Feedback Results

Your CompanyName Here

2025

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.
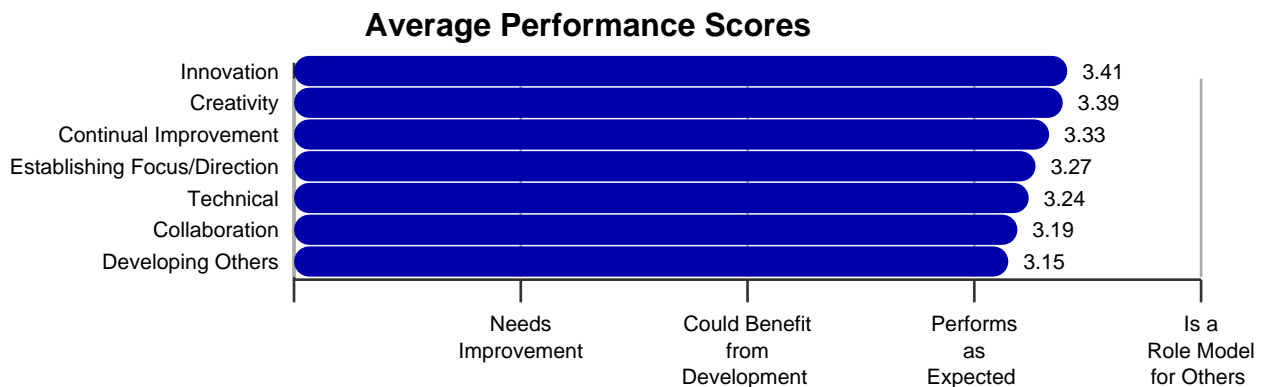
**What to Do with Your Feedback**

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.
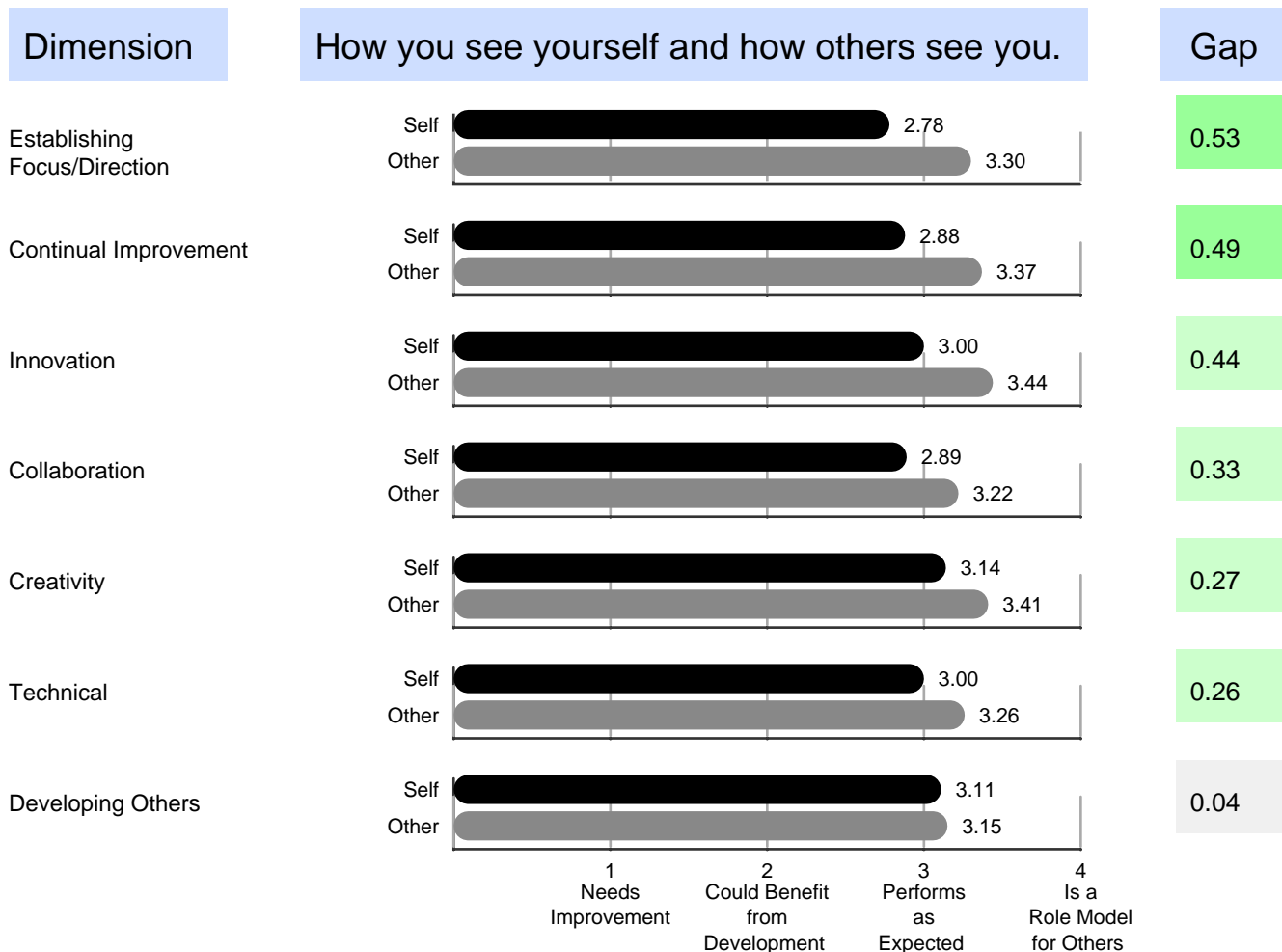
# Summary

