



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report includes the feedback results gathered for you. It is designed to assist you in recognizing your strengths, identifying areas for improvement, and understanding where your self-assessment may differ from the feedback providers' perspectives.

We trust that you will recall from your experiences the challenge of offering such feedback, remain receptive to different viewpoints, and be prepared to incorporate this feedback into your personal development.

Goals of the 360 Degree Feedback

Multi-Source Feedback offers a comprehensive view of an individual's behavior and performance by incorporating diverse perspectives from the workplace. It provides recipients with valuable insights for their development and enriches reviewers with additional feedback.

Receiving feedback from various sources can enhance your self-awareness, illuminate how others perceive you across different roles, and contribute to your professional growth.

Receiving Feedback

Feedback is a valuable tool for self-reflection. It helps us understand how others perceive us, which can differ from our own self-image. By reflecting on feedback, we can set specific goals for professional growth. It's important to view feedback as a perspective on how we can improve our performance and relationships. Seeking and receiving feedback is the only way to uncover our "blind spots" and learn about the unintended negative consequences of our actions.

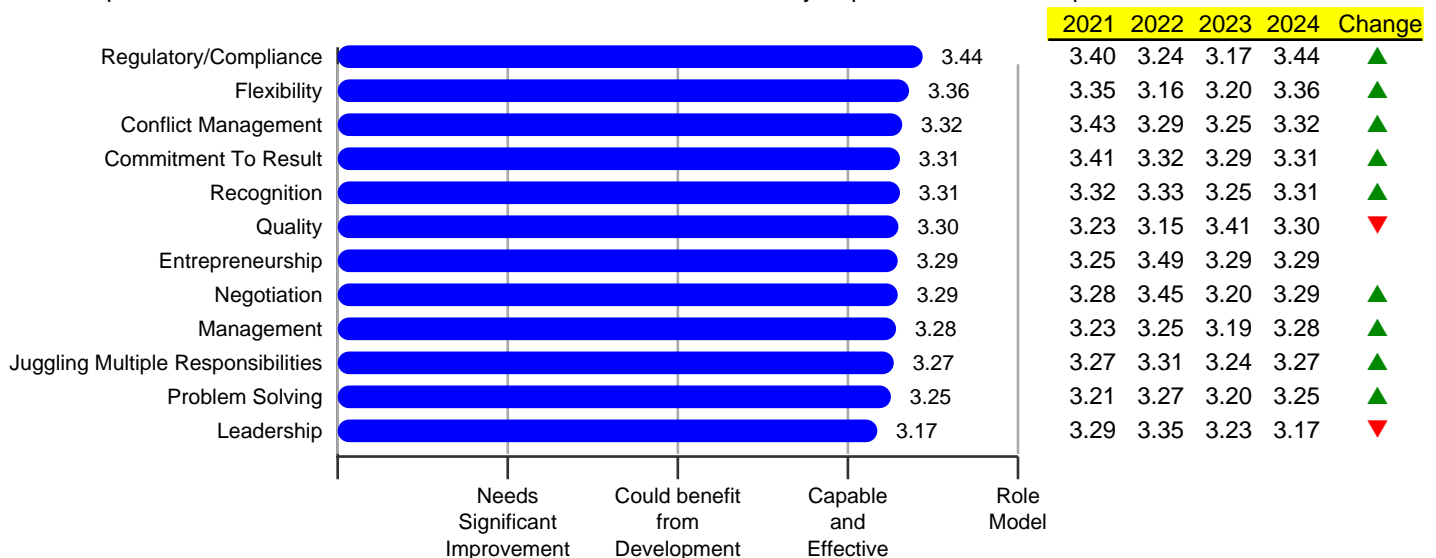
What to Do with Your Feedback

Use feedback to better understand yourself and set goals for improvement. Consider feedback as different perspectives on your strengths and weaknesses in specific areas where you want to be more effective.

