



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.

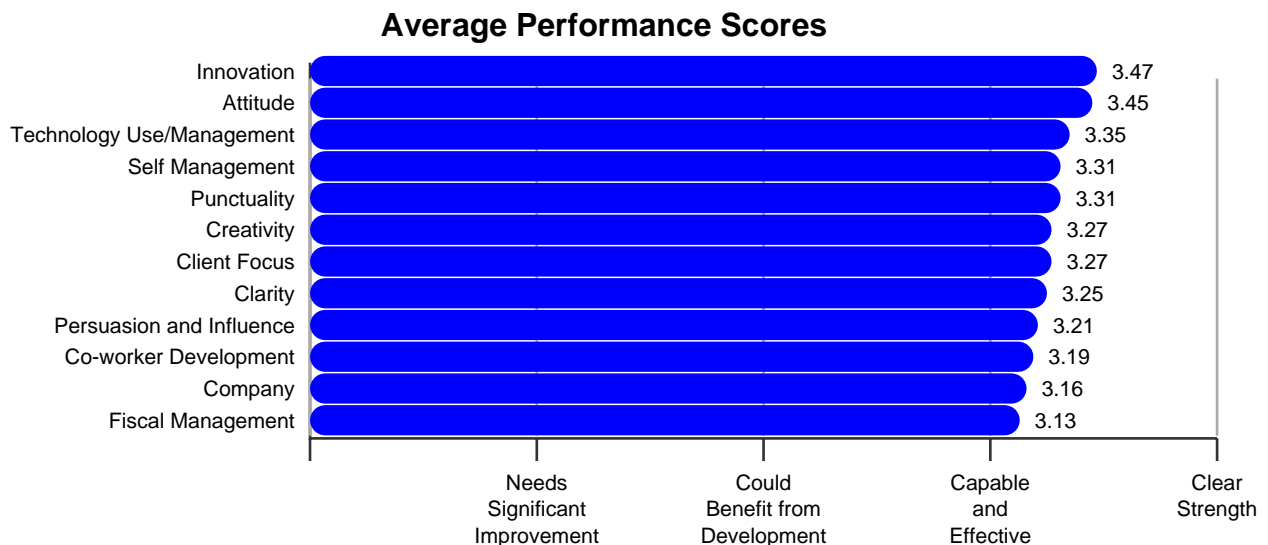
What to Do with Your Feedback

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.



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
1. Suggests new ideas at meetings.	15	3.20	93.3	7%	67%		27%
2. Encourages open communication to ensure that all proposals are considered.	15	3.87	100.0	13%	87%		
3. Creates a safe environment for idea-sharing.	15	3.33	93.3	7%	53%		40%
4. Takes risks to advance important ideas.	15	3.60	93.3	7%	27%	67%	
5. Develops new products and services.	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. Suggests new ideas at meetings.	3.29	3.20	-0.09 ▼
2. Encourages open communication to ensure that all proposals are considered.	3.65	3.87	+0.22 ▲
3. Creates a safe environment for idea-sharing.	3.18	3.33	+0.16 ▲
4. Takes risks to advance important ideas.	3.41	3.60	+0.19 ▲
5. Develops new products and services.	3.24	3.33	+0.10 ▲

Comments:

- _____ always has the customer at the center of focus.
- I appreciate his style and support.
- _____ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis.
- _____ does a great job in letting me know what is expected. He holds regular meetings to keep me on track and is helping to mentor me in my new role.
- 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.
- We are lucky to have his here at [CompanyName].

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
6. Understands and is committed to implementing new technologies.	15	3.20	93.3	7%	60%	33%	
7. Maximizes the use of new technology to deliver products and services.	15	3.20	86.7	13%	53%	33%	
8. Supports employee training and development initiatives regarding implementation of technology.	15	3.40	93.3	7%	47%	47%	
9. Applies complex rules and regulations to maintain optimal system performance.	15	3.47	93.3	7%	40%	53%	
10. Uses technology in decision making and problem solving.	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. Understands and is committed to implementing new technologies.	3.24	3.20	-0.04 ▼
7. Maximizes the use of new technology to deliver products and services.	3.41	3.20	-0.21 ▼
8. Supports employee training and development initiatives regarding implementation of technology.	3.24	3.40	+0.16 ▲
9. Applies complex rules and regulations to maintain optimal system performance.	3.18	3.47	+0.29 ▲
10. Uses technology in decision making and problem solving.	3.35	3.47	+0.11 ▲

Comments:

- He always answers my questions even if he's having a busy day or isn't the right person to be asking.
- _____ has good knowledge and awareness of the strengths and talents within the organization.
- Need to continue to engage staff in team development and role clarification.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- _____ is smart, detailed and committed. I appreciate having his on our team.
- Provide regular updates on the progress of work/tasks/projects.