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 7 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 |
|---|---|
| Innovation | 3.41 |
| Creativity | 3.39 |
| Continual Improvement | 3.33 |
| Establishing Focus/Direction | 3.27 |
| Technical | 3.24 |
| Collaboration | 3.19 |
| Developing Others | 3.15 |

Scale: Needs Improvement — Could Benefit from Development — Performs as Expected — Is a Role Model for Others

# 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 |
|---|---|---|
| Establishing Focus/Direction | Self 2.78 / Other 3.30 | 0.53 |
| Continual Improvement | Self 2.88 / Other 3.37 | 0.49 |
| Innovation | Self 3.00 / Other 3.44 | 0.44 |
| Collaboration | Self 2.89 / Other 3.22 | 0.33 |
| Creativity | Self 3.14 / Other 3.41 | 0.27 |
| Technical | Self 3.00 / Other 3.26 | 0.26 |
| Developing Others | Self 3.11 / Other 3.15 | 0.04 |

Scale:
1 Needs Improvement
2 Could Benefit from Development
3 Performs as Expected
4 Is a Role Model for Others

# Creativity

## 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 (Is a Role Model for Others).

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|------|---|-----|-----|------|------|------|------|
| 1. Conceives, implements and evaluates ideas. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 2. Develops solutions to challenging problems. | 15 | 3.87 | 100.0 | 13% | | 87% | |
| 3. Inspires creativity in their team. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 4. Creates a lot of new ideas. | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 5. Is creative and inspirational. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 6. Is creative. | 15 | 3.20 | 93.3 | 7% | 60% | | 33% |
| 7. Adds value to the department/organization. | 15 | 3.20 | 86.7 | 13% | 53% | | 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 | 2023 | 2024 | Change |
|------|------|------|--------|
| 1. Conceives, implements and evaluates ideas. | 3.29 | 3.20 | -0.09 ▼ |
| 2. Develops solutions to challenging problems. | 3.65 | 3.87 | +0.22 ▲ |
| 3. Inspires creativity in their team. | 3.18 | 3.33 | +0.16 ▲ |
| 4. Creates a lot of new ideas. | 3.41 | 3.60 | +0.19 ▲ |
| 5. Is creative and inspirational. | 3.24 | 3.33 | +0.10 ▲ |
| 6. Is creative. | 3.24 | 3.20 | -0.04 ▼ |
| 7. Adds value to the department/organization. | 3.41 | 3.20 | -0.21 ▼ |

Comments:
- _____ has been using more shared decision making and has allowed the department to enact recommendations that he personally may not have agreed with.   That gave him a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- _____'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 his new position.
- He works diligently with our supplier to ensure the inventory is cost effective.
- _____ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis.
- _____ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- I appreciate his dedication to the department employees.

