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.

Average Performance Scores

Dimension	Score
Teamwork	2.38
Interpersonal Skills	2.37
Organizational Fluency	2.36
Decision Making	2.33
Empowering Others	2.32
Establishing Focus/Direction	2.29
Integrity	2.28
Punctuality	2.23
Juggling Multiple Responsibilities	2.21
Regulatory/Compliance	2.21
Technology Use/Management	2.07
Excellence	2.05

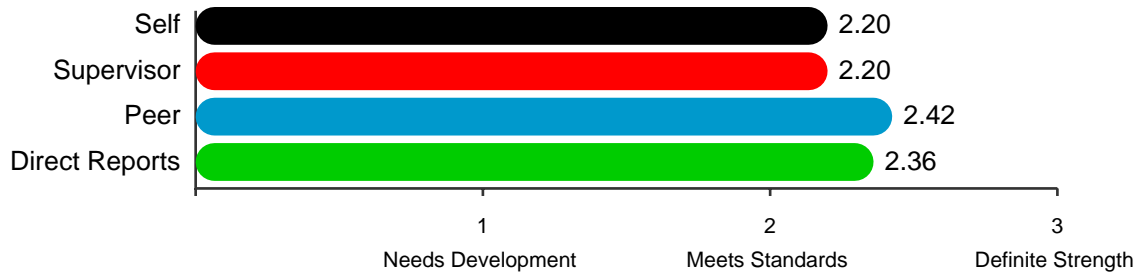| 1	2	3
Needs Development	Meets Standards	Definite Strength

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
Establishing Focus/Direction	Self	2.00	0.31
	Other	2.31	
Integrity	Self	2.00	0.30
	Other	2.30	
Teamwork	Self	2.20	0.20
	Other	2.40	
Interpersonal Skills	Self	2.20	0.19
	Other	2.39	
Organizational Fluency	Self	2.20	0.17
	Other	2.37	
Empowering Others	Self	2.20	0.13
	Other	2.33	
Excellence	Self	2.00	0.06
	Other	2.06	
Punctuality	Self	2.20	0.03
	Other	2.23	
Juggling Multiple Responsibilities	Self	2.20	0.01
	Other	2.21	
Regulatory/Compliance	Self	2.20	0.01
	Other	2.21	
Decision Making	Self	2.40	0.07
	Other	2.33	
Technology Use/Management	Self	2.20	0.14
	Other	2.06	

1 Needs Development   2 Meets Standards   3 Definite Strength

Interpersonal Skills

Summary Scores

	Score
Self	2.20
Supervisor	2.20
Peer	2.42
Direct Reports	2.36

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

1. Uses knowledge and charisma rather than position, power, or coercion to influence others

	Score
Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

2. Is trusted by peers and co-workers; others are willing to confide in him/her

	Score
Self	3.00
Supervisor	1.00
Peer	2.88
Direct Reports	2.20

3. Comes across as credible, knowledgeable and sincere

	Score
Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.80

4. Anticipates the concerns of other employees.

	Score
Self	2.00
Supervisor	1.00
Peer	2.75
Direct Reports	2.40

5. Demonstrates willingness to work with others.

	Score
Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20
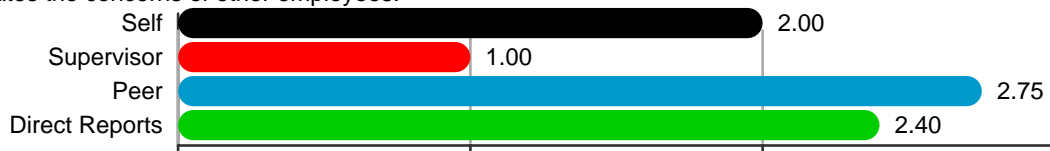
Level of Skill

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 Development) to green (Definite Strength).
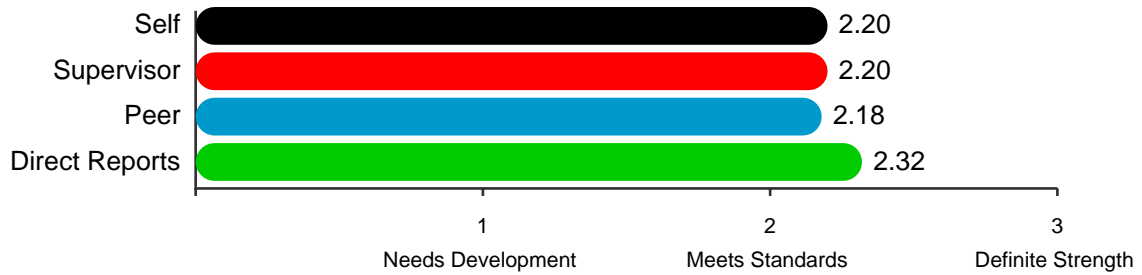
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	2.27	33.3	7%	60%	33%
2. Is trusted by peers and co-workers; others are willing to confide in him/her	15	2.53	73.3	20%	7%	73%
3. Comes across as credible, knowledgeable and sincere	15	2.33	40.0	7%	53%	40%
4. Anticipates the concerns of other employees.	15	2.47	53.3	7%	40%	53%
5. Demonstrates willingness to work with others.	15	2.27	40.0	13%	47%	40%

