

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.

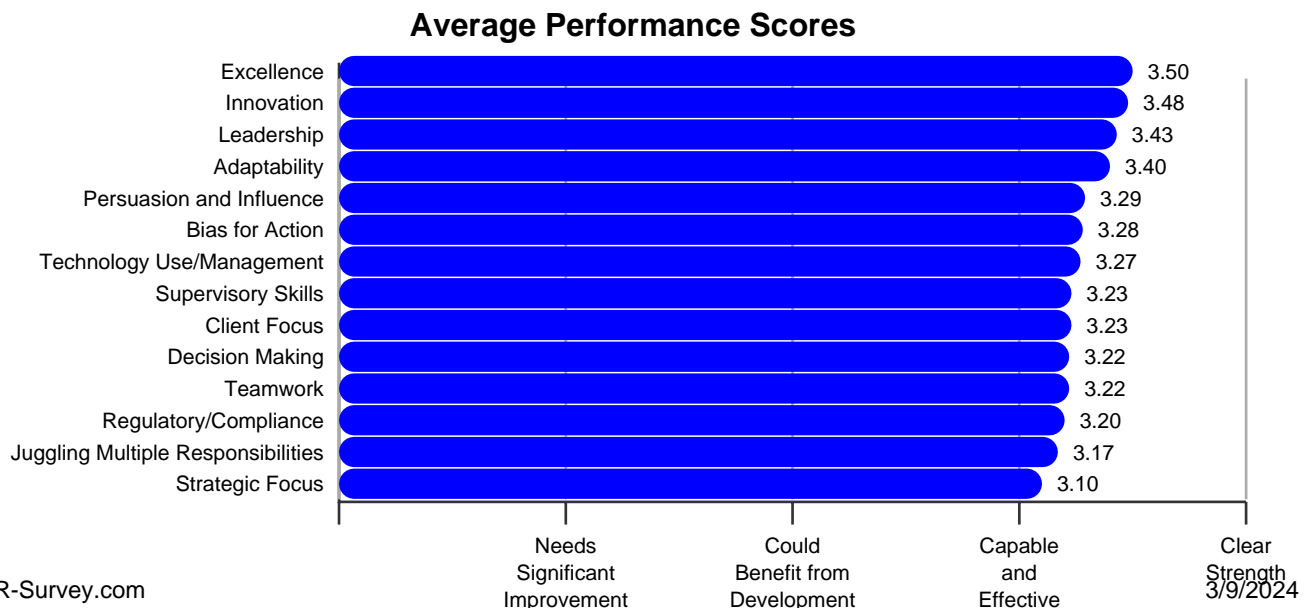
What to Do with Your Feedback

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 14 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.

Dimension	How you see yourself and how others see you.	Gap
Teamwork	<p>Self: 2.50 Other: 3.28</p>	0.78
Decision Making	<p>Self: 2.50 Other: 3.27</p>	0.77
Supervisory Skills	<p>Self: 2.75 Other: 3.27</p>	0.52
Innovation	<p>Self: 3.00 Other: 3.52</p>	0.52
Leadership	<p>Self: 3.00 Other: 3.46</p>	0.46
Juggling Multiple Responsibilities	<p>Self: 2.75 Other: 3.20</p>	0.45
Persuasion and Influence	<p>Self: 3.00 Other: 3.31</p>	0.31
Bias for Action	<p>Self: 3.00 Other: 3.30</p>	0.30
Technology Use/Management	<p>Self: 3.00 Other: 3.29</p>	0.29
Excellence	<p>Self: 3.25 Other: 3.52</p>	0.27
Regulatory/Compliance	<p>Self: 3.00 Other: 3.21</p>	0.21
Adaptability	<p>Self: 3.25 Other: 3.41</p>	0.16
Strategic Focus	<p>Self: 3.00 Other: 3.11</p>	0.11



0.02

Excellence

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. You are planful and organized.	15	3.20	93.3	7%	67%	27%	
2. You take a lot of pride in your work.	15	3.87	100.0	13%	87%		
3. You can be counted on to add value wherever you are involved.	15	3.33	93.3	7%	53%	40%	
4. You produce high quality work.	15	3.60	93.3	7%	27%	67%	

