



Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

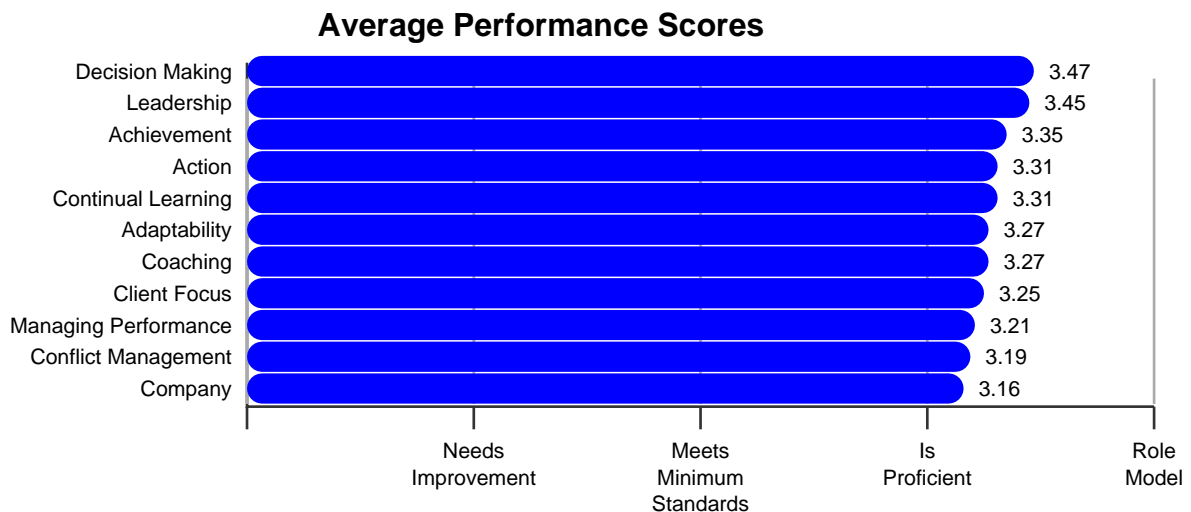
## What to Do with Your Feedback

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

# Summary

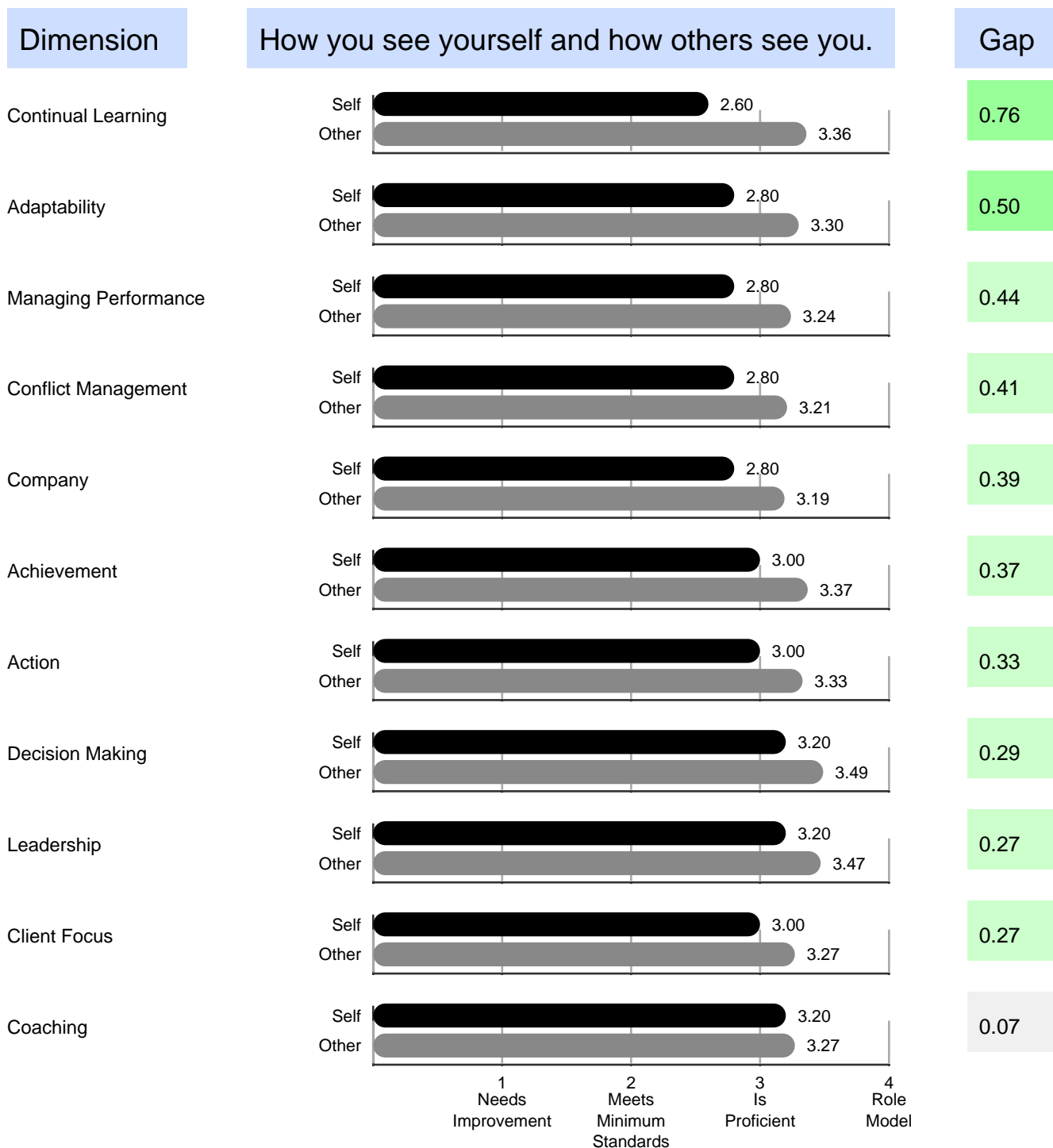
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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