Comments:
- I think she is the kind of manager our department has needed and will continue to need.
- It has been a pleasure working with ___.   Her interactions with customers have improved over the last year.
- She is well respected.
- Does above and beyond work consistently
- She is a strong leader complemented with sound judgement
- ___ is very responsive and provides great support service.

Integrity

Summary Scores

Self	2.00
Supervisor	2.40
Peer	2.23
Direct Reports	2.40

1 — Needs Development 2 — Meets Standards 3 — Definite Strength

6. Establishes relationships of trust, honesty, fairness, and integrity.

Self	2.00
Supervisor	2.00
Peer	2.12
Direct Reports	2.20

7. Develops trust and confidence from others.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	1.80

8. Protects the integrity and confidentiality of information

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

9. Does what was promised.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.60

10. Demonstrates sincerity in actions with others.

Self	2.00
Supervisor	1.00
Peer	2.38
Direct Reports	3.00
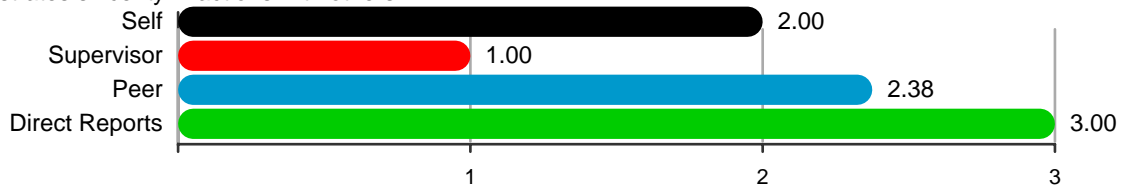
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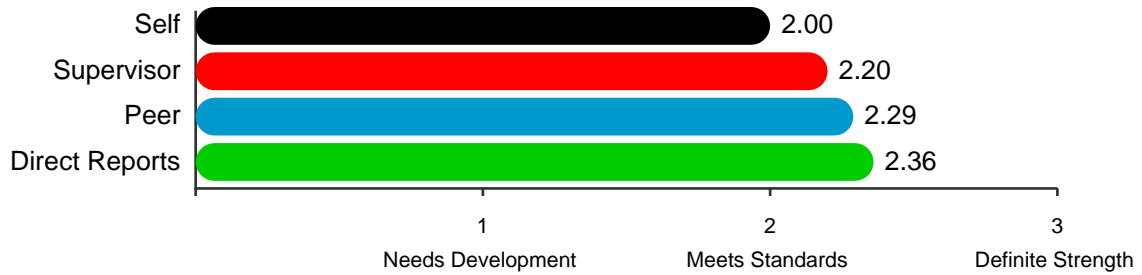
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Establishes relationships of trust, honesty, fairness, and integrity.	15	2.13	33.3	20%	47%	33%
7. Develops trust and confidence from others.	15	2.07	26.7	20%	53%	27%
8. Protects the integrity and confidentiality of information	15	2.33	40.0	7%	53%	40%
9. Does what was promised.	15	2.40	53.3	13%	33%	53%
10. Demonstrates sincerity in actions with others.	15	2.47	60.0	13%	27%	60%

Comments:
- ___ is the absolute definition of team player.
- She has a vast storehouse of knowledge about the facility and our policies.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- ___ has been wonderful to work with. She is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- I think ___ is doing to great job! The learning curve is steep and she is growing to meet the challenge.
- ___ is easy to work with and is a positive energy in meetings.   She makes an effort to build and maintain relationships throughout the organization.