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. Adds value to the department/organization.	15	3.53	100.0	47%	53%		
12. Creates a lot of new ideas.	15	3.27	100.0	73%	27%		
13. Is creative.	15	3.33	100.0	67%	33%		
14. Is creative and inspirational.	15	3.13	86.7	13%	60%	27%	
15. Inspires creativity in their team.	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. Adds value to the department/organization.	3.47	3.53	+0.06 ▲
12. Creates a lot of new ideas.	3.47	3.27	-0.20 ▼
13. Is creative.	3.35	3.33	-0.02 ▼
14. Is creative and inspirational.	3.18	3.13	-0.04 ▼
15. Inspires creativity in their team.	3.00	3.07	+0.07 ▲

Comments:

- _____ seems to have good knowledge and awareness of the strengths and talents of his direct reports (as well as their weaknesses). When in need, he picks the appropriate person to conquer a task or assignment. He is always good about seeking advice before proceeding.
- _____ is a great manager. Very supportive of his staff.
- He truly is the best Manager I have ever had.
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- I feel very confident in his support, which he has already demonstrated several times in challenging situations.

Self 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
16. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.40	93.3	7%	47%	47%	
17. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.27	93.3	7%	60%	33%	
18. Consciously controls own negative emotions in order to keep team morale up.	14	3.00	92.9	7%	79%	14%	
19. Does not allow own emotions to interfere with the performance of others.	15	3.47	100.0		53%	47%	
20. Uses patience and self-control in working with customers and associates.	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. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.65	3.40	-0.25 ▼
17. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.47	3.27	-0.20 ▼
18. Consciously controls own negative emotions in order to keep team morale up.	3.12	3.00	-0.12 ▼
19. Does not allow own emotions to interfere with the performance of others.	3.59	3.47	-0.12 ▼
20. Uses patience and self-control in working with customers and associates.	3.29	3.40	+0.11 ▲

Comments:

- Whenever _____ has assigned one of his staff to a project the quality and commitment of that staff person has been of a high caliber (as if _____ was there). He also participated in interviews within my department and was a valuable member.
- _____ is a great team member who cares about his team, the quality of his work, and the organization.
- He follows up on questions and he is easily accessible. I think he is doing a great job!
- Timely follow through.
- _____ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- _____ has a great strength in process improvement-maybe even more than people around him realize. He has kind of a quiet strength in this area.

Punctuality

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. Starts meetings on time.	15	3.53	100.0	47%		53%	
22. Invoices clients on a timely basis.	15	3.00	80.0	20%	60%		20%
23. Avoids making personal phone calls during working hours.	15	2.87	80.0	20%	73%		7%
24. Arrives to meetings on time.	15	3.47	100.0	53%		47%	
25. Starts the workday when scheduled.	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. Starts meetings on time.	3.35	3.53	+0.18 ▲
22. Invoices clients on a timely basis.	3.00	3.00	
23. Avoids making personal phone calls during working hours.	2.88	2.87	-0.02 ▼
24. Arrives to meetings on time.	3.00	3.47	+0.47 ▲
25. Starts the workday when scheduled.	3.76	3.67	-0.10 ▼

Comments:

- This has been a challenging year for _____ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.
- He always involves others in decisions ensuring a well rounded approach.
- He continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- As a new manager he is progressing very well.
- 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.

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
26. Treats all people fairly and with respect.	15	3.40	93.3	7%	47%	47%	
27. Is gracious and professional in their interactions with others.	15	3.33	93.3	7%	53%	40%	
28. Contributes to a positive and fun work environment.	15	3.53	100.0		47%	53%	
29. Visibly supports and encourages diversity in style and background.	15	3.67	100.0		33%	67%	
30. Contributes to a positive work environment.	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. Treats all people fairly and with respect.	3.53	3.40	-0.13 ▼
27. Is gracious and professional in their interactions with others.	3.12	3.33	+0.22 ▲
28. Contributes to a positive and fun work environment.	3.41	3.53	+0.12 ▲
29. Visibly supports and encourages diversity in style and background.	3.59	3.67	+0.08 ▲
30. Contributes to a positive work environment.	3.41	3.33	-0.08 ▼

Comments:

- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- He's a good and reliable team member.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- He is quick to remind others, when needed why we are really here.
- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.
- _____ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with _____ for many years.