# Continual Improvement

## 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 (Is a Role Model for Others).

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|------|---|-----|-----|-------------------|-------------------------------|----------------------|----------------------------|
| 8. Promotes training and development opportunities to enhance job performance. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 9. Looks for ways to expand and learn new job skills. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 10. Looks for ways to expand current job responsibilities. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 11. Looks for ways to improve work processes and procedures. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 12. Open to the suggestions from others. | 15 | 3.27 | 100.0 | | 73% | 27% | |
| 13. Analyzes processes to determine areas for improvement. | 15 | 3.33 | 100.0 | | 67% | 33% | |
| 14. Encourages an employee culture of continuous improvement to seek out better ways of doing things. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 15. Searches for new methods, techniques, and processes that increase efficiency and reduce costs. | 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 | 2023 | 2024 | Change |
|------|------|------|--------|
| 8. Promotes training and development opportunities to enhance job performance. | 3.24 | 3.40 | +0.16 ▲ |
| 9. Looks for ways to expand and learn new job skills. | 3.18 | 3.47 | +0.29 ▲ |
| 10. Looks for ways to expand current job responsibilities. | 3.35 | 3.47 | +0.11 ▲ |
| 11. Looks for ways to improve work processes and procedures. | 3.47 | 3.53 | +0.06 ▲ |
| 12. Open to the suggestions from others. | 3.47 | 3.27 | -0.20 ▼ |
| 13. Analyzes processes to determine areas for improvement. | 3.35 | 3.33 | -0.02 ▼ |
| 14. Encourages an employee culture of continuous improvement to seek out better ways of doing things. | 3.18 | 3.13 | -0.04 ▼ |
| 15. Searches for new methods, techniques, and processes that increase efficiency and reduce costs. | 3.00 | 3.07 | +0.07 ▲ |

Comments:
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- He is very careful to choose someone that has the skills he desires and who will also be a good fit.
- _____ is not always open to new ideas or troubleshooting issue and workflows.   He does end up willing to review situations, it just sometimes takes some time.
-

_____ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.

- He is a great communicator and works hard to ensure an aligned team across Implementation Cycles.

- _____ has consistently demonstrated his ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in his care are performing at a level worthy of citation when compared to others nationwide.

# 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 (Is a Role Model for Others).

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|------|---|-----|-----|-------------------|-------------------------------|---------------------|----------------------------|
| 16. Maintains focus when handling several problems or tasks simultaneously. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 17. Excellent at managing time. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 18. Functions well under stress, deadlines, and/or significant workloads. | 14 | 3.00 | 92.9 | 7% | 79% | | 14% |
| 19. Aligns the department's goals with the goals of the organization. | 15 | 3.47 | 100.0 | | 53% | | 47% |
| 20. Makes sure that employees understand how their work relates to organizational goals. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 21. Maintains self-control when personally criticized. | 15 | 3.53 | 100.0 | | 47% | | 53% |
| 22. Helps guide employees with prioritizing tasks. | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |
| 23. Sets appropriate goals for employees. | 15 | 2.87 | 80.0 | 20% | 73% | | 7% |
| 24. Stays focused even when under pressure and stress. | 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 | 2023 | 2024 | Change |
|------|------|------|--------|
| 16. Maintains focus when handling several problems or tasks simultaneously. | 3.65 | 3.40 | -0.25 ▼ |
| 17. Excellent at managing time. | 3.47 | 3.27 | -0.20 ▼ |
| 18. Functions well under stress, deadlines, and/or significant workloads. | 3.12 | 3.00 | -0.12 ▼ |
| 19. Aligns the department's goals with the goals of the organization. | 3.59 | 3.47 | -0.12 ▼ |
| 20. Makes sure that employees understand how their work relates to organizational goals. | 3.29 | 3.40 | +0.11 ▲ |
| 21. Maintains self-control when personally criticized. | 3.35 | 3.53 | +0.18 ▲ |
| 22. Helps guide employees with prioritizing tasks. | 3.00 | 3.00 | |
| 23. Sets appropriate goals for employees. | 2.88 | 2.87 | -0.02 ▼ |
| 24. Stays focused even when under pressure and stress. | 3.00 | 3.47 | +0.47 ▲ |

Comments:
- _____ is willing to tackle performance situations and solicits feedback on how his team is doing.
- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- _____ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.

- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.
- He also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from _____ and his style of leadership.   His understanding and appreciation of his leadership team and all his associates is something I would aspire to replicate in my own leadership areas of repsonsibility.
- Transparency and honesty is important early in the process.

# Innovation

## 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 (Is a Role Model for Others).

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|---|---|---|---|---|---|---|
| 25. Generates innovative and practical ideas and approaches. | 15 | 3.67 | 100.0 | | 33% | 67% | |
| 26. Challenges current procedures to develop other alternatives. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 27. Creates a safe environment for idea-sharing. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 28. Encourages innovation from all levels of employees. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 29. Looks for ways that the company can make profit that are different from how competitors operate. | 15 | 3.67 | 100.0 | | 33% | 67% | |
| 30. Fosters a culture of creativity and curiosity by actively listening to and considering new ideas and opportunities. | 15 | 3.33 | 100.0 | | 67% | 33% | |
| 31. Adequately funds innovation efforts to ensure their success. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 32. Is able to think through complex problems using unique solutions. | 15 | 3.40 | 100.0 | | 60% | 40% | |
| 33. Not afraid to think outside the box when dealing with issues. | 15 | 3.20 | 86.7 | 13% | 53% | 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 | 2023 | 2024 | Change |
|---|---|---|---|
| 25. Generates innovative and practical ideas and approaches. | 3.76 | 3.67 | -0.10 ▼ |
| 26. Challenges current procedures to develop other alternatives. | 3.53 | 3.40 | -0.13 ▼ |
| 27. Creates a safe environment for idea-sharing. | 3.12 | 3.33 | +0.22 ▲ |
| 28. Encourages innovation from all levels of employees. | 3.41 | 3.53 | +0.12 ▲ |
| 29. Looks for ways that the company can make profit that are different from how competitors operate. | 3.59 | 3.67 | +0.08 ▲ |
| 30. Fosters a culture of creativity and curiosity by actively listening to and considering new ideas and opportunities. | 3.41 | 3.33 | -0.08 ▼ |
| 31. Adequately funds innovation efforts to ensure their success. | 3.18 | 3.20 | +0.02 ▲ |
| 32. Is able to think through complex problems using unique solutions. | 3.35 | 3.40 | +0.05 ▲ |
| 33. Not afraid to think outside the box when dealing with issues. | 3.18 | 3.20 | +0.02 ▲ |

Comments:
- _____ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
-

I have found _____ to be very competent and professional. He delivers when and what he says he will and his work is always complete and accurate.

- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.

- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.

- He consistently conducts himself with professionalism and represents our unit well.

- I am confident that whenever I need to talk with _____, he is honest and direct and provides good guidance for my professional growth.

# Technical

## 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 (Is a Role Model for Others).

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|------|---|-----|-----|-------------------|--------------------------------|----------------------|----------------------------|
| 34. Is knowledgeable of procedures or systems necessary for the job. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 35. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice. | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |
| 36. Demonstrates mastery of the technical competencies required in his/her work. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 37. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 38. Seeks information from others as needed. | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 39. Willingly shares his/her technical expertise; sought out as resource by others | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 40. Willingly shares information and expertise; sought out as resource by others | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 41. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 42. Knows how to produce high quality products/work. | 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 | 2023 | 2024 | Change |
|------|------|------|--------|
| 34. Is knowledgeable of procedures or systems necessary for the job. | 2.88 | 3.27 | +0.38 ▲ |
| 35. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice. | 3.18 | 3.00 | -0.18 ▼ |
| 36. Demonstrates mastery of the technical competencies required in his/her work. | 3.18 | 3.20 | +0.02 ▲ |
| 37. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished. | 3.35 | 3.27 | -0.09 ▼ |
| 38. Seeks information from others as needed. | 3.24 | 3.27 | +0.03 ▲ |
| 39. Willingly shares his/her technical expertise; sought out as resource by others | 3.59 | 3.13 | -0.45 ▼ |
| 40. Willingly shares information and expertise; sought out as resource by others | 3.29 | 3.40 | +0.11 ▲ |
| 41. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices | 3.29 | 3.33 | +0.04 ▲ |
| 42. Knows how to produce high quality products/work. | 3.41 | 3.33 | -0.08 ▼ |