Summary

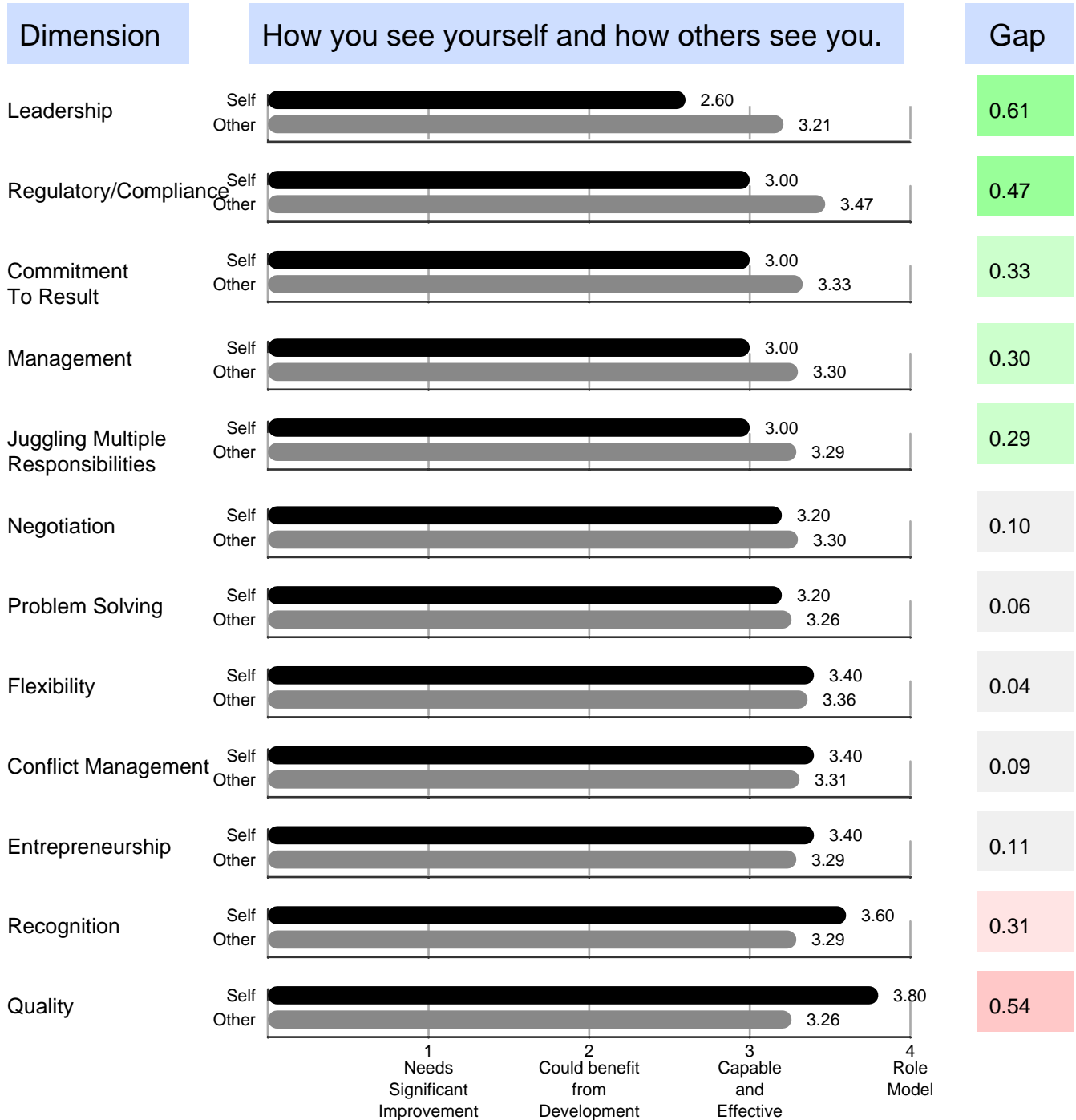
In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 12 principal dimensions of leadership.

The summary scores for each dimension, displayed below, were derived by averaging the scores for all questions within that dimension from all respondents. These summary scores are arranged in descending order, with the highest scores at the top. The dimensions listed towards the bottom are the ones that may require the most development.



Gap Analysis

These charts graphically represent the "Gap" indicating the difference between your average self-assessment on each competency and the average rating given by other respondents. This visualization aids in identifying blind spots—areas where others rated you more favorably than you did yourself, indicated by varying shades of green. In contrast, it also highlights areas for improvement—where you rated yourself higher than others, shown in shades of red. The intensity of the color correlates with the size of the Gap. If a competency's Gap is not colored, it signifies consensus between your self-assessment and others' feedback.