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
31. Attempts to persuade others rather than simply control them.	15	3.20	86.7	13%	53%	33%	
32. Understanding what others need.	15	3.40	100.0		60%	40%	
33. Has excellent influencing/negotiating skills.	15	3.20	86.7	13%	53%	33%	
34. Persuades others to consider alternative points of view.	15	3.27	93.3	7%	60%	33%	
35. Able to express own goals and needs.	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. Attempts to persuade others rather than simply control them.	3.18	3.20	+0.02 ▲
32. Understanding what others need.	3.35	3.40	+0.05 ▲
33. Has excellent influencing/negotiating skills.	3.18	3.20	+0.02 ▲
34. Persuades others to consider alternative points of view.	2.88	3.27	+0.38 ▲
35. Able to express own goals and needs.	3.18	3.00	-0.18 ▼

Comments:

- He allows self-starter employees to take ownership of tasks/improvements and doesn't hover, but is available when you need him. He has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- Need to continue to take action when needed, although have improved. . .
- _____ is a intricate part of the team. He is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- _____ 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.
- Sometimes you want a little more direction from _____, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- Could benefit from increasing awareness on how much influence they have on the department.

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
36. Avoids creating ambiguity or mixed messages.	15	3.20	93.3	7%	67%	27%	
37. Is clear about the roles and duties of team members.	15	3.27	93.3	7%	60%	33%	
38. Makes sure employees understand why they were given certain assignments.	15	3.27	86.7	13%	47%	40%	
39. Seeks to reduce ambiguity in messaging and documents.	15	3.13	86.7	13%	60%	27%	
40. Clearly defines work objectives for 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
36. Avoids creating ambiguity or mixed messages.	3.18	3.20	+0.02 ▲
37. Is clear about the roles and duties of team members.	3.35	3.27	-0.09 ▼
38. Makes sure employees understand why they were given certain assignments.	3.24	3.27	+0.03 ▲
39. Seeks to reduce ambiguity in messaging and documents.	3.59	3.13	-0.45 ▼
40. Clearly defines work objectives for employees.	3.29	3.40	+0.11 ▲

Comments:

- Initiative, attitude, and willingness to pitch in.
- _____ is very friendly and expresses genuine care for the staff when he is present.
- _____ has used his strengths to make this department stronger in many ways.
- Uses visual aids to communicate progress to your team.
- _____ teams with others to improve communication and process.
- I appreciate his commitment in this area.

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
41. Forms strong client relationships	15	3.33	93.3	7%	53%	40%	
42. Maintains strong relationships with clients.	15	3.33	93.3	7%	53%	40%	
43. Looks for opportunities that have a positive impact on Clients.	15	3.13	86.7	13%	60%	27%	
44. Obtains feedback to ensure client needs are being met.	15	3.00	86.7	13%	73%	13%	
45. Ensures client commitments and requirements are met or exceeded	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. Forms strong client relationships	3.29	3.33	+0.04 ▲
42. Maintains strong relationships with clients.	3.41	3.33	-0.08 ▼
43. Looks for opportunities that have a positive impact on Clients.	3.35	3.13	-0.22 ▼
44. Obtains feedback to ensure client needs are being met.	3.18	3.00	-0.18 ▼
45. Ensures client commitments and requirements are met or exceeded	3.35	3.53	+0.18 ▲

Comments:

- He also cares about me as a person. I have learned a lot from his and look forward to learning more.
- _____ has demonstrated the ability to manage significant changes in his area with great skill.
- Needs to have more face-to-face communications with other employees in the company.
- _____ excels in defining outcomes and expectations. He isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. He is very effective in his communication. The thing I most appreciate about _____ is his enthusiasm about work, his dedication to teach others, and his passion to improve processes.
- He has great sense of vision and purpose for the division and organization as a whole.
- _____ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means he's had to personally fill big leadership gaps himself this past year. I worry about his workload, but in the long run, it's better than hiring the wrong person. He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.

Co-worker Development

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. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.00	86.7	13%	73%		13%
47. Provides ongoing feedback to co-workers on their development progress	15	3.20	93.3	7%	60%		33%
48. Works to identify root causes of performance problems	15	3.20	93.3	7%	67%		27%
49. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.40	93.3	7%	47%		47%
50. Gives others development opportunities through project assignments and increased job responsibilities	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. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.24	3.00	-0.24 ▼
47. Provides ongoing feedback to co-workers on their development progress	3.00	3.20	+0.20 ▲
48. Works to identify root causes of performance problems	3.18	3.20	+0.02 ▲
49. Sets and clearly communicates expectations, performance goals, and measurements to others	3.35	3.40	+0.05 ▲
50. Gives others development opportunities through project assignments and increased job responsibilities	3.29	3.13	-0.16 ▼