Comments:

- _____ 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.
- He has hired good people, and developed strong relationship's with finance.
- I have great respect and appreciation for _____.   Not only does he do his job well, he takes time to try and understand mine and what needs I may have to get my job done effeciently and effectively.
- Another area he needs to work on is honoring team decisions. He will make unilateral decisions and then not tell the team.
- _____ has been instrumental in the working relationship of our department.
- I was impressed with the time he spent both working on the issue and with the individual.   I believe these efforts will pay off.

# Collaboration

## 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 (Is a Role Model for Others).

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|---|---|---|---|---|---|---|
| 43. Addresses interpersonal issues with a collaborative mindset. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 44. Shares knowledge, ideas and resources to achieve quicker success. | 15 | 3.00 | 86.7 | 13% | 73% | | 13% |
| 45. Seeks continuous improvement through the input from coworkers and staff. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 46. Rewards collaborative efforts of team members. | 15 | 3.00 | 86.7 | 13% | 73% | | 13% |
| 47. Promotes a culture of collaboration, shared inspiration and creativity to tackle workplace problems. | 15 | 3.20 | 93.3 | 7% | 60% | | 33% |
| 48. Gives consideration to the innovative ideas presented by others. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 49. Identifies and organizes partnerships and alliances. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 50. Uses group decision making. | 15 | 3.13 | 80.0 | 7% 13% | 40% | 40% | |
| 51. Integrates digital tools to streamline the collaborative processes of Research and Development. | 14 | 3.14 | 92.9 | 7% | 71% | | 21% |

## 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 | 2023 | 2024 | Change |
|---|---|---|---|
| 43. Addresses interpersonal issues with a collaborative mindset. | 3.35 | 3.13 | -0.22 ▼ |
| 44. Shares knowledge, ideas and resources to achieve quicker success. | 3.18 | 3.00 | -0.18 ▼ |
| 45. Seeks continuous improvement through the input from coworkers and staff. | 3.35 | 3.53 | +0.18 ▲ |
| 46. Rewards collaborative efforts of team members. | 3.24 | 3.00 | -0.24 ▼ |
| 47. Promotes a culture of collaboration, shared inspiration and creativity to tackle workplace problems. | 3.00 | 3.20 | +0.20 ▲ |
| 48. Gives consideration to the innovative ideas presented by others. | 3.18 | 3.20 | +0.02 ▲ |
| 49. Identifies and organizes partnerships and alliances. | 3.35 | 3.40 | +0.05 ▲ |
| 50. Uses group decision making. | 3.29 | 3.13 | -0.16 ▼ |
| 51. Integrates digital tools to streamline the collaborative processes of Research and Development. | 3.24 | 3.14 | -0.09 ▼ |

Comments:
- Does above and beyond work consistently
- I feel _____ is really listening when you talk to him. He always repeats back what he thinks he's hearing, so there is no misunderstanding.

- I have observed that _____ has made some very good decisions with his leadership team this year.   He values his team and sets clear expectations.   He is a team player when working on projects or issues and he always responds promptly to requests for assitance.
- _____'s management style is excellent.
- I think _____ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower him and are willing to follow.
- _____ has supported me through some tough contract negotiations and he is the consummate professional.