## 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.



## 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 |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 1. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions | 15 | 3.20 | 93.3  | 7%                | 67%                     |               | 27%        |
| 2. Is aware of the impact of decisions and informs others about potential outcomes.                           | 15 | 3.87 | 100.0 | 13%               | 87%                     |               |            |
| 3. Has enough self-control to avoid making impulsive decisions.   | 15 | 3.33 | 93.3  | 7%                | 53%                     |               | 40%        |
| 4. Weighs the pros and cons of decisions.   | 15 | 3.60 | 93.3  | 7%                | 27%                     | 67%           |            |
| 5. Learns from previous bad decisions and rarely repeats them.  | 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. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions | 3.29 | 3.20 | -0.09 ▼ |
| 2. Is aware of the impact of decisions and informs others about potential outcomes.                           | 3.65 | 3.87 | +0.22 ▲ |
| 3. Has enough self-control to avoid making impulsive decisions.   | 3.18 | 3.33 | +0.16 ▲ |
| 4. Weighs the pros and cons of decisions.   | 3.41 | 3.60 | +0.19 ▲ |
| 5. Learns from previous bad decisions and rarely repeats them.  | 3.24 | 3.33 | +0.10 ▲ |

### Comments:

- I know I can always count on \_\_\_\_\_ to consistently encourage collaboration and system perspective.
- \_\_\_\_\_ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what he has learned while leading his team-in other words he does not implement continuous improvement strategies independently.
- \_\_\_\_\_ is a great leader and is committed to his role here at [CompanyName]!
- \_\_\_\_\_'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- He won't settle for less.
- Overall \_\_\_\_\_ is highly competent and brings a fresh perspective to the Engineering department.

## 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 Improvement) to green (Role Model).

| Item   | n  | Avg  | LOA  | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|------|-------------------|-------------------------|---------------|------------|
| 6. Driven to complete goals despite obstacles that may arise.  | 15 | 3.20 | 93.3 | 7%                | 60%                     | 33%           |            |
| 7. Works at a quick pace to complete a high volume of work.  | 15 | 3.20 | 86.7 | 13%               | 53%                     | 33%           |            |
| 8. Takes reasonable risks to achieve desired results.  | 15 | 3.40 | 93.3 | 7%                | 47%                     | 47%           |            |
| 9. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure. | 15 | 3.47 | 93.3 | 7%                | 40%                     | 53%           |            |
| 10. Is results oriented.   | 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. Driven to complete goals despite obstacles that may arise.  | 3.24 | 3.20 | -0.04 ▼ |
| 7. Works at a quick pace to complete a high volume of work.  | 3.41 | 3.20 | -0.21 ▼ |
| 8. Takes reasonable risks to achieve desired results.  | 3.24 | 3.40 | +0.16 ▲ |
| 9. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure. | 3.18 | 3.47 | +0.29 ▲ |
| 10. Is results oriented.   | 3.35 | 3.47 | +0.11 ▲ |

