



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.

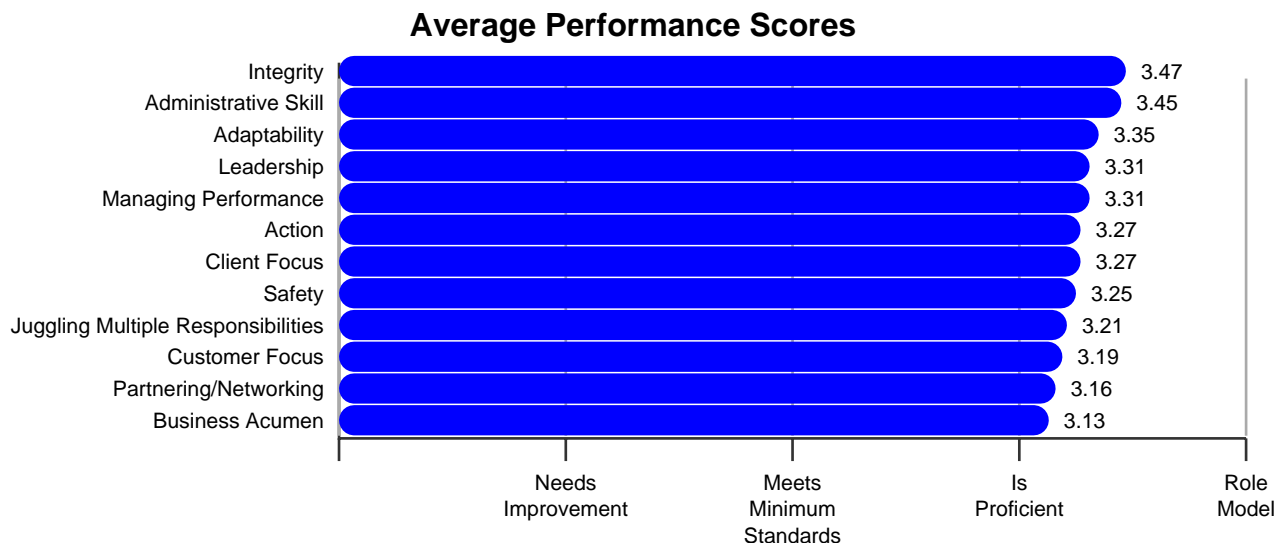
What to Do with Your Feedback

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

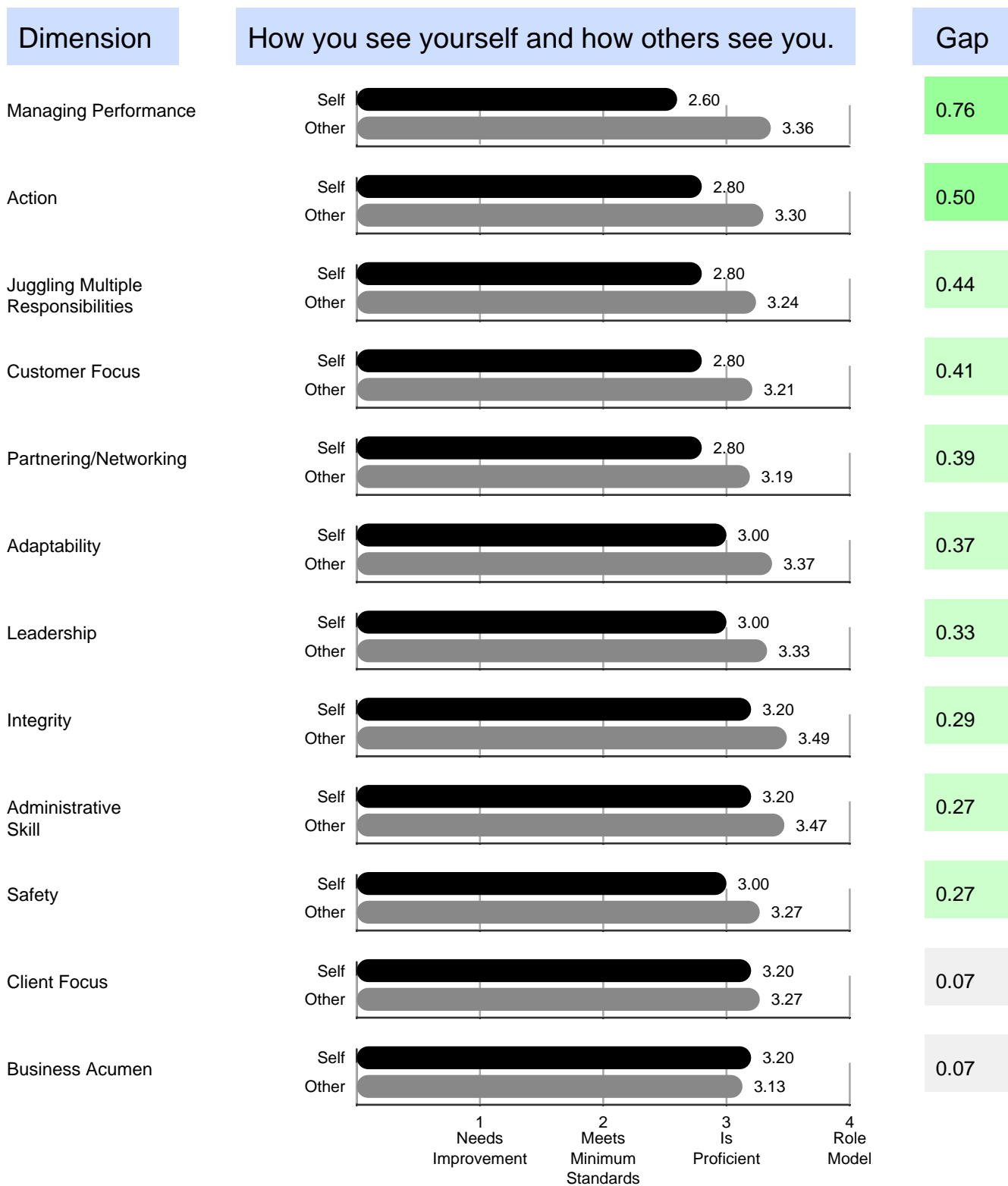
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



Integrity

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. Demonstrates honesty and truthfulness at all times.	15	3.20	93.3	7%	67%		27%
2. Maintains strong relationships with others.	15	3.87	100.0	13%	87%		
3. Follows tasks to completion.	15	3.33	93.3	7%	53%		40%
4. Develops trust and confidence from others.	15	3.60	93.3	7%	27%	67%	
5. Fosters a high standard of ethics and integrity.	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. Demonstrates honesty and truthfulness at all times.	3.29	3.20	-0.09 ▼
2. Maintains strong relationships with others.	3.65	3.87	+0.22 ▲
3. Follows tasks to completion.	3.18	3.33	+0.16 ▲
4. Develops trust and confidence from others.	3.41	3.60	+0.19 ▲
5. Fosters a high standard of ethics and integrity.	3.24	3.33	+0.10 ▲

Comments:

- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- This year ___ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.
- ___ sometimes struggles with clarity in her communication and her understanding of operational issues.
- She is very supportive of us and the job we do.
- She is kind, respectful, and a good listener. I can always discuss my concerns with her and she is never judgmental, but gives me honest and helpful feedback.

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
6. Flexible and open to new ideas and encourages others to value change.	15	3.20	93.3	7%	60%	33%	
7. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	3.20	86.7	13%	53%	33%	
8. Learns from personal experiences and/or mistakes.	15	3.40	93.3	7%	47%	47%	
9. Adjusts priorities to changing business goals.	15	3.47	93.3	7%	40%	53%	
10. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	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. Flexible and open to new ideas and encourages others to value change.	3.24	3.20	-0.04 ▼
7. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	3.41	3.20	-0.21 ▼
8. Learns from personal experiences and/or mistakes.	3.24	3.40	+0.16 ▲
9. Adjusts priorities to changing business goals.	3.18	3.47	+0.29 ▲
10. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	3.35	3.47	+0.11 ▲

Comments:

- ___ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.
- ___ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- She is friendly, courteous, and kind all while being very professional.
- I have great respect and appreciation for ___. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.