# Developing 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 (Is a Role Model for Others).

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|------|---|-----|-----|-------------------|-------------------------------|---------------------|---------------------------|
| 52. Is open to receiving feedback. | 14 | 3.21 | 85.7 | 14% | 50% | | 36% |
| 53. Assigns tasks and responsibilities to develop skills of others. | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 54. Sets performance objectives for subordinates that encourages development opportunities. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 55. Recognizes and celebrates accomplishments of others. | 15 | 3.07 | 86.7 | 13% | 67% | | 20% |
| 56. Supports the successes of other employees. | 15 | 2.93 | 73.3 | 27% | 53% | | 20% |
| 57. Encourages employees through recognition of positive changes in behavior. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 58. Assesses employees' developmental needs. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 59. Tries to ensure employees are ready to move to the next level. | 15 | 3.13 | 93.3 | 7% | 67% | | 27% |
| 60. Provides constructive feedback to others. | 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 | 2023 | 2024 | Change |
|------|------|------|--------|
| 52. Is open to receiving feedback. | 3.06 | 3.21 | +0.16 ▲ |
| 53. Assigns tasks and responsibilities to develop skills of others. | 3.59 | 3.27 | -0.32 ▼ |
| 54. Sets performance objectives for subordinates that encourages development opportunities. | 2.94 | 3.13 | +0.19 ▲ |
| 55. Recognizes and celebrates accomplishments of others. | 2.88 | 3.07 | +0.18 ▲ |
| 56. Supports the successes of other employees. | 2.88 | 2.93 | +0.05 ▲ |
| 57. Encourages employees through recognition of positive changes in behavior. | 3.18 | 3.20 | +0.02 ▲ |
| 58. Assesses employees' developmental needs. | 3.24 | 3.20 | -0.04 ▼ |
| 59. Tries to ensure employees are ready to move to the next level. | 3.18 | 3.13 | -0.04 ▼ |
| 60. Provides constructive feedback to others. | 3.47 | 3.20 | -0.27 ▼ |

Comments:
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- His communication techniques are clear and to the point which is very much appreciated.
- Delegates often with little to no direction.
- _____ always put our customers first. This is very appropriate and in line with our mission and executive communications.

- _____ 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.
- _____ will sometimes delegate work while continuing to do his own work on the same project he delegated without including the employee he originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.

# 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?

- Building relationships of trust to enhance safety is an important part of our approach.
- _____ is always professional during interactions with staff.
- _____ is a great partner in Systems Implementation.
- _____ demonstrates a vast amount of knowledge and wisdom as a leader.
- He consistently helps us in problem solving a variety of issues.
- Very approachable.   Listens to problems and always willing to assist in coming up with solutions.

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

- _____ is conscientious and expedient in his approach to work. He gets things done quickly and efficiently.
- What I like is his standard line what resources do you need from me to make this work?
- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- Seek and provide critical feedback.
- _____ does a great job investigating an issue thinking it through before he takes action.
- I look to him for guidance and support.   It seems his responsibilities and work load are not at a managerial level but Director. If he had the additional support of experienced employees this would help lighten his load.

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

- _____ meets and exceeds all of these leadership roles.
- I enjoy working with _____.   I feel he is honest and has a desire to see improvement in the organization as a whole. His area is unique which, at times, allows _____ to give a whole new perspective on a subject.
- Having a routine for schedule and coming to office more frequently
- _____ fully updates the unit and staff on needed information. His direction and focus are well explained.
- _____ takes people where they want to go and pushes them to be their own success.
- 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.

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

- A willingness and flexibility to pitch in help where needed is important.
- _____ 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.
- Sometimes you want a little more direction from _____, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- I feel _____ is really listening when you talk to him. He always repeats back what he thinks he's hearing, so there is no misunderstanding.
- By applying vision, strategy and activation in his day to day decisions he aspires us to be the best leaders we can be.
- _____ is consistent in his messaging about how we best serve the customers.

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

- His years of experience and wisdom are generously shared and appreciated.
- _____ is an outstanding listener and provides excellent feedback.   He keeps me up to date regarding system leadership goals and concerns.   This insight helps to guide division priorities.
- _____ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- Has one of the strongest work ethics I've ever encountered in a team member.
- He also works to build and maintain community connections with local law enforcement and other emergency responders.
- There is apprehension with all the changes, but still a lot of engagement and positivity.

Any final comments?

- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- His quality of work is good.
- Have persistence and tenacity
- _____'s priority is our customers and community.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- Collaboration and dissemination of information and projects is something _____ does well.