### Comments:

- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- He continues to be a shining example to his team especially in process improvement and professional growth.
- Provide regular updates on the progress of work/tasks/projects.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- \_\_\_\_\_ also takes feedback well. When he expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, he is able to listen and alter his approach for consideration to staff's views.
- He is very supportive of cross training and learning new skills.

## Adaptability

### Level of Skill

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

| Item  | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 11. Continually trying to improve skills to remain current.               | 15 | 3.53 | 100.0 | 47%               | 53%                     |               |            |
| 12. Is proactive and takes steps to prepare for changes in the workplace. | 15 | 3.27 | 100.0 | 73%               | 27%                     |               |            |
| 13. Adjusts strategy when new information is presented.                   | 15 | 3.33 | 100.0 | 67%               | 33%                     |               |            |
| 14. Able to adjust to changing environments.                              | 15 | 3.13 | 86.7  | 13%               | 60%                     | 27%           |            |
| 15. Is open to new ideas and innovations.                                 | 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. Continually trying to improve skills to remain current.               | 3.47 | 3.53 | +0.06 ▲ |
| 12. Is proactive and takes steps to prepare for changes in the workplace. | 3.47 | 3.27 | -0.20 ▼ |
| 13. Adjusts strategy when new information is presented.                   | 3.35 | 3.33 | -0.02 ▼ |
| 14. Able to adjust to changing environments.                              | 3.18 | 3.13 | -0.04 ▼ |
| 15. Is open to new ideas and innovations.                                 | 3.00 | 3.07 | +0.07 ▲ |

### Comments:

- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- Always looking for ways to grow as a person. Inspires others to do the same.
- \_\_\_\_\_ is deeply invested in the Labor and Delivery unit and it is obvious that his focus is in making it the top choice for customers and employees.
- Dedicated to the customer and community, he is worth his weight in gold.
- Takes complete ownership of role and looks for ways to assist teammates.
- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.

## 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 |
|--|----|------|-------|-------------------|-------------------------|---------------|------------|
| 16. Gets the job done.                                   | 15 | 3.40 | 93.3  | 7%                | 47%                     | 47%           |            |
| 17. Motivates & supports others to gain skills           | 15 | 3.27 | 93.3  | 7%                | 60%                     | 33%           |            |
| 18. Works quickly when faced with difficult problems.    | 14 | 3.00 | 92.9  | 7%                | 79%                     | 14%           |            |
| 19. Makes effective decisions, even when under pressure. | 15 | 3.47 | 100.0 |                   | 53%                     | 47%           |            |
| 20. Effectively makes decisions                          | 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. Gets the job done.                                   | 3.65 | 3.40 | -0.25 ▼ |
| 17. Motivates & supports others to gain skills           | 3.47 | 3.27 | -0.20 ▼ |
| 18. Works quickly when faced with difficult problems.    | 3.12 | 3.00 | -0.12 ▼ |
| 19. Makes effective decisions, even when under pressure. | 3.59 | 3.47 | -0.12 ▼ |
| 20. Effectively makes decisions                          | 3.29 | 3.40 | +0.11 ▲ |

#### Comments:

- He has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, he seems to be able to keep our unit in the financial green.
- \_\_\_\_\_ communicates his expectations of the team well and involves them in the process improvement plans.
- He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- \_\_\_\_\_'s leadership in finance and strategy is exemplary. However, his ability to use his team and discuss direction is an area where he can improve.
- He engages other strong leaders empowering them to excel. He deals fairly in controversial situations striving for productive outcomes.
- Employees were not encouraged to do anything besides come to work.

