



---

Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

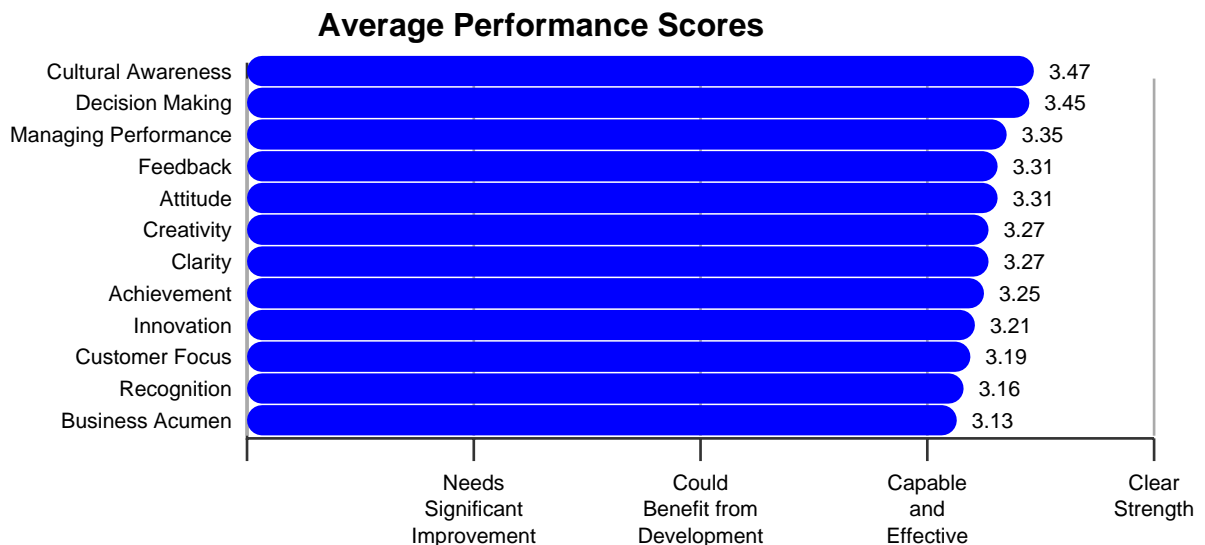
## What to Do with Your Feedback

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

# Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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



## 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.



## Cultural Awareness

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. You recognize and value individual and cultural differences.	15	3.20	93.3	7%	67%		27%
2. You encourage a work environment where individual differences are valued.	15	3.87	100.0	13%	87%		
3. You show respect in daily interactions	15	3.33	93.3	7%	53%		40%
4. You treat others with dignity and respect.	15	3.60	93.3	7%	27%	67%	
5. You respect others regardless of age, race, gender, nationality, or disability.	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. You recognize and value individual and cultural differences.	3.29	3.20	-0.09 ▼
2. You encourage a work environment where individual differences are valued.	3.65	3.87	+0.22 ▲
3. You show respect in daily interactions	3.18	3.33	+0.16 ▲
4. You treat others with dignity and respect.	3.41	3.60	+0.19 ▲
5. You respect others regardless of age, race, gender, nationality, or disability.	3.24	3.33	+0.10 ▲

### Comments:

- I may not know all that is going on behind the scenes, however there are times when she may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- \_\_\_'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the management teams that she partners with have great respect for her and value her input.
- Improve on providing feedback.
- \_\_\_'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- \_\_\_ could also improve her ability to work with the framework of a team. \_\_\_ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.

## Managing Performance

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. You prioritize the work of others.	15	3.20	93.3	7%	60%	33%	
7. You set specific and measurable goals for others and follows through to completion.	15	3.20	86.7	13%	53%	33%	
8. You are consistent in disciplinary/corrective actions.	15	3.40	93.3	7%	47%	47%	
9. You ensure employees understand how work is to be completed.	15	3.47	93.3	7%	40%	53%	
10. You assess employee performance against defined standards.	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. You prioritize the work of others.	3.24	3.20	-0.04 ▼
7. You set specific and measurable goals for others and follows through to completion.	3.41	3.20	-0.21 ▼
8. You are consistent in disciplinary/corrective actions.	3.24	3.40	+0.16 ▲
9. You ensure employees understand how work is to be completed.	3.18	3.47	+0.29 ▲
10. You assess employee performance against defined standards.	3.35	3.47	+0.11 ▲