Punctuality

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.18
Direct Reports	2.32

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

11. Invoices clients on a timely basis.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.60

12. Maintains an efficient schedule of activities.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.80

13. Responds to requests for information in a timely manner.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.00

14. Starts the workday when scheduled.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.60

15. Conducts appointments at scheduled start time.

Self	3.00
Supervisor	2.00
Peer	2.29
Direct Reports	2.60
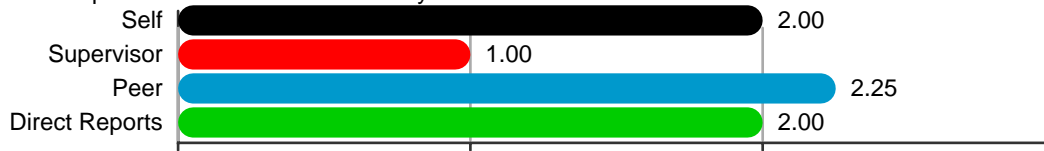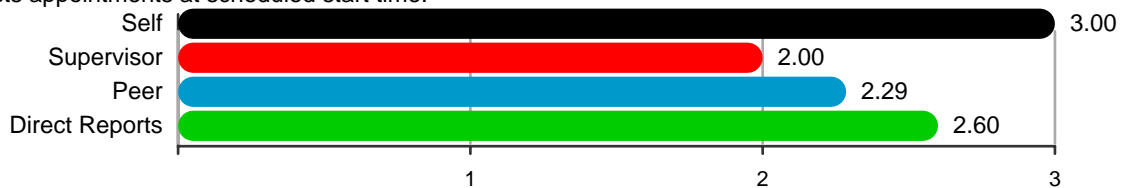
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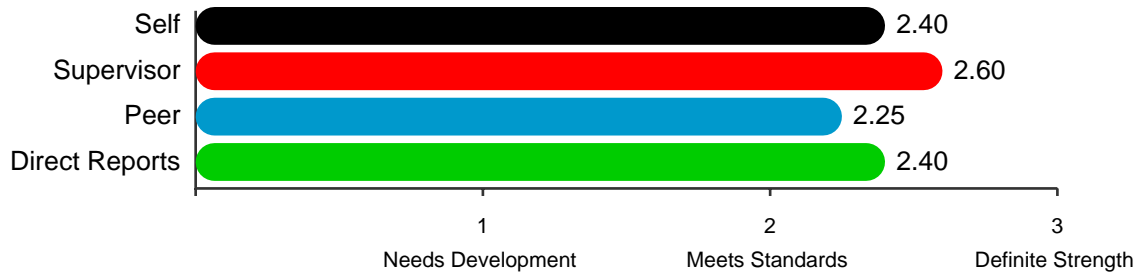
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Invoices clients on a timely basis.	15	2.33	40.0	7%	53%	40%
12. Maintains an efficient schedule of activities.	15	2.07	20.0	13%	67%	20%
13. Responds to requests for information in a timely manner.	15	2.07	26.7	20%	53%	27%
14. Starts the workday when scheduled.	15	2.27	40.0	13%	47%	40%
15. Conducts appointments at scheduled start time.	14	2.43	50.0	7%	43%	50%

Comments:
- ___ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- She leads by example.
- Even though she is part-time, I don't like the minimal face-to-face exposure.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- ___ is a "One of a kind" She is a great manager.

Establishing Focus/Direction

Summary Scores

Self	2.00
Supervisor	2.20
Peer	2.29
Direct Reports	2.36

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

16. Functions well under stress, deadlines, and/or significant workloads.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.80