## 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 |
|--|----|------|-------|-------------------|-------------------------|---------------|------------|
| 21. Is open to new ideas and concepts.                   | 15 | 3.53 | 100.0 | 47%               | 53%                     |               |            |
| 22. Seeks opportunities to grow in skills and knowledge. | 15 | 3.00 | 80.0  | 20%               | 60%                     | 20%           |            |
| 23. Improves on their skill sets.                        | 15 | 2.87 | 80.0  | 20%               | 73%                     | 7%            |            |
| 24. Pursues self-improvement through continual learning. | 15 | 3.47 | 100.0 | 53%               | 47%                     |               |            |
| 25. Takes the initiative to learn new skills.            | 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 open to new ideas and concepts.                   | 3.35 | 3.53 | +0.18 ▲ |
| 22. Seeks opportunities to grow in skills and knowledge. | 3.00 | 3.00 |         |
| 23. Improves on their skill sets.                        | 2.88 | 2.87 | -0.02 ▼ |
| 24. Pursues self-improvement through continual learning. | 3.00 | 3.47 | +0.47 ▲ |
| 25. Takes the initiative to learn new skills.            | 3.76 | 3.67 | -0.10 ▼ |

### Comments:

- He is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- He also cares about me as a person. I have learned a lot from his and look forward to learning more.
- \_\_\_\_\_ is an impressive performer.
- He returns email, often within minutes of sending and although, his calendar is packed, somehow, he always makes time to support me and the needs of my department.
- \_\_\_\_\_ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- He is passionate about providing the services necessary to meet the needs of our organization.



## Leadership

### 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. Effectively leads others.  | 15 | 3.40 | 93.3  | 7%                | 47%                     | 47%           |            |
| 27. Expresses clear goals and objectives.                                    | 15 | 3.33 | 93.3  | 7%                | 53%                     | 40%           |            |
| 28. Able to align manpower, design work, an allocate tasks to achieve goals. | 15 | 3.53 | 100.0 |                   | 47%                     | 53%           |            |
| 29. Is a highly effective supervisor.  | 15 | 3.67 | 100.0 |                   | 33%                     | 67%           |            |
| 30. Provides resources to enable individuals to develop professionally.      | 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. Effectively leads others.  | 3.53 | 3.40 | -0.13 ▼ |
| 27. Expresses clear goals and objectives.                                    | 3.12 | 3.33 | +0.22 ▲ |
| 28. Able to align manpower, design work, an allocate tasks to achieve goals. | 3.41 | 3.53 | +0.12 ▲ |
| 29. Is a highly effective supervisor.  | 3.59 | 3.67 | +0.08 ▲ |
| 30. Provides resources to enable individuals to develop professionally.      | 3.41 | 3.33 | -0.08 ▼ |

### Comments:

- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- I look forward to learning and improving with his and the other members in the division.
- I have felt his support since the minute I came to [CompanyName] and appreciate his more every day.
- \_\_\_\_\_ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.

## 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 Improvement) to green (Role Model).

| Item   | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|-------|-------------------|-------------------------|---------------|------------|
| 31. Ensures that team goals are met 85 percent of the time.                        | 15 | 3.20 | 86.7  | 13%               | 53%                     | 33%           |            |
| 32. Sets long and short term goals.  | 15 | 3.40 | 100.0 |                   | 60%                     | 40%           |            |
| 33. Routinely holds audits of performance on a weekly or monthly basis.            | 15 | 3.20 | 86.7  | 13%               | 53%                     | 33%           |            |
| 34. Addresses grievances sooner rather than later.                                 | 15 | 3.27 | 93.3  | 7%                | 60%                     | 33%           |            |
| 35. Ensures team members receive rewards for positive performance accomplishments. | 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. Ensures that team goals are met 85 percent of the time.                        | 3.18 | 3.20 | +0.02 ▲ |
| 32. Sets long and short term goals.  | 3.35 | 3.40 | +0.05 ▲ |
| 33. Routinely holds audits of performance on a weekly or monthly basis.            | 3.18 | 3.20 | +0.02 ▲ |
| 34. Addresses grievances sooner rather than later.                                 | 2.88 | 3.27 | +0.38 ▲ |
| 35. Ensures team members receive rewards for positive performance accomplishments. | 3.18 | 3.00 | -0.18 ▼ |

### Comments:

- His open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- I think at times his dedication to his team can sometimes come off like he is not thinking about a system perspective, I know that \_\_\_\_\_ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- Has one of the strongest work ethics I've ever encountered in a team member.
- 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.