#### Comments:

- "Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- \_\_\_ delegates very effectively.
- Always conducts herself in a professional manner.
- \_\_\_ is very approachable. She is able to get people to follow through and engage in their daily work.
- \_\_\_ is a very positive addition to our Management team.
- She has deep technical expertise in a number of areas of human resource management.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. You inspire creativity in your team.	15	3.53	100.0	47%	53%		
12. You develop solutions to challenging problems.	15	3.27	100.0	73%	27%		
13. You create a lot of new ideas.	15	3.33	100.0	67%	33%		
14. You are creative.	15	3.13	86.7	13%	60%	27%	
15. You conceive, implement and evaluate ideas.	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. You inspire creativity in your team.	3.47	3.53	+0.06 ▲
12. You develop solutions to challenging problems.	3.47	3.27	-0.20 ▼
13. You create a lot of new ideas.	3.35	3.33	-0.02 ▼
14. You are creative.	3.18	3.13	-0.04 ▼
15. You conceive, implement and evaluate ideas.	3.00	3.07	+0.07 ▲

### Comments:

- I love working with her and hope to continue having her as my supervisor!
- \_\_\_ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- She is an excellent teammate, great attitude, effort, and energy.
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- Always approachable no matter how busy she is.

## Feedback

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. You consider other's opinion and suggestions.	15	3.40	93.3	7%	47%	47%	
17. You accept the views of others.	15	3.27	93.3	7%	60%	33%	
18. You are visible and approachable.	14	3.00	92.9	7%	79%	14%	
19. You seek feedback to enhance performance.	15	3.47	100.0		53%	47%	
20. You ask others for their ideas and opinions.	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. You consider other's opinion and suggestions.	3.65	3.40	-0.25 ▼
17. You accept the views of others.	3.47	3.27	-0.20 ▼
18. You are visible and approachable.	3.12	3.00	-0.12 ▼
19. You seek feedback to enhance performance.	3.59	3.47	-0.12 ▼
20. You ask others for their ideas and opinions.	3.29	3.40	+0.11 ▲

### Comments:

- Has one of the strongest work ethics I've ever encountered in a team member.
- \_\_\_ exemplifies all of the above.
- \_\_\_ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- \_\_\_ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- \_\_\_ encourages us as directors to go out with one voice and keeps us accountable.
- \_\_\_ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, she is able to listen and alter her approach for consideration to staff's views.

## Attitude

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. You contribute to a positive work environment.	15	3.53	100.0	47%	53%		
22. You visibly support and encourages diversity in style and background.	15	3.00	80.0	20%	60%	20%	
23. You work to eliminate unnecessary work or barriers that get in others' way.	15	2.87	80.0	20%	73%	7%	
24. You treat all people fairly and with respect.	15	3.47	100.0	53%	47%		
25. You build open and trusting relationships.	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. You contribute to a positive work environment.	3.35	3.53	+0.18 ▲
22. You visibly support and encourages diversity in style and background.	3.00	3.00	
23. You work to eliminate unnecessary work or barriers that get in others' way.	2.88	2.87	-0.02 ▼
24. You treat all people fairly and with respect.	3.00	3.47	+0.47 ▲
25. You build open and trusting relationships.	3.76	3.67	-0.10 ▼

### Comments:

- \_\_\_ is the absolute definition of team player.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- \_\_\_ is a new manager she has done a wonderful job, she is still in a learning curve and is still in the process of learning this role
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.
- \_\_\_ tends to hold things tight. I would like to see her allow staff more participation and use their knowledge as a resource. Not only would this free up some of her time but encourage staff growth.



## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. You exercise good judgment by making sound and informed decisions.	15	3.40	93.3	7%	47%	47%	
27. You ask for additional information when making critical decisions.	15	3.33	93.3	7%	53%	40%	
28. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	15	3.53	100.0		47%	53%	
29. You are able to make decisions quickly.	15	3.67	100.0		33%	67%	
30. You break complex issues into manageable parts and organize them in a systematic way before making decisions	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. You exercise good judgment by making sound and informed decisions.	3.53	3.40	-0.13 ▼
27. You ask for additional information when making critical decisions.	3.12	3.33	+0.22 ▲
28. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	3.41	3.53	+0.12 ▲
29. You are able to make decisions quickly.	3.59	3.67	+0.08 ▲
30. You break complex issues into manageable parts and organize them in a systematic way before making decisions	3.41	3.33	-0.08 ▼