17. Maintains self-control when personally criticized.

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.00

18. Aligns the department's goals with the goals of the organization.

Self	2.00
Supervisor	3.00
Peer	1.71
Direct Reports	2.20

19. Makes sure that employees understand and identify with the team's mission.

Self	2.00
Supervisor	1.00
Peer	2.29
Direct Reports	2.40

20. Excellent at managing time.

Self	2.00
Supervisor	3.00
Peer	2.62
Direct Reports	2.40
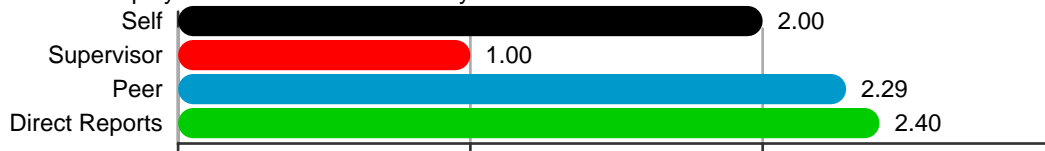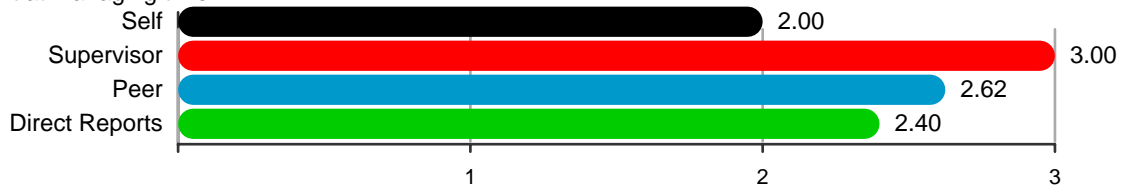
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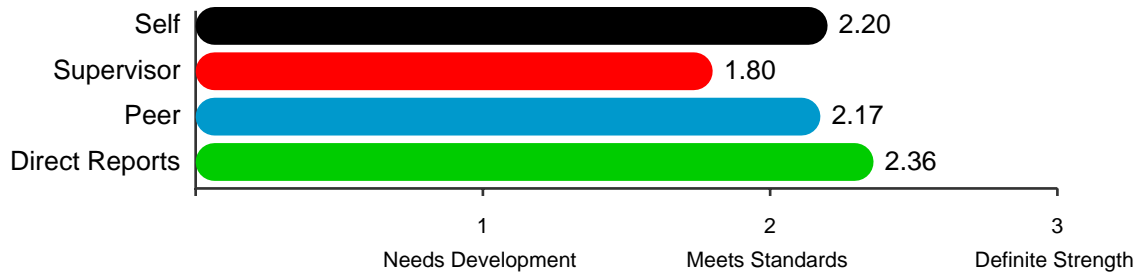
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Functions well under stress, deadlines, and/or significant workloads.	15	2.33	46.7	13%	40%	47%
17. Maintains self-control when personally criticized.	15	2.33	40.0	7%	53%	40%
18. Aligns the department's goals with the goals of the organization.	14	2.00	14.3	14%	71%	14%
19. Makes sure that employees understand and identify with the team's mission.	14	2.21	42.9	21%	36%	43%
20. Excellent at managing time.	15	2.53	60.0	7%	33%	60%

Comments:
- ___ encourages us as directors to go out with one voice and keeps us accountable.
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- ___ is a very effective leader and a role model for other leaders.
- ___ is very sharp and plays a vital role in this organization
- She is a fantastic resource.

Decision Making

Summary Scores

	Score
Self	2.40
Supervisor	2.60
Peer	2.25
Direct Reports	2.40

1 — Needs Development   2 — Meets Standards   3 — Definite Strength

21. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently

	Score
Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	3.00

22. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action

	Score
Self	3.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

23. Asks for additional information when making critical decisions.

	Score
Self	3.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

24. Is able to make decisions quickly.

	Score
Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

25. Does not lose sight of the big picture when making decisions

	Score
Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.60

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	2.60	66.7	7%	27%	67%
22. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	2.33	40.0	7%	53%	40%
23. Asks for additional information when making critical decisions.	15	2.07	20.0	13%	67%	20%
24. Is able to make decisions quickly.	15	2.40	53.3	13%	33%	53%
25. Does not lose sight of the big picture when making decisions	15	2.27	53.3	27%	20%	53%

Comments:
- She encourages staff skill development and input to improve department processes
- There is room for improvement in all these elements.
- ___ is an excellent manager, our dept.is a good place to work with her as a boss
- Always has a positive, cheerful, and strong attitude.
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- One of the main reasons I am here is because of ___.

Juggling Multiple Responsibilities

Summary Scores

Self	2.20
Supervisor	1.80
Peer	2.17
Direct Reports	2.36

1 — Needs Development   2 — Meets Standards   3 — Definite Strength

26. Ensures that assignments are prioritized according to the needs of the department/company.

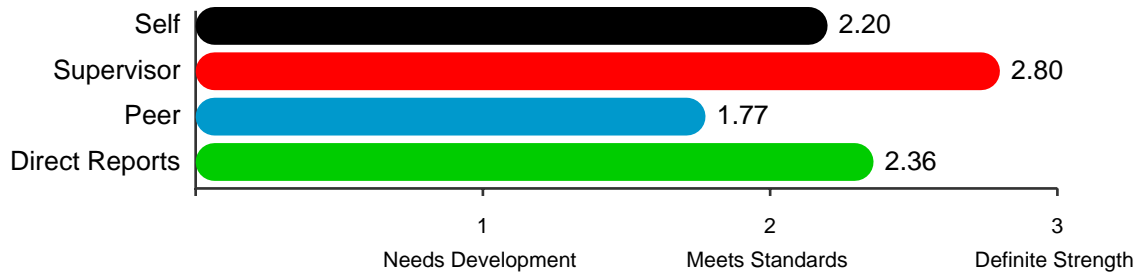|	
Self	2.00
Supervisor	1.00
Peer	2.00
Direct Reports	2.80