## 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 |
|---|----|------|------|-------------------|-------------------------|---------------|------------|
| 36. Looks for opportunities that have a positive impact on Clients.   | 15 | 3.20 | 93.3 | 7%                | 67%                     |               | 27%        |
| 37. Is pro-active in dealing with clients and addressing their needs. | 15 | 3.27 | 93.3 | 7%                | 60%                     |               | 33%        |
| 38. Ensures client commitments and requirements are met or exceeded   | 15 | 3.27 | 86.7 | 13%               | 47%                     |               | 40%        |
| 39. Satisfies client needs.   | 15 | 3.13 | 86.7 | 13%               | 60%                     |               | 27%        |
| 40. Forms strong client relationships                                 | 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. Looks for opportunities that have a positive impact on Clients.   | 3.18 | 3.20 | +0.02 ▲ |
| 37. Is pro-active in dealing with clients and addressing their needs. | 3.35 | 3.27 | -0.09 ▼ |
| 38. Ensures client commitments and requirements are met or exceeded   | 3.24 | 3.27 | +0.03 ▲ |
| 39. Satisfies client needs.   | 3.59 | 3.13 | -0.45 ▼ |
| 40. Forms strong client relationships                                 | 3.29 | 3.40 | +0.11 ▲ |

### Comments:

- I admire \_\_\_\_\_ and look up to his wisdom, he is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- \_\_\_\_\_ is an outstanding leader. He 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.
- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- When in meetings in \_\_\_\_\_'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring there is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.

## Coaching

### Level of Skill

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

| Item  | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 41. Helps employees to understand responsibilities, authority, and expectations.              | 15 | 3.33 | 93.3  | 7%                | 53%                     | 40%           |            |
| 42. Meets regularly with employees to coach them on areas that will enhance their performance | 15 | 3.33 | 93.3  | 7%                | 53%                     | 40%           |            |
| 43. Helps employees to maintain high personal standards.                                      | 15 | 3.13 | 86.7  | 13%               | 60%                     | 27%           |            |
| 44. Addresses employee behavior problems effectively.   | 15 | 3.00 | 86.7  | 13%               | 73%                     | 13%           |            |
| 45. Provides clear, motivating, and constructive feedback.                                    | 15 | 3.53 | 100.0 |                   | 47%                     | 53%           |            |

### Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

| Item  | 2022 | 2023 | Change  |
|---|------|------|---------|
| 41. Helps employees to understand responsibilities, authority, and expectations.              | 3.29 | 3.33 | +0.04 ▲ |
| 42. Meets regularly with employees to coach them on areas that will enhance their performance | 3.41 | 3.33 | -0.08 ▼ |
| 43. Helps employees to maintain high personal standards.                                      | 3.35 | 3.13 | -0.22 ▼ |
| 44. Addresses employee behavior problems effectively.   | 3.18 | 3.00 | -0.18 ▼ |
| 45. Provides clear, motivating, and constructive feedback.                                    | 3.35 | 3.53 | +0.18 ▲ |

### Comments:

- \_\_\_\_\_ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.
- He has been and is a mentor for me.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- He relies heavily on his team to seek front line input and opinions and is always great about communicating upcoming changes.
- I honestly cannot think of anything that he could improve on.
- \_\_\_\_\_ is always focused on the customer, shares this philosophy with his team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.

## Conflict 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 |
|---|----|------|------|-------------------|-------------------------|---------------|------------|
| 46. Deals effectively with employee grievances.                       | 15 | 3.00 | 86.7 | 13%               | 73%                     |               | 13%        |
| 47. Discusses conflict situations with supervisor.                    | 15 | 3.20 | 93.3 | 7%                | 60%                     |               | 33%        |
| 48. Tries to understand others' point of view before making judgments | 15 | 3.20 | 93.3 | 7%                | 67%                     |               | 27%        |
| 49. Clearly expresses expectations to others.                         | 15 | 3.40 | 93.3 | 7%                | 47%                     |               | 47%        |
| 50. Identifies and takes steps to prevent potential confrontations.   | 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. Deals effectively with employee grievances.                       | 3.24 | 3.00 | -0.24 ▼ |
| 47. Discusses conflict situations with supervisor.                    | 3.00 | 3.20 | +0.20 ▲ |
| 48. Tries to understand others' point of view before making judgments | 3.18 | 3.20 | +0.02 ▲ |
| 49. Clearly expresses expectations to others.                         | 3.35 | 3.40 | +0.05 ▲ |
| 50. Identifies and takes steps to prevent potential confrontations.   | 3.29 | 3.13 | -0.16 ▼ |

### Comments:

- There is apprehension with all the changes, but still a lot of engagement and positivity.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- I have truly appreciated his guidance.
- \_\_\_\_\_ needs to remove himself 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.
- I have not been directly involved in making hiring decisions with him, but I do know that he makes a point to ensure all stakeholders are involved in the process and decision.
- He follows up on questions and he is easily accessible. I think he is doing a great job!