Time Comparisons by Item

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

Item	2022	2023	Change
1. You are planful and organized.	3.29	3.20	-0.09 ▼
2. You take a lot of pride in your work.	3.65	3.87	+0.22 ▲
3. You can be counted on to add value wherever you are involved.	3.18	3.33	+0.16 ▲
4. You produce high quality work.	3.41	3.60	+0.19 ▲

Comments:

- _____ has a calm and professional style.
- He also cares about me as a person. I have learned a lot from his and look forward to learning more.
- I know I can go to him with any question and he will either have an answer for me or get one the same goes for problem solving.
- _____ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- I really enjoy his mentorship.
- When in meetings in _____'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring their is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.

Bias for Action

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
5. You identify ways to simplify work processes and reduce cycle times	15	3.33	93.3	7%	53%	40%	
6. You complete a large volume of work.	15	3.20	93.3	7%	60%	33%	
7. You encourage risk taking and experimentation to improve performance	15	3.20	86.7	13%	53%	33%	
8. You seek and utilize opportunities for continuous learning and self-development.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

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

Item	2022	2023	Change
5. You identify ways to simplify work processes and reduce cycle times	3.24	3.33	+0.10 ▲
6. You complete a large volume of work.	3.24	3.20	-0.04 ▼
7. You encourage risk taking and experimentation to improve performance	3.41	3.20	-0.21 ▼
8. You seek and utilize opportunities for continuous learning and self-development.	3.24	3.40	+0.16 ▲

Comments:

- He is very relatable and I believe it helps with the initial contact with the prospects.
- I have worked with _____ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- He is a dedicated person who inspires excellence in both staff and customer service.
- _____ has nothing but [CompanyName]'s best interest at heart.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- Be being better organized. It would help with prioritizing.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
9. You seek input and ideas from employees by involving them in decisions.	15	3.47	93.3	7%	40%	53%	
10. You focus others on the necessary tasks that need completion.	15	3.47	93.3	7%	40%	53%	
11. You find creative ways to reward employees for hard work.	15	3.53	100.0		47%	53%	
12. You encourage dialogue to clarify decision making and inform staff	15	3.27	100.0		73%		27%

Time Comparisons by Item

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

Item	2022	2023	Change
9. You seek input and ideas from employees by involving them in decisions.	3.18	3.47	+0.29 ▲
10. You focus others on the necessary tasks that need completion.	3.35	3.47	+0.11 ▲
11. You find creative ways to reward employees for hard work.	3.47	3.53	+0.06 ▲
12. You encourage dialogue to clarify decision making and inform staff	3.47	3.27	-0.20 ▼

Comments:

- As mentioned above, good collaboration.
- I think that _____ is making good strides in setting expectations through clear communication.
- _____ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.
- _____ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develop and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- Overall, I think _____ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer. Once we get an answer it usually involves _____ wanting to complete the task on his own. More communication in this area would be nice, even when he would rather complete the task on his own.
- He is passionate about providing the services necessary to meet the needs of our organization.

Supervisory Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
13. You delegate effectively.	15	3.33	100.0		67%		33%
14. You appropriately recognize and reward employees.	15	3.13	86.7	13%	60%		27%
15. You are aware of the unique strengths of each employee.	15	3.07	80.0	20%	53%		27%
16. You maintain good working relationships with employees.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2022	2023	Change
13. You delegate effectively.	3.35	3.33	-0.02 ▼
14. You appropriately recognize and reward employees.	3.18	3.13	-0.04 ▼
15. You are aware of the unique strengths of each employee.	3.00	3.07	+0.07 ▲
16. You maintain good working relationships with employees.	3.65	3.40	-0.25 ▼

Comments:

- Over this past year _____ has demonstrated ambition and the desire for professional growth in his new role as CIO.
- Allocates resources in advance to ensure the required work can be completed.
- His integrity is never in question. I appreciate his ability to partner with me on issues between the VP and my unit.
- _____ always presents himself in the most professional manner.
- He engages other strong leaders empowering them to excel. He deals fairly in controversial situations striving for productive outcomes.
- I have observed _____ work with his staff and team on improvement activities. He has assigned" lead people to work on projects given their strengths. _____ does take action when there are employees who do not fit with the organization mission and values.