27. Begins tasks as soon as possible.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.60

28. Keeps track of multiple assignments and deadlines.

Self	2.00
Supervisor	2.00
Peer	2.38
Direct Reports	2.80

29. Builds in extra time in the schedule for unplanned events/occurrences.

Self	3.00
Supervisor	2.00
Peer	2.38
Direct Reports	3.00

30. Can multitask while performing all of their other responsibilities and activities.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	1.60
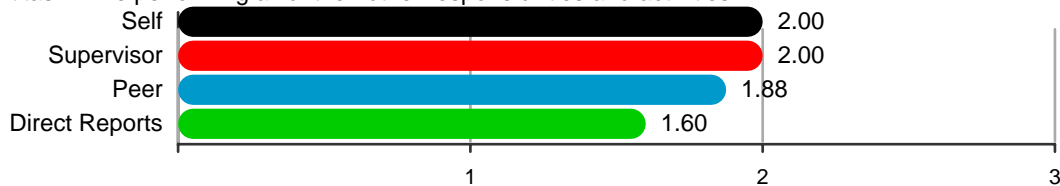
Level of Skill

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Ensures that assignments are prioritized according to the needs of the department/company.	15	2.20	33.3	13%	53%	33%
27. Begins tasks as soon as possible.	15	2.00	26.7	27%	47%	27%
28. Keeps track of multiple assignments and deadlines.	15	2.47	53.3	7%	40%	53%
29. Builds in extra time in the schedule for unplanned events/occurrences.	15	2.60	60.0		40%	60%
30. Can multitask while performing all of their other responsibilities and activities.	15	1.80	13.3	33%	53%	13%

Comments:
- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.
- ___ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- ___ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.
- ___ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- I can not say enough good things about ___.
- She is a great teammate!
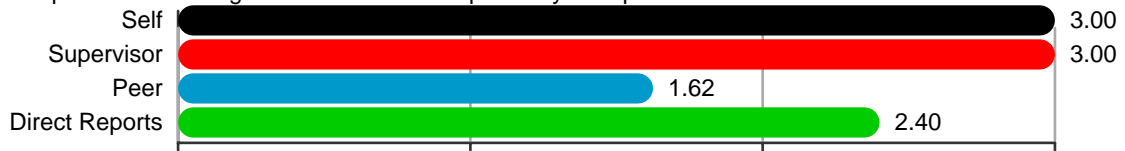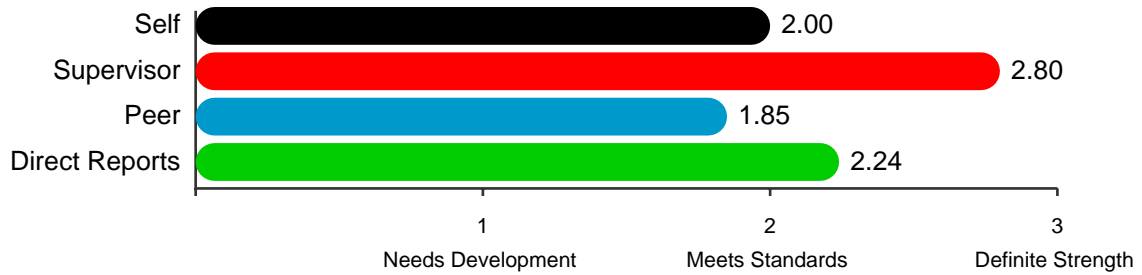
Technology Use/Management

Summary Scores

Self	2.20
Supervisor	2.80
Peer	1.77
Direct Reports	2.36

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

31. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

32. Supports employee training and development initiatives regarding implementation of technology.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.40

33. Applies complex rules and regulations to maintain optimal system performance.

Self	3.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.40

34. Uses technology in decision making and problem solving.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

35. Maximizes the use of new technology to deliver products and services.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	1.80

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 Development) to green (Definite Strength).