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
11. Drives and mobilizes others progress toward goals.	15	3.53	100.0	47%	53%		
12. Works quickly when faced with difficult problems.	15	3.27	100.0	73%	27%		
13. Gets the job done.	15	3.33	100.0	67%	33%		
14. Makes effective decisions, even when under pressure.	15	3.13	86.7	13%	60%	27%	
15. Motivates & supports others to gain skills	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. Drives and mobilizes others progress toward goals.	3.47	3.53	+0.06 ▲
12. Works quickly when faced with difficult problems.	3.47	3.27	-0.20 ▼
13. Gets the job done.	3.35	3.33	-0.02 ▼
14. Makes effective decisions, even when under pressure.	3.18	3.13	-0.04 ▼
15. Motivates & supports others to gain skills	3.00	3.07	+0.07 ▲

Comments:

- ___ excels at customer service and keeping our team focused on the customer.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- ___ exemplifies all of these qualities.
- ___ is always looking for ways to improve our workflow and values input from the team members. On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.

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
16. Provides resources to enable individuals to develop professionally.	15	3.40	93.3	7%	47%	47%	
17. Able to influence others.	15	3.27	93.3	7%	60%	33%	
18. Able to organize the work of others.	14	3.00	92.9	7%	79%	14%	
19. Highly effective supervisor.	15	3.47	100.0		53%	47%	
20. Holds others accountable for their actions.	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. Provides resources to enable individuals to develop professionally.	3.65	3.40	-0.25 ▼
17. Able to influence others.	3.47	3.27	-0.20 ▼
18. Able to organize the work of others.	3.12	3.00	-0.12 ▼
19. Highly effective supervisor.	3.59	3.47	-0.12 ▼
20. Holds others accountable for their actions.	3.29	3.40	+0.11 ▲

Comments:

- ___ 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.
- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- I am grateful for the knowledge, understanding and significant expertise she 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, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way ___ can.
- I may not always agree with her decisions but I understand why they were made because she takes the time to explain them. The things she does for our department and me are immeasurable

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
21. Acknowledges employee contributions that support the bottom line.	15	3.53	100.0	47%	53%		
22. Presents performance feedback in a clear and concise manner.	15	3.00	80.0	20%	60%	20%	
23. Addresses poor performance sooner rather than later.	15	2.87	80.0	20%	73%	7%	
24. Provides employees with necessary resources to accomplish their goals.	15	3.47	100.0	53%	47%		
25. Provides employees with training as needed to increase their performance.	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. Acknowledges employee contributions that support the bottom line.	3.35	3.53	+0.18 ▲
22. Presents performance feedback in a clear and concise manner.	3.00	3.00	
23. Addresses poor performance sooner rather than later.	2.88	2.87	-0.02 ▼
24. Provides employees with necessary resources to accomplish their goals.	3.00	3.47	+0.47 ▲
25. Provides employees with training as needed to increase their performance.	3.76	3.67	-0.10 ▼

Comments:

- ___ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- Provide and solicit more frequent feedback.
- She correctly sets limits, and expectations of her managers.
- Her focus is for quality that is customer centered.
- ___ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.