Persuasion and Influence

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
17. You communicate effectively with others.	15	3.27	93.3	7%	60%	33%	
18. You develop a good rapport with others.	14	3.00	92.9	7%	79%	14%	
19. You have excellent influencing/negotiating skills.	15	3.47	100.0		53%	47%	
20. You understand what others need.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
17. You communicate effectively with others.	3.47	3.27	-0.20 ▼
18. You develop a good rapport with others.	3.12	3.00	-0.12 ▼
19. You have excellent influencing/negotiating skills.	3.59	3.47	-0.12 ▼
20. You understand what others need.	3.29	3.40	+0.11 ▲

Comments:

- He 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.
- _____ 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.
- He can appear guarded at times. If he can let his guard down with other team members, it may help them become closer.
- Norm made an excellent choice by selecting _____ to lead [CompanyName].
- _____ is an extremely competent leader and I am enjoying learning by his example.
- _____ is a very effective leader and excellent communicator.

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
21. 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%		
22. You are able to make decisions quickly.	15	3.00	80.0	20%	60%	20%	
23. You seek input from key people who should be involved in, or will be affected by, decisions	15	2.87	80.0	20%	73%	7%	
24. You exercise good judgment by making sound and informed decisions.	15	3.47	100.0	53%	47%		

Time Comparisons by Item

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

Item	2022	2023	Change
21. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	3.35	3.53	+0.18 ▲
22. You are able to make decisions quickly.	3.00	3.00	
23. You seek input from key people who should be involved in, or will be affected by, decisions	2.88	2.87	-0.02 ▼
24. You exercise good judgment by making sound and informed decisions.	3.00	3.47	+0.47 ▲

Comments:

- He is friendly, courteous, and kind all while being very professional.
- Look up collaboration and you'll find _____'s picture beside the word.
- _____ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.
- _____ works with a very diverse group and treats everyone the same while respecting that diversity.
- A willingness and flexibility to pitch in help where needed is important.
- _____ does not always follow through with things (ordering equipment).

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
25. You foster a creative and innovative work environment.	15	3.67	100.0	33%	67%		
26. You seek innovative ways to change, grow, and improve the company.	15	3.40	93.3	7%	47%	47%	
27. You search for opportunities and innovative ways to improve the organization.	15	3.33	93.3	7%	53%	40%	
28. You solve problems with insight and understanding.	15	3.53	100.0	47%	53%		

Time Comparisons by Item

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

Item	2022	2023	Change
25. You foster a creative and innovative work environment.	3.76	3.67	-0.10 ▼
26. You seek innovative ways to change, grow, and improve the company.	3.53	3.40	-0.13 ▼
27. You search for opportunities and innovative ways to improve the organization.	3.12	3.33	+0.22 ▲
28. You solve problems with insight and understanding.	3.41	3.53	+0.12 ▲

Comments:

- _____ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.
- _____ has high expectation of staff, but provides the support needed for success. He is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- I honestly cannot think of anything that he could improve on.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- Communicate regularly with the whole company, not just one department.
- I look forward to learning and improving with his and the other members in the division.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
29. You adjust plans or schedules to deal with changing situations.	15	3.67	100.0	33%	67%		
30. You are flexible and open to new ideas and encourages others to value change.	15	3.33	100.0		67%		33%
31. You adjust priorities to changing business goals.	15	3.20	86.7	13%	53%		33%
32. You are flexible and adaptable when confronted with unexpected changes.	15	3.40	100.0		60%		40%

Time Comparisons by Item

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

Item	2022	2023	Change
29. You adjust plans or schedules to deal with changing situations.	3.59	3.67	+0.08 ▲
30. You are flexible and open to new ideas and encourages others to value change.	3.41	3.33	-0.08 ▼
31. You adjust priorities to changing business goals.	3.18	3.20	+0.02 ▲
32. You are flexible and adaptable when confronted with unexpected changes.	3.35	3.40	+0.05 ▲

Comments:

- _____ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- _____ is an amazing manager. He genuinely cares about his staff.
- _____ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- He is a great teammate.
- Always steps up if help is needed.