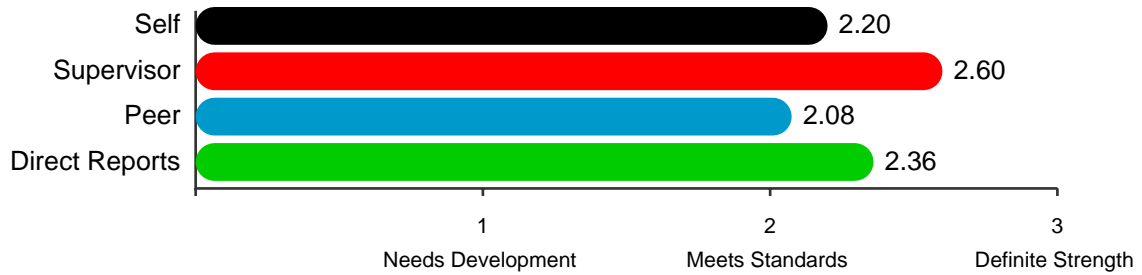| Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	2.13	33.3	20%	47%	33%
32. Supports employee training and development initiatives regarding implementation of technology.	15	2.13	33.3	20%	47%	33%
33. Applies complex rules and regulations to maintain optimal system performance.	15	2.07	33.3	27%	40%	33%
34. Uses technology in decision making and problem solving.	15	2.13	26.7	13%	60%	27%
35. Maximizes the use of new technology to deliver products and services.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ provides opportunities for her staff to grow professionally and encourages them.
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- ___ is a great manager.   Very supportive of her staff.
- I can depend on her with whatever is needed.
- She is very astute, proactive in problem solving, and a great team member.
- ___ is incredibly talented and very smart. Her attention to detail is unparalleled.

Excellence

Summary Scores

Self	2.00
Supervisor	2.80
Peer	1.85
Direct Reports	2.24

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

36. Produces high quality work.

Self	2.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.00

37. Takes a lot of pride in their work.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.00

38. Can be counted on to add value wherever they are involved.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.20

39. Demonstrates the analytical skills to do their job.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

40. Is planful and organized.

Self	2.00
Supervisor	2.00
Peer	1.75
Direct Reports	2.60
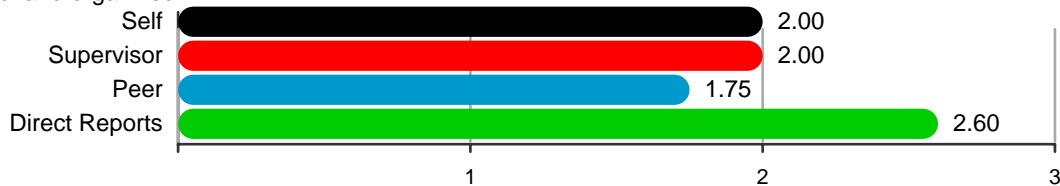
Level of Skill

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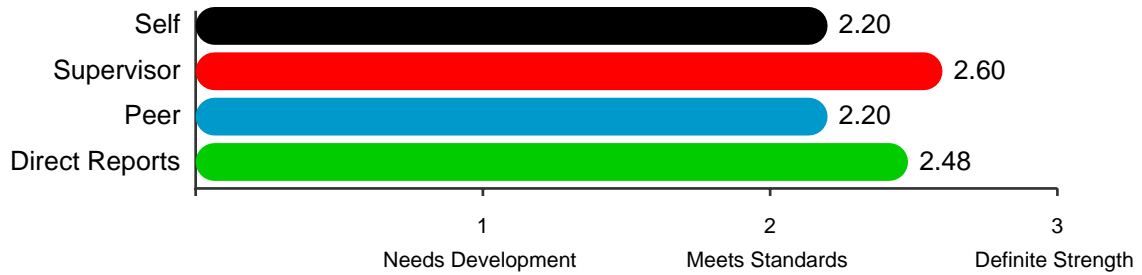
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Produces high quality work.	15	1.87	20.0	33%	47%	20%
37. Takes a lot of pride in their work.	15	1.93	13.3	20%	67%	13%
38. Can be counted on to add value wherever they are involved.	15	2.07	33.3	27%	40%	33%
39. Demonstrates the analytical skills to do their job.	15	2.33	33.3		67%	33%
40. Is planful and organized.	15	2.07	33.3	27%	40%	33%

Comments:
- Take charge without feeling like you need approval.
- Manager routinely demonstrates all of the above characteristics, as marked
- ___ consistently asks how the day is going, if she can help us at all.
- Despite the fact that ___ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- ___ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.

Regulatory/Compliance

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.08
Direct Reports	2.36

1   2   3
Needs Development   Meets Standards   Definite Strength

41. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

42. Maintains compliance with federal, state, and local laws.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

43. Offers training to employees to ensure they comply with regulations.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.20