Administrative Skill

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. Accurately implements contract provisions.	15	3.40	93.3	7%	47%	47%	
27. Enthusiastic about taking on challenging projects.	15	3.33	93.3	7%	53%	40%	
28. Completes reports on-time.	15	3.53	100.0		47%	53%	
29. Has strong technical/computer skills.	15	3.67	100.0		33%	67%	
30. High attention to detail.	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. Accurately implements contract provisions.	3.53	3.40	-0.13 ▼
27. Enthusiastic about taking on challenging projects.	3.12	3.33	+0.22 ▲
28. Completes reports on-time.	3.41	3.53	+0.12 ▲
29. Has strong technical/computer skills.	3.59	3.67	+0.08 ▲
30. High attention to detail.	3.41	3.33	-0.08 ▼

Comments:

- ___ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development She is extremely customer focused.
- ___ is a great boss and director. ___ has been a great resource to me with my struggles as I grow professionally. ___ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- Timeliness and accountability of projects.
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Keeps track of multiple assignments and deadlines.	15	3.20	86.7	13%	53%	33%	
32. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	3.40	100.0		60%	40%	
33. Prioritizes tasks for efficiency.	15	3.20	86.7	13%	53%	33%	
34. Builds in extra time in the schedule for unplanned events/occurrences.	15	3.27	93.3	7%	60%	33%	
35. Is aware of the deadlines for specific tasks/assignments.	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. Keeps track of multiple assignments and deadlines.	3.18	3.20	+0.02 ▲
32. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	3.35	3.40	+0.05 ▲
33. Prioritizes tasks for efficiency.	3.18	3.20	+0.02 ▲
34. Builds in extra time in the schedule for unplanned events/occurrences.	2.88	3.27	+0.38 ▲
35. Is aware of the deadlines for specific tasks/assignments.	3.18	3.00	-0.18 ▼

Comments:

- She could benefit from understanding about how to create resolution and clarity.
- ___ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.
- Her communication style can also come across as very directive at times to peers and subordinates.
- ___ is the best employee the department has employed.
- I am grateful for the knowledge, understanding and significant expertise she 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, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way ___ can.

Safety

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. Participates in safety training when offered.	15	3.20	93.3	7%	67%		27%
37. Encourages others to work safely.	15	3.27	93.3	7%	60%		33%
38. Ensures compliance with safety regulations.	15	3.27	86.7	13%	47%		40%
39. Keeps accurate safety records.	15	3.13	86.7	13%	60%		27%
40. Mitigates hazards and safety issues that arise.	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. Participates in safety training when offered.	3.18	3.20	+0.02 ▲
37. Encourages others to work safely.	3.35	3.27	-0.09 ▼
38. Ensures compliance with safety regulations.	3.24	3.27	+0.03 ▲
39. Keeps accurate safety records.	3.59	3.13	-0.45 ▼
40. Mitigates hazards and safety issues that arise.	3.29	3.40	+0.11 ▲

Comments:

- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- She collaborates with all departments and operates under shared governance.
- ___ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- She is a natural and perfect fit for the CFO position.
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.

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
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. Satisfies client needs.	15	3.13	86.7	13%	60%	27%	
44. Ensures client commitments and requirements are met or exceeded	15	3.00	86.7	13%	73%	13%	
45. Is pro-active in dealing with clients and addressing their needs.	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. Satisfies client needs.	3.35	3.13	-0.22 ▼
44. Ensures client commitments and requirements are met or exceeded	3.18	3.00	-0.18 ▼
45. Is pro-active in dealing with clients and addressing their needs.	3.35	3.53	+0.18 ▲

Comments:

- Good leadership style.
- ___ is willing to tackle performance situations and solicits feedback on how her team is doing.
- I value ___'s insight, knowledge and assistance on complex issues. She is a great team member.
- ___'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- Provides team members with frequent informal feedback.

Customer Focus

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Maintains positive customer relationships.	15	3.00	86.7	13%	73%		13%
47. Does not hesitate to address customer concerns or complaints.	15	3.20	93.3	7%	60%		33%
48. Consistently models positive customer service attitudes.	15	3.20	93.3	7%	67%		27%
49. Develops strong customer relationships.	15	3.40	93.3	7%	47%		47%
50. Develops good rapport and trust with the customer.	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. Maintains positive customer relationships.	3.24	3.00	-0.24 ▼
47. Does not hesitate to address customer concerns or complaints.	3.00	3.20	+0.20 ▲
48. Consistently models positive customer service attitudes.	3.18	3.20	+0.02 ▲
49. Develops strong customer relationships.	3.35	3.40	+0.05 ▲
50. Develops good rapport and trust with the customer.	3.29	3.13	-0.16 ▼

Comments:

- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- She has established credibility and trust with all the directors and managers.
- Communication to staff has greatly improved.
- Sometimes ___'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.