Juggling Multiple Responsibilities

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
33. You use software scheduler to keep track of projects.	15	3.20	86.7	13%	53%	33%	
34. You switch attention to more urgent tasks when necessary.	15	3.27	93.3	7%	60%	33%	
35. You assign tasks based on skills of team members.	15	3.00	80.0	20%	60%	20%	
36. You manage impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	15	3.20	93.3	7%	67%	27%	

Time Comparisons by Item

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

Item	2022	2023	Change
33. You use software scheduler to keep track of projects.	3.18	3.20	+0.02 ▲
34. You switch attention to more urgent tasks when necessary.	2.88	3.27	+0.38 ▲
35. You assign tasks based on skills of team members.	3.18	3.00	-0.18 ▼
36. You manage impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	3.18	3.20	+0.02 ▲

Comments:

- He always takes the time to listen to all of us and never gives you the impression that he's rushing you. He doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that he will really HEAR YOU!
- Establishes a culture where everyone's contribution is acknowledged and valued.
- Over the past year I've noticed that _____ doesn't seem to be as focused or organized as he used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting he's too preoccupied with his phone and this causes the leader of the meeting to repeat his/her self.
- As a manager, _____ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- He uses the strengths of everyone around him to get the best solutions possible.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.

Technology Use/Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
37. You are proficient in the use of technical systems and processes.	15	3.27	93.3	7%	60%		33%
38. You apply complex rules and regulations to maintain optimal system performance.	15	3.27	86.7	13%	47%		40%
39. You support employee training and development initiatives regarding implementation of technology.	15	3.13	86.7	13%	60%		27%
40. You adopt the implementation of new technology into the workplace.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2022	2023	Change
37. You are proficient in the use of technical systems and processes.	3.35	3.27	-0.09 ▼
38. You apply complex rules and regulations to maintain optimal system performance.	3.24	3.27	+0.03 ▲
39. You support employee training and development initiatives regarding implementation of technology.	3.59	3.13	-0.45 ▼
40. You adopt the implementation of new technology into the workplace.	3.29	3.40	+0.11 ▲

Comments:

- He has a calm demeanor and willingness to help with anything.
- _____ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.
- I value _____'s advice and support as we realigned my department a few times this year.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.
- _____ is the best supervisor I've ever had; he leads by example, and is always clear on his expectations of his employees.
- 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.

Regulatory/Compliance

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 create documents and reports as needed to maintain compliance with regulations.	15	3.33	93.3	7%	53%	40%	
42. You are aware of the required compliance standards.	15	3.33	93.3	7%	53%	40%	
43. You comply with regulatory requirements for the state.	15	3.13	86.7	13%	60%	27%	
44. You keep up-to-date with legislation affecting employees.	15	3.00	86.7	13%	73%	13%	

Time Comparisons by Item

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

Item	2022	2023	Change
41. You create documents and reports as needed to maintain compliance with regulations.	3.29	3.33	+0.04 ▲
42. You are aware of the required compliance standards.	3.41	3.33	-0.08 ▼
43. You comply with regulatory requirements for the state.	3.35	3.13	-0.22 ▼
44. You keep up-to-date with legislation affecting employees.	3.18	3.00	-0.18 ▼

Comments:

- I appreciate _____'s willingness to share his knowledge with our team.
- _____ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- _____ has a way of bringing out the best in people, by modeling how to be a hard worker who knows his stuff and is supportive of his colleagues and able to create a fun atmosphere that makes us all want to work hard.
- I am very surprised and impressed with _____'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- I appreciate his receptiveness and openness and his sense of humor.
- He is a high energy individual, with a level of integrity that goes above and beyond.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
45. You satisfy client needs.	15	3.53	100.0	47%	53%		
46. You look for opportunities that have a positive impact on Clients.	15	3.00	86.7	13%	73%		13%
47. You obtain feedback to ensure client needs are being met.	15	3.20	93.3	7%	60%		33%
48. You are pro-active in dealing with clients and addressing your needs.	15	3.20	93.3	7%	67%		27%

Time Comparisons by Item

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

Item	2022	2023	Change
45. You satisfy client needs.	3.35	3.53	+0.18 ▲
46. You look for opportunities that have a positive impact on Clients.	3.24	3.00	-0.24 ▼
47. You obtain feedback to ensure client needs are being met.	3.00	3.20	+0.20 ▲
48. You are pro-active in dealing with clients and addressing your needs.	3.18	3.20	+0.02 ▲

Comments:

- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- I feel _____ always has the customer's best interest at heart.
- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- He is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- 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 responsibility.
- Always approachable no matter how busy he is.