### Comments:

- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- \_\_\_ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- She consistently conducts herself with professionalism and represents our unit well.
- \_\_\_ has supported me through some tough contract negotiations and she is the consummate professional.
- \_\_\_ always goes above and beyond in her daily work.
- She is a team player and willing to help other departments and staff when needed.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. You build upon the ideas and solutions of others.	15	3.20	86.7	13%	53%	33%	
32. You foster a creative and innovative work environment.	15	3.40	100.0		60%	40%	
33. You develop new products and services.	15	3.20	86.7	13%	53%	33%	
34. You challenge current procedures to develop other alternatives.	15	3.27	93.3	7%	60%	33%	
35. You implement best practices within the department.	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. You build upon the ideas and solutions of others.	3.18	3.20	+0.02 ▲
32. You foster a creative and innovative work environment.	3.35	3.40	+0.05 ▲
33. You develop new products and services.	3.18	3.20	+0.02 ▲
34. You challenge current procedures to develop other alternatives.	2.88	3.27	+0.38 ▲
35. You implement best practices within the department.	3.18	3.00	-0.18 ▼

#### Comments:

- She consistently helps us in problem solving a variety of issues.
- \_\_\_ continues to be a great boss. She is available to us and always has time to help with anything.
- \_\_\_ is a great manager, committed to each employee in our department.
- I have enjoyed working with \_\_\_ and will miss her support and direction.
- \_\_\_ is committed to our organization and leads by example.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.

## Achievement

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. You set challenging goals.	15	3.20	93.3	7%	67%		27%
37. You inspire others to work with a sense of urgency.	15	3.27	93.3	7%	60%		33%
38. You help others to improve or meet standards of performance.	15	3.27	86.7	13%	47%		40%
39. <u>You establish Specific Measurable Achievable Realistic and Timed (SMART) goals.</u>	15	3.13	86.7	13%	60%		27%
40. You set challenging goals for the department.	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. You set challenging goals.	3.18	3.20	+0.02 ▲
37. You inspire others to work with a sense of urgency.	3.35	3.27	-0.09 ▼
38. You help others to improve or meet standards of performance.	3.24	3.27	+0.03 ▲
39. <u>You establish Specific Measurable Achievable Realistic and Timed (SMART) goals.</u>	3.59	3.13	-0.45 ▼
40. You set challenging goals for the department.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- \_\_\_ is very visible on the unit. Spending many hours with staff.
- Communication to staff has greatly improved.
- \_\_\_ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- \_\_\_ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- She has never said she was too busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.

## Clarity

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. You adjust communication methods to the needs of the audience.	15	3.33	93.3	7%	53%	40%	
42. You communicate ideas and facts clearly and effectively in writing.	15	3.33	93.3	7%	53%	40%	
43. You avoid creating ambiguity or mixed messages.	15	3.13	86.7	13%	60%	27%	
44. You clearly explains responsibilities to individuals.	15	3.00	86.7	13%	73%	13%	
45. You clearly explain the vision and goals of the company.	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. You adjust communication methods to the needs of the audience.	3.29	3.33	+0.04 ▲
42. You communicate ideas and facts clearly and effectively in writing.	3.41	3.33	-0.08 ▼
43. You avoid creating ambiguity or mixed messages.	3.35	3.13	-0.22 ▼
44. You clearly explains responsibilities to individuals.	3.18	3.00	-0.18 ▼
45. You clearly explain the vision and goals of the company.	3.35	3.53	+0.18 ▲

### Comments:

- Is empathetic, understanding, and dependable.
- We have made improvements in our documentation and have decreased duplicate reporting.
- \_\_\_ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- \_\_\_ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. \_\_\_ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.

## Customer 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. You ask questions and listen carefully to determine customer needs and to ensure that the customer's needs are met.	15	3.00	86.7	13%	73%		13%
47. You maintain positive customer relationships.	15	3.20	93.3	7%	60%		33%
48. You develop strong customer relationships.	15	3.20	93.3	7%	67%		27%
49. You ensure all customer commitments and requirements are met or exceeded.	15	3.40	93.3	7%	47%		47%
50. You consider customers point of view when making decisions.	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. You ask questions and listen carefully to determine customer needs and to ensure that the customer's needs are met.	3.24	3.00	-0.24 ▼
47. You maintain positive customer relationships.	3.00	3.20	+0.20 ▲
48. You develop strong customer relationships.	3.18	3.20	+0.02 ▲
49. You ensure all customer commitments and requirements are met or exceeded.	3.35	3.40	+0.05 ▲
50. You consider customers point of view when making decisions.	3.29	3.13	-0.16 ▼

### Comments:

- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- \_\_\_ continually is analyzing our current states and identifying areas that we can improve.
- Communication to entire team is excellent and helps engage all staff. \_\_\_'s visibility to her team has been very positive.
- Don't be afraid to ask questions when stuck on a task.
- \_\_\_ is an excellent role model. She received the Employee Excellence Award this past year and also advanced certification, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.
- 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.