## Company

### Level of Skill

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

| Item   | n  | Avg  | LOA  | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|------|-------------------|-------------------------|---------------|------------|
| 51. Impresses upon others the important aspects of [Company].  | 14 | 3.14 | 92.9 | 7%                | 71%                     |               | 21%        |
| 52. Attends [Company] gatherings and social events.  | 14 | 3.21 | 85.7 | 14%               | 50%                     |               | 36%        |
| 53. Understands the "basics" as to how [Company] functions/operates.                                       | 15 | 3.27 | 86.7 | 13%               | 47%                     |               | 40%        |
| 54. Follows existing procedures and processes.   | 15 | 3.13 | 86.7 | 13%               | 60%                     |               | 27%        |
| 55. Understands how decisions impact other business units beyond their immediate department of work group. | 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. Impresses upon others the important aspects of [Company].  | 3.24 | 3.14 | -0.09 ▼ |
| 52. Attends [Company] gatherings and social events.  | 3.06 | 3.21 | +0.16 ▲ |
| 53. Understands the "basics" as to how [Company] functions/operates.                                       | 3.59 | 3.27 | -0.32 ▼ |
| 54. Follows existing procedures and processes.   | 2.94 | 3.13 | +0.19 ▲ |
| 55. Understands how decisions impact other business units beyond their immediate department of work group. | 2.88 | 3.07 | +0.18 ▲ |

### Comments:

- \_\_\_\_\_ appropriately utilizes the resources of other team members to meet the needs of the organization.
- \_\_\_\_\_ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- Look up collaboration and you'll find \_\_\_\_\_'s picture beside the word.
- Great year of growth!
- At times I feel that \_\_\_\_\_ presents things in meetings that he's not well versed in. I would encourage him to be very familiar with the items he's presenting as his credibility, at times, suffers when he attempts to address something in meetings in his area that he's not well versed in.
- He holds everyone to such a high standard, you don't want to disappoint him.

## Comments

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

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

- \_\_\_\_\_ is a great listener and leader for the department.
- He goes above and beyond with the amount of time he puts in and all the projects he is working on.
- I have witnessed his supporting and encouraging the strengths of his team while managing their weaknesses.
- \_\_\_\_\_ has also come down to help our department when we have been very busy and needed help.
- \_\_\_\_\_ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- \_\_\_\_\_'s priority is our customers and community.

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

- \_\_\_\_\_ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. His high standards for excellence are admirable and inspiring.
- \_\_\_\_\_ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- \_\_\_\_\_ is an outstanding leader in this organization. He has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments he leads.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- \_\_\_\_\_ has improved in all of the areas identified as needing improvement. However staff report that he can still be difficult at times.
- He is a dedicated person who inspires excellence in both staff and customer service.

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

- \_\_\_\_\_'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- \_\_\_\_\_ has a strong knowledge base and willingly shares information.
- He is in an often times impossible position and is doing well all things considered
- \_\_\_\_\_ has good knowledge and awareness of the strengths and talents within the organization.
- \_\_\_\_\_ is the absolute definition of team player.
- He is becoming more comfortable to deliver critical feedback.

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

- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- \_\_\_\_\_ 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.
- \_\_\_\_\_'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- He is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- \_\_\_\_\_ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.
- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.

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

- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.
- I have only recently started working with \_\_\_\_\_ and therefore do not have comments on some items, but regarding the projects I have worked with \_\_\_\_\_ on to date the above applies.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- He is truly dedicated to doing a good job, by helping us do a good job.
- Provides coaching for developing team leaders to help them meet their goals.
- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.

### Any final comments?

- He has an innate ability to match assigned roles with individual strengths.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- \_\_\_\_\_ 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.
- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.
- \_\_\_\_\_ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- I am grateful for the knowledge, understanding and significant expertise he brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, he always seems to have an understanding that many other leaders do not have or cannot articulate in the same way \_\_\_\_\_ can.