Partnering/Networking

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. Creates value within the Company by building networks.	14	3.14	92.9	7%	71%		21%
52. Seeks to reduce institutional roadblocks to information sharing.	14	3.21	85.7	14%	50%		36%
53. Supports and encourages relationships that are created by diverse team members.	15	3.27	86.7	13%	47%		40%
54. Collaborates with others to accomplish goals and objectives.	15	3.13	86.7	13%	60%		27%
55. Capitalizes on partnerships and networks to enhance the Company's bottom line.	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. Creates value within the Company by building networks.	3.24	3.14	-0.09 ▼
52. Seeks to reduce institutional roadblocks to information sharing.	3.06	3.21	+0.16 ▲
53. Supports and encourages relationships that are created by diverse team members.	3.59	3.27	-0.32 ▼
54. Collaborates with others to accomplish goals and objectives.	2.94	3.13	+0.19 ▲
55. Capitalizes on partnerships and networks to enhance the Company's bottom line.	2.88	3.07	+0.18 ▲

Comments:

- Another area she needs to work on is honoring team decisions. She will make unilateral decisions and then not tell the team.
- Don't know where we would be without her.
- ___'s job performance exceeds all the elements.
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- ___ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- ___ has been eager to learn her new position and is transitioning well.

Business Acumen

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
56. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	2.93	73.3	27%	53%		20%
57. Applies the knowledge of work processes to influence the achievement of business goals	15	3.20	93.3	7%	67%		27%
58. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.20	93.3	7%	67%		27%
59. Able to align resources to meet the business needs of the company.	15	3.13	93.3	7%	67%		27%
60. Considers impact of actions on other areas of the organization.	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. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	2.88	2.93	+0.05 ▲
57. Applies the knowledge of work processes to influence the achievement of business goals	3.18	3.20	+0.02 ▲
58. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.24	3.20	-0.04 ▼
59. Able to align resources to meet the business needs of the company.	3.18	3.13	-0.04 ▼
60. Considers impact of actions on other areas of the organization.	3.47	3.20	-0.27 ▼

Comments:

- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- Her communication style can also come across as very directive at times to peers and subordinates.
- I think staff would respect ___ more as a leader in the department if she would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging her to finish something.
- She has been both a great co-worker and mentor to me.
- She strives to be an effective and available leader.
- Appreciate ___'s calm approach

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?

- I value ___'s advice and support as we realigned my department a few times this year.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- Information is given concisely at meetings, and her explanations of all information is very clear.
- She holds everyone to such a high standard, you don't want to disappoint her.
- ___ is a very effective leader and excellent communicator.
- One of the best supervisors that I have had.

What do you like best about working with this individual?

- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistent side of it.
- ___ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.
- Is viewed by many as a strong organizational resource.
- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- ___ is very knowledgeable, honest, and consistent in her leadership decisions.

What do you like least about working with this individual?

- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.
- ___ is a valuable resource to the organization and the team.
- She is a great teammate.
- ___ is an impressive performer.
- I like ___, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.

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

- ___ has been a consistent resource to the Operations teams as we work in improving our scores.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- ___ is deeply invested in the Labor and Delivery unit and it is obvious that her focus is in making it the top choice for customers and employees.
- Provide more clarity. Increase your technical knowledge.
- 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.
- She is always looking to and listening to the staff for their and needs.

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

- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- ___ is incredibly talented and very smart. Her attention to detail is unparalleled.
- ___ is deeply invested in the Labor and Delivery unit and it is obvious that her focus is in making it the top choice for customers and employees.
- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.

Any final 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.
- If feel ___ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- ___ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally received.