Comments:

- He is very customer focused and this reflects in his division leadership and performance.
- He could help teammates by becoming more proficient in some areas.
- He is honest in his delivery and every decision he makes is in the best interest of the organization, customers or staff.
- _____ teams with others to improve communication and process.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what _____ is trying to communicate with them, I also understand why _____ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that _____ does a good job.
- In his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
51. Understands the use of [Company] products and services.	14	3.14	92.9	7%	71%		21%
52. Expresses loyalty and dedication to [Company] in interactions with others.	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. Impresses upon others the important aspects of [Company].	15	3.13	86.7	13%	60%		27%
55. Attends [Company] gatherings and social events.	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. Understands the use of [Company] products and services.	3.24	3.14	-0.09 ▼
52. Expresses loyalty and dedication to [Company] in interactions with others.	3.06	3.21	+0.16 ▲
53. Understands the "basics" as to how [Company] functions/operates.	3.59	3.27	-0.32 ▼
54. Impresses upon others the important aspects of [Company].	2.94	3.13	+0.19 ▲
55. Attends [Company] gatherings and social events.	2.88	3.07	+0.18 ▲

Comments:

- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
- I feel safe and comfortable going to him for any reason. I am very glad to have him for a Director, and also as a partner and teammate.
- _____ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- His knowledge of what's needed to take us to the next level (designation) is to be commended.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.

Fiscal 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
56. Develops budgets and plans for various programs and initiatives.	15	2.93	73.3	27%	53%		20%
57. Monitors spending.	15	3.20	93.3	7%	67%		27%
58. Effective in using Company's resources.	15	3.20	93.3	7%	67%		27%
59. Monitors expenses and verifies the need for items purchased.	15	3.13	93.3	7%	67%		27%
60. Ensures others follow the correct rules and regulations on fiscal matters.	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. Develops budgets and plans for various programs and initiatives.	2.88	2.93	+0.05 ▲
57. Monitors spending.	3.18	3.20	+0.02 ▲
58. Effective in using Company's resources.	3.24	3.20	-0.04 ▼
59. Monitors expenses and verifies the need for items purchased.	3.18	3.13	-0.04 ▼
60. Ensures others follow the correct rules and regulations on fiscal matters.	3.47	3.20	-0.27 ▼

Comments:

- _____ always has the customer at the center of focus.
- He encourages teammates more as a peer than a coach.
- _____ is a team player and effective in his role.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- I feel that _____ has skills that are underutilized because he is a content expert in one function of the organization; however, his skills are far beyond human resources and should be used to help push the organization forward.
- I think _____ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!

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?

- _____ has been a consistent resource to the Operations teams as we work in improving our scores.
- He's a very hard worker and always helping out when needed.
- He is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.
- I appreciate that _____ reaches out to communicate expected changes and organizational impact.

What do you like best about working with this individual?

- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- _____ is an amazing manager. He genuinely cares about his staff.
- He has never said he was too busy for me or stated come back later. I think [CompanyName] is very lucky to have him as a manager.
- I am having a hard time evaluating the last four. _____ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- _____ 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.
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.

What do you like least about working with this individual?

- He is a pleasure to work with and an asset to [CompanyName].
- From my perspective, _____ is a very effective leader. I have seen _____ provide good leadership for his staff allowing them to use and develop their skills further and giving them confidence to do even more. _____ is always open and is a great collaborator.
- _____'s management style is to push work down because it opens up capacity for him to do new tasks and provides his subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- He holds everyone to such a high standard, you don't want to disappoint him.
- _____ has brought a much needed positive change to [CompanyName].
- He has a vast storehouse of knowledge about the facility and our policies.

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

- I believe that if more staff members in [CompanyName] had the opportunity to directly work with _____, our customer satisfaction scores will be out of the charts, because his expectations are clear, his communication is superb and there is a lot to learn from him.
- _____ has the technical skills: such as the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!
- Overall I think he does a great job and he is very approachable.
- _____ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.

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

- _____ 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.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- I have observed that _____ has made some very good decisions with his leadership team this year. He values his team and sets clear expectations. He is a team player when working on projects or issues and he always responds promptly to requests for assistance.
- _____ has been particularly helpful to me as I transition into my new role. He provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness.
- _____ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.

Any final comments?

- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- _____ juggles a lot of responsibilities and appears to have it all under control.
- He is an excellent communicator. The only real opportunity I see is around translating his data and observations into solid action plans to drive improvement.
- He has been a great addition to the department in this area.
- He is truly dedicated to doing a good job, by helping us do a good job.
- I can not say enough good things about _____ he has been an asset to our department from day one.