44. Explains regulations and procedures to others as required.

Self	2.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.60

45. Interacts with auditors and regulators on a professional basis.

Self	3.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.60

1   2   3

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 Development) to green (Definite Strength).
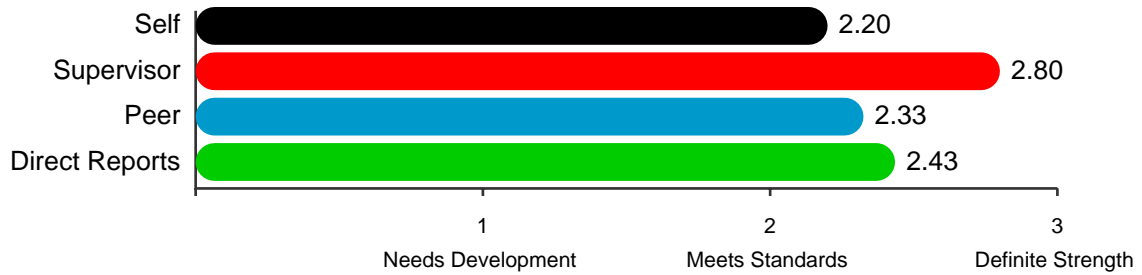
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.	15	2.00	26.7	27%	47%	27%
42. Maintains compliance with federal, state, and local laws.	15	2.13	33.3	20%	47%	33%
43. Offers training to employees to ensure they comply with regulations.	15	2.20	40.0	20%	40%	40%
44. Explains regulations and procedures to others as required.	15	2.20	26.7	7%	67%	27%
45. Interacts with auditors and regulators on a professional basis.	15	2.53	60.0	7%	33%	60%

Comments:
- ___ exceeds in above in all she does.
- I have not observed ___'s interaction with the members of her team. ___ consistently communicates openly in my interactions with her.
- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- I think 16 & 17 relate in the sense that I believe ___ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from her side as well as ours and it is improving.
- Provides team members with frequent informal feedback.
- She is very supportive of us and the job we do.

Empowering Others

Summary Scores

	Self	2.20
	Supervisor	2.60
	Peer	2.20
	Direct Reports	2.48

```
                    1                    2                    3
            Needs Development      Meets Standards     Definite Strength
```

46. Gives responsibility for making important decisions to employees.

Self — 2.00
Supervisor — 3.00
Peer — 2.25
Direct Reports — 2.20

47. Trusts employees to complete tasks assigned.

Self — 2.00
Supervisor — 2.00
Peer — 1.88
Direct Reports — 2.60

48. Lets employees complete tasks according to their methods.

Self — 2.00
Supervisor — 3.00
Peer — 2.38
Direct Reports — 2.40

49. Encourages employees to solve problems on their own.

Self — 2.00
Supervisor — 3.00
Peer — 2.50
Direct Reports — 2.40

50. Lets employees make their own decisions.

Self — 3.00
Supervisor — 2.00
Peer — 2.00
Direct Reports — 2.80

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                    1                    2                    3
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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 Development) to green (Definite Strength).
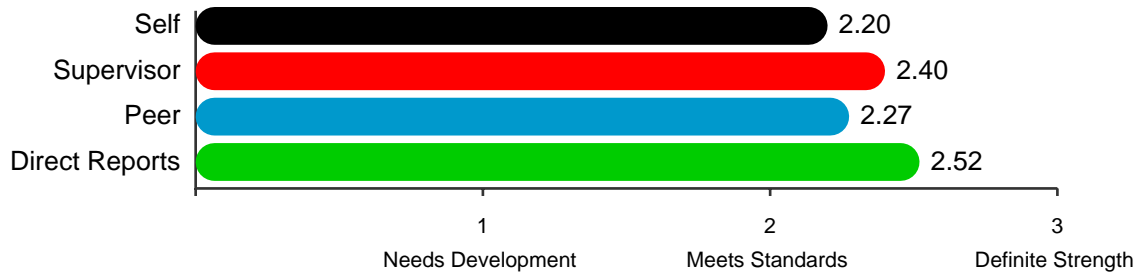
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Gives responsibility for making important decisions to employees.	15	2.27	26.7		73%	27%
47. Trusts employees to complete tasks assigned.	15	2.13	26.7	13%	60%	27%
48. Lets employees complete tasks according to their methods.	15	2.40	40.0		60%	40%
49. Encourages employees to solve problems on their own.	15	2.47	46.7		53%	47%
50. Lets employees make their own decisions.	15	2.33	46.7	13%	40%	47%

Comments:

- ___ is a very solid manager who meets or exceeds expectations of her role.
- ___ is a very supportive co-worker who is quick to assist others in need.   She's a great teammate.
- The advice and direction I receive from ___ is often on point and helps to provide positive outcomes. Over the last year as I have grown ___ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- One of the main reasons I am here is because of ___.
- She consistently conducts herself with professionalism and represents our unit well.
- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.

