | 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. Identifies gaps between actual and needed technical competencies and provides recommendations for required training. | 3.18 | 3.20 | +0.02 ▲ |
| 32. Adopts the implementation of new technology into the workplace.  | 3.35 | 3.40 | +0.05 ▲ |
| 33. Maximizes the use of new technology to deliver products and services.  | 3.18 | 3.20 | +0.02 ▲ |
| 34. Understands and is committed to implementing new technologies.   | 2.88 | 3.27 | +0.38 ▲ |
| 35. Proficient in the use of technical systems and processes.  | 3.18 | 3.00 | -0.18 ▼ |

### Comments:

- She has been challenging us to find other ways to communicate that would be effective, other than email.
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- \_\_\_ takes some time to process new ideas and often reacts before considering the facts. Once \_\_\_ has had time to think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- She engages the staff and I feel the department is in the best shape it ever has been in.
- I appreciate that \_\_\_ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.

## Interpersonal Skills

### Level of Skill

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

| Item   | n  | Avg  | LOA  | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|------|-------------------|-------------------------|---------------|------------|
| 36. Strives for win/win solutions  | 15 | 3.20 | 93.3 | 7%                | 67%                     |               | 27%        |
| 37. Provides constructive feedback in a way that fosters acceptance and development. | 15 | 3.27 | 93.3 | 7%                | 60%                     |               | 33%        |
| 38. Anticipates the concerns of other employees.                                     | 15 | 3.27 | 86.7 | 13%               | 47%                     |               | 40%        |
| 39. Is trusted by peers and co-workers; others are willing to confide in him/her     | 15 | 3.13 | 86.7 | 13%               | 60%                     |               | 27%        |
| 40. Is open and approachable   | 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. Strives for win/win solutions  | 3.18 | 3.20 | +0.02 ▲ |
| 37. Provides constructive feedback in a way that fosters acceptance and development. | 3.35 | 3.27 | -0.09 ▼ |
| 38. Anticipates the concerns of other employees.                                     | 3.24 | 3.27 | +0.03 ▲ |
| 39. Is trusted by peers and co-workers; others are willing to confide in him/her     | 3.59 | 3.13 | -0.45 ▼ |
| 40. Is open and approachable   | 3.29 | 3.40 | +0.11 ▲ |

### Comments:

- \_\_\_ established an environment in which teamwork and creativity flourished.
- \_\_\_'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- Always approachable no matter how busy she is.
- Her years of experience and wisdom are generously shared and appreciated.
- \_\_\_ has excellent job and people skills.
- She is effective and her knowledge of processes is invaluable.

## Managing Risk

### 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. Works within constraints of the organization.                                     | 15 | 3.33 | 93.3  | 7%                | 53%                     | 40%           |            |
| 42. Tracks and monitors incidents that may increase the risk of adverse consequences. | 15 | 3.33 | 93.3  | 7%                | 53%                     | 40%           |            |
| 43. Performs a risk analysis as needed.   | 15 | 3.13 | 86.7  | 13%               | 60%                     | 27%           |            |
| 44. Able to adapt quickly to changing situations.                                     | 15 | 3.00 | 86.7  | 13%               | 73%                     | 13%           |            |
| 45. Is aware of process safety management.  | 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. Works within constraints of the organization.                                     | 3.29 | 3.33 | +0.04 ▲ |
| 42. Tracks and monitors incidents that may increase the risk of adverse consequences. | 3.41 | 3.33 | -0.08 ▼ |
| 43. Performs a risk analysis as needed.   | 3.35 | 3.13 | -0.22 ▼ |
| 44. Able to adapt quickly to changing situations.                                     | 3.18 | 3.00 | -0.18 ▼ |
| 45. Is aware of process safety management.  | 3.35 | 3.53 | +0.18 ▲ |

### Comments:

- \_\_\_ makes great hiring choices. she is clear on what needs to be done.
- I have seen improvement and will try to encourage even more growth.
- She encourages staff skill development and input to improve department processes
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- I think \_\_\_ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- I have always respected her concern for stakeholder input and her efforts to put her customers first.

## 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 |
|---|----|------|------|-------------------|-------------------------|---------------|------------|
| 46. Maintains strong relationships with clients.                      | 15 | 3.00 | 86.7 | 13%               | 73%                     |               | 13%        |
| 47. Forms strong client relationships                                 | 15 | 3.20 | 93.3 | 7%                | 60%                     |               | 33%        |
| 48. Is pro-active in dealing with clients and addressing their needs. | 15 | 3.20 | 93.3 | 7%                | 67%                     |               | 27%        |
| 49. Obtains feedback to ensure client needs are being met.            | 15 | 3.40 | 93.3 | 7%                | 47%                     |               | 47%        |
| 50. Ensures client commitments and requirements are met or exceeded   | 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. Maintains strong relationships with clients.                      | 3.24 | 3.00 | -0.24 ▼ |
| 47. Forms strong client relationships                                 | 3.00 | 3.20 | +0.20 ▲ |
| 48. Is pro-active in dealing with clients and addressing their needs. | 3.18 | 3.20 | +0.02 ▲ |
| 49. Obtains feedback to ensure client needs are being met.            | 3.35 | 3.40 | +0.05 ▲ |
| 50. Ensures client commitments and requirements are met or exceeded   | 3.29 | 3.13 | -0.16 ▼ |

### Comments:

- \_\_\_ has the talent to use different Leadership styles to fit the situation.
- I am very thankful for all the opportunities she has provided me and I have grown in my development under her guidance. A real asset to the organization.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which \_\_\_ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- Each member feels they are a part of the team and knows their contribution is valued.
- The Core Competency Training has been a great success. \_\_\_ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- I do not have knowledge of \_\_\_'s own department and how she hires, assigns, or fits with her team.

## 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?

- You can always count on \_\_\_ to respond to emails and telephone calls and follow through with commitments.
- She has deep technical expertise in a number of areas of human resource management.
- \_\_\_ is dedicated to her work and the employees that she manages. I am amazed at the kind of time she puts into this organization.
- I truly enjoy working with \_\_\_\_. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.
- She consistently involves employees in shared decision making.
- \_\_\_ is an excellent communicator and is very open and supportive to her staff.

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

- \_\_\_ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- I appreciate the honest evaluative feedback \_\_\_ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- \_\_\_ is a great manager and has nothing but the greatest interest for her employees and customers.
- \_\_\_ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- She is well respected.

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

- I thoroughly enjoy working with \_\_\_ and she has been very helpful with the rework IS did with their job descriptions.
- One of the things I appreciate about \_\_\_ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- \_\_\_ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- \_\_\_ exemplifies all of the above.
- \_\_\_ is a very good leader.
- \_\_\_ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.

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

- I have not had any issues with \_\_\_ since I have been working for her.
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- 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 intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- \_\_\_ is a great director to work with because she listens to understand and she balances the business and the HR needs before making decisions or rushing to a judgment.
- I am glad to have \_\_\_ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.

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

- \_\_\_ is very professional in dealing with her peers and the staff.
- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.
- I sit back and listen to \_\_\_'s approach and communication skills and love to glean things from her.
- \_\_\_ is a great asset to the team. We are grateful to have her.
- She could benefit from understanding about how to create resolution and clarity.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.

### Any final comments?

- For reliability, I think \_\_\_ has so much on her plate that she is sometimes seen by staff as unreliable.
- \_\_\_ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- \_\_\_ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- \_\_\_ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.