Teamwork

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
49. You build relationships across boundaries and with key stakeholders by developing informal and formal networks.	15	3.40	93.3	7%	47%	47%	
50. You identify and resolves conflicts within the team to increase team effectiveness	15	3.13	80.0	7%	13%	40%	40%
51. You encourage collaboration with other departments.	14	3.14	92.9	7%	71%		21%
52. You contribute to and supports team decision-making process	14	3.21	85.7	14%	50%		36%

Time Comparisons by Item

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

Item	2022	2023	Change
49. You build relationships across boundaries and with key stakeholders by developing informal and formal networks.	3.35	3.40	+0.05 ▲
50. You identify and resolves conflicts within the team to increase team effectiveness	3.29	3.13	-0.16 ▼
51. You encourage collaboration with other departments.	3.24	3.14	-0.09 ▼
52. You contribute to and supports team decision-making process	3.06	3.21	+0.16 ▲

Comments:

- _____ continually devotes his attention to opportunities for process improvement and professional growth.
- He has been and is a mentor for me.
- I know I can go to him with any question and he will either have an answer for me or get one the same goes for problem solving.
- I think he is an asset to the department.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- I think he is the kind of manager our department has needed and will continue to need.

Strategic 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
53. You sustain or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	3.27	86.7	13%	47%	40%	
54. You focus attention on treating the causes of problems rather than simply addressing the symptoms.	15	3.13	86.7	13%	60%	27%	
55. You look for opportunities to enhance contributions to the bottom line.	15	3.07	86.7	13%	67%	20%	
56. You create plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	2.93	73.3	27%	53%	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
53. You sustain or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	3.59	3.27	-0.32 ▼
54. You focus attention on treating the causes of problems rather than simply addressing the symptoms.	2.94	3.13	+0.19 ▲
55. You look for opportunities to enhance contributions to the bottom line.	2.88	3.07	+0.18 ▲
56. You create plans to develop and promote organizational and area strengths, as well as to address weaknesses.	2.88	2.93	+0.05 ▲

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?

- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- _____'s style of leading a team is both refreshing and different than what I have experienced in the past.
- Where do I even start to articulate how much I value about working with _____ ? I learn something every time I have the opportunity to work with his and he is the picture of grace under pressure. He uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see his turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as _____ is.
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- I would encourage _____ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- _____ is still learning his role and I see his only improving in the future. I do question his judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.

What do you like best about working with this individual?

- I observe him coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- _____ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- I know when I go to him with a problem, he will make himself available and is very thorough with his response.
- He does not ask for anything from his team that he is not willing to do, or has done himself.
- Having had minimal interaction with _____'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- _____ is a good manager to work with he will find time to answer your questions and do a research if it needs to. He always appreciate the things everybody do for the department. He is a bright and smart manager to work with.

What do you like least about working with this individual?

- Could be more self-aware of impact on other team members
- Personality. Great Mentor and Leader. Talented.
- _____ is a valuable resource to the organization and the team.
- 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.
- I think _____ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when _____ took over and I feel _____ has risen to the occasion and handled himself well.
- _____ took over supervising an employee due to a difficult situation. He worked closely with HR to ensure his treatment of this individual was consistent and fair.

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

- _____ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.
- He always steps up and gets what needs to be done completed.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. _____ does an excellent job of managing ongoing frustration with humor. He stays on point in meetings and encourages adherence to the agenda.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- _____ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- He strives to be an effective and available leader.

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

- He is an excellent problem solver.
- He is sensitive to his employees needs and is creative in accommodating their needs.
- He is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- He is truly a great example of Competency improvement as he continuously improves his skills and abilities.
- He has taken the initiative to always be finding new ways to grow both professionally and personally.

Any final comments?

- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- _____ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- He is a great teammate.
- He would benefit from soliciting more feedback and pushing others to do more.
- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- _____ works with a very diverse group and treats everyone the same while respecting that diversity.