Teamwork

Summary Scores

Self	2.20
Supervisor	2.80
Peer	2.33
Direct Reports	2.43

```
            1              2              3
    Needs Development  Meets Standards  Definite Strength
```

51. Creates opportunities to learn with other team members

Self	3.00
Supervisor	2.00
Peer	2.25
Direct Reports	2.00

52. Fosters teamwork rather than individual competition

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.75

53. Act as an effective team player

Self	2.00
Supervisor	3.00
Peer	2.62
Direct Reports	2.40

54. Coaches team members

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.60

55. Communicates a clear message that teamwork and collaboration are expected.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

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            1              2              3
```

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. Creates opportunities to learn with other team members	14	2.21	28.6	7%	64%	29%
52. Fosters teamwork rather than individual competition	14	2.29	42.9	14%	43%	43%
53. Act as an effective team player	15	2.53	53.3		47%	53%
54. Coaches team members	15	2.47	46.7		53%	47%
55. Communicates a clear message that teamwork and collaboration are expected.	15	2.40	40.0		60%	40%

Comments:
- Professionalism is an area where I feel ___ could continue to develop is making sure that her non-verbal cues are kept to a minimum.   She tends to show more of her frustration and does not communicate them verbally.   Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.
- ___ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- She is a real advocate for the customers. Excellent department and computer skills
- I truly enjoy working with ___ on a daily basis.
- ___ 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.

Organizational Fluency

Summary Scores

Self	2.20
Supervisor	2.40
Peer	2.27
Direct Reports	2.52

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

56. Effective in communicating with others within the organization.

Self	2.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.80

57. Able to deal with sensitive issues with tact and professionalism.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

58. Understands the current organizational culture.

Self	3.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.40

59. Gets things done through the department.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	2.40

60. Anticipates problems that may affect the department.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	2.60
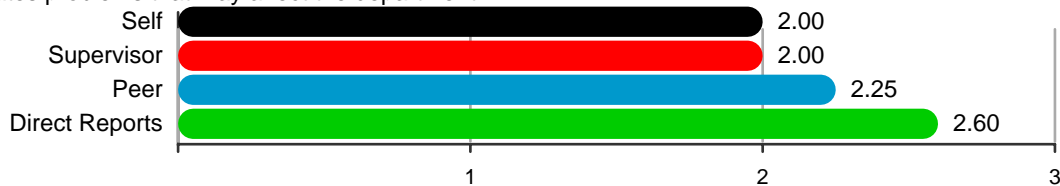
Level of Skill

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
56. Effective in communicating with others within the organization.	15	2.53	53.3		47%	53%
57. Able to deal with sensitive issues with tact and professionalism.	15	2.33	33.3		67%	33%
58. Understands the current organizational culture.	15	2.33	33.3		67%	33%
59. Gets things done through the department.	15	2.27	26.7		73%	27%
60. Anticipates problems that may affect the department.	15	2.33	33.3		67%	33%

Comments:

- ___'s diverse professional experiences allow her to bring new ideas to programs, as well as share past successes with others.   She is not afraid to tackle change and strives to improve processes for organizational growth.   Her engaging communication style is welcomed by customers and the interdisciplinary team members.
- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- ___ is the absolute definition of team player.
- She make sure the team effort not only succeed on paper.
- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'•
- There are a lot of great features this system has to offer and ___ has challenges at times.

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?

- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- Demonstrates an ability to remain focused on outcomes.
- Based on her customer satisfaction scores it is clear she has a strong team in place.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.

What do you like best about working with this individual?

- ___ continually devotes her attention to opportunities for process improvement and professional growth.
- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s).   Written I've experienced good communication.
- I garner ideas from her regularly and look to her as a mentor.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- ___ is very supportive and knows her area of expertise.   She is a pleasure to work with.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.

What do you like least about working with this individual?

- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- ___ works to hire only the best and encourages us to that same standard.   We are all learning about outcomes and ___ is able to tie it into our work so it makes sense.   She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- It has been a wonderful having ___ as our manager so far, the future looks brighter!
- Her professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- ___'s team loves and respects her, the organization highly values her, others outside of HR seek her out for assistance, and I think even those outside of [CompanyName] look to her for guidance.   I don't know how she does it!

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

- ___ is a new manager and it is clear that she wants to do well and engage her team.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- In the area of 'Communication skills' I would like to see ___ be more direct in her oral delivery.
- Is viewed by many as a strong organizational resource.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- She is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).

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

- You need to put yourself in a leadership role.   Lead by your positivity and encouragement of others.
- She cares deeply for what she does and it shows.
- She has been both a great co-worker and mentor to me.
- ___ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- I honestly cannot think of anything that she could improve on.
- Manager is always interested in our views, and continually works at implementing our suggestions.

Any final comments?

- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.
- I look to her for guidance and support.   It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.
- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!
- Provide more clarity. Increase your technical knowledge.
- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand.   ___ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- ___ listens to her staff and delegates responsibilities as appropriate.