## Recognition

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
51. You readily share credit and gives others opportunity for visibility.	14	3.14	92.9	7%	71%		21%
52. You are sincerely interested in the suggestions of co-workers	14	3.21	85.7	14%	50%		36%
53. You let employees know when they have done well	15	3.27	86.7	13%	47%		40%
54. You say "thank you" to show appreciation for work of others.	15	3.13	86.7	13%	60%		27%
55. You recognize team members who offer a significant contribution to a project.	15	3.07	86.7	13%	67%		20%

### Time Comparisons by Item

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

Item	2022	2023	Change
51. You readily share credit and gives others opportunity for visibility.	3.24	3.14	-0.09 ▼
52. You are sincerely interested in the suggestions of co-workers	3.06	3.21	+0.16 ▲
53. You let employees know when they have done well	3.59	3.27	-0.32 ▼
54. You say "thank you" to show appreciation for work of others.	2.94	3.13	+0.19 ▲
55. You recognize team members who offer a significant contribution to a project.	2.88	3.07	+0.18 ▲

### Comments:

- Is extremely knowledgable and is always continuing her education to stay up to date.
- I think \_\_\_ should learn to be more concise and focused in her comments. She can consume a lot of meeting time with commentary that is lengthy and not always on point.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- She is open to suggestions given her that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to her attention.
- I know I can go to her with any question and she will either have an answer for me or get one the same goes for problem solving.
- \_\_\_ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, she is able to listen and alter her approach for consideration to staff's views.

## Business Acumen

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
56. You understand complex issues and problems.	15	2.93	73.3	27%	53%	20%	
57. You are able to align resources to meet the business needs of the company.	15	3.20	93.3	7%	67%	27%	
58. You exhibit behavior that is consistent with the vision, mission, and core values of the organization	15	3.20	93.3	7%	67%	27%	
59. You consider impact of actions on other areas of the organization.	15	3.13	93.3	7%	67%	27%	
60. You apply the knowledge of work processes to influence the achievement of business goals	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
56. You understand complex issues and problems.	2.88	2.93	+0.05 ▲
57. You are able to align resources to meet the business needs of the company.	3.18	3.20	+0.02 ▲
58. You exhibit behavior that is consistent with the vision, mission, and core values of the organization	3.24	3.20	-0.04 ▼
59. You consider impact of actions on other areas of the organization.	3.18	3.13	-0.04 ▼
60. You apply the knowledge of work processes to influence the achievement of business goals	3.47	3.20	-0.27 ▼

### Comments:

- Manager routinely demonstrates all of the above characteristics, as marked
- \_\_\_ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- \_\_\_ has been using more shared decision making and has allowed the department to enact recommendations that she personally may not have agreed with. That gave her a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- \_\_\_ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.

## 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?

- She has never said she was too busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- I have had personal interactions with \_\_\_ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- \_\_\_'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate \_\_\_'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.

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

- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- \_\_\_ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- \_\_\_ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- She stays in her office, and is largely oblivious to the daily activities of customer service.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.

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

- When in meetings in \_\_\_'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring there is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- She has hired good people, and developed strong relationships with finance.
- 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.
- As a new Manager to the area, \_\_\_ was subjected to a review of department services. This was tough on her, but she did very well with it.
- \_\_\_'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- She values our feedback and takes our recommendations seriously.

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

- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- I think \_\_\_ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- Good leadership style.
- \_\_\_ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- She inspires others by the manner in which she does her work and engages others.
- Detail oriented



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

- From what I can see \_\_\_ meets or exceeds all of these leadership roles but remember she is not my manager.
- \_\_\_ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and \_\_\_ will respond to any escalation request or need for strategic planning positively and effectively.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- \_\_\_ is a wonderful manager, she collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- \_\_\_ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support \_\_\_ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by \_\_\_ without her bringing them before the team for discussion.
- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.

### Any final comments?

- \_\_\_ has been so helpful to me as a new manager.
- I think \_\_\_ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.
- \_\_\_ is a very good leader.
- She also sees herself as a problem solver. The staff, however, experience being inundated with ideas and solutions that she presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- \_\_\_ is a very effective communicator and I always felt very well informed as her direct report.