Juggling Multiple Responsibilities

Level of Skill

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

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 1. Assigns tasks based on skills of team members. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 2. Ensures that assignments are prioritized according to the needs of the department/company. | 15 | 3.33 | 100.0 | | 67% | 33% | |
| 3. Completes multiple tasks simultaneously. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 4. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 5. Begins tasks as soon as possible. | 14 | 3.21 | 85.7 | 14% | 50% | 36% | |

Time Comparisons by Item

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

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|--|------|------|------|------|---------|
| 1. Assigns tasks based on skills of team members. | 3.20 | 3.20 | 3.00 | 3.20 | +0.20 ▲ |
| 2. Ensures that assignments are prioritized according to the needs of the department/company. | 3.27 | 3.40 | 3.40 | 3.33 | -0.07 ▼ |
| 3. Completes multiple tasks simultaneously. | 3.40 | 3.40 | 3.27 | 3.33 | +0.07 ▲ |
| 4. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment. | 3.47 | 3.33 | 3.40 | 3.27 | -0.13 ▼ |
| 5. Begins tasks as soon as possible. | 3.00 | 3.20 | 3.13 | 3.21 | +0.08 ▲ |

Commitment To Result

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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 6. Committed to the team. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 7. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 8. Maintains persistence and dedication to achieving results. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 9. Takes immediate action toward goals. | 15 | 3.27 | 86.7 | 13% | 47% | 40% | |
| 10. Coordinates all department activities into a cohesive team effort. | 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 | 2021 | 2022 | 2023 | 2024 | Change |
|--|------|------|------|------|---------|
| 6. Committed to the team. | 3.40 | 3.13 | 3.07 | 3.47 | +0.40 ▲ |
| 7. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service. | 3.40 | 3.20 | 3.33 | 3.40 | +0.07 ▲ |
| 8. Maintains persistence and dedication to achieving results. | 3.40 | 3.40 | 3.20 | 3.20 | |
| 9. Takes immediate action toward goals. | 3.53 | 3.40 | 3.60 | 3.27 | -0.33 ▼ |
| 10. Coordinates all department activities into a cohesive team effort. | 3.33 | 3.47 | 3.27 | 3.20 | -0.07 ▼ |

Regulatory/Compliance

Level of Skill

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

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 11. Addresses issues quickly before they develop into major problems. | 15 | 3.67 | 100.0 | 33% | 67% | | |
| 12. Works quickly to implement changes in regulations. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 13. Is aware of the documents and reports needed to maintain compliance with regulations. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 14. Offers training on various subjects to help ensure employees are aware of regulations. | 15 | 3.47 | 100.0 | 53% | 47% | | |
| 15. Explains regulations and procedures to others as required. | 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 | 2021 | 2022 | 2023 | 2024 | Change |
|--|------|------|------|------|---------|
| 11. Addresses issues quickly before they develop into major problems. | 3.40 | 3.40 | 3.27 | 3.67 | +0.40 ▲ |
| 12. Works quickly to implement changes in regulations. | 3.53 | 3.20 | 3.00 | 3.40 | +0.40 ▲ |
| 13. Is aware of the documents and reports needed to maintain compliance with regulations. | 3.20 | 3.21 | 3.40 | 3.13 | -0.27 ▼ |
| 14. Offers training on various subjects to help ensure employees are aware of regulations. | 3.20 | 3.13 | 3.00 | 3.47 | +0.47 ▲ |
| 15. Explains regulations and procedures to others as required. | 3.67 | 3.27 | 3.20 | 3.53 | +0.33 ▲ |

Flexibility

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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 16. Able to adapt to new situations. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 17. Effective in incorporating new ideas. | 15 | 2.93 | 73.3 | 27% | 53% | | 20% |
| 18. Acts decisively in frequently changing and uncertain environment. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 19. Implements changes as a result of having listened to employees | 15 | 3.53 | 100.0 | | 47% | | 53% |
| 20. Adapts to circumstances as needed. | 15 | 3.47 | 100.0 | | 53% | | 47% |

Time Comparisons by Item

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

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|---|------|------|------|------|---------|
| 16. Able to adapt to new situations. | 3.33 | 3.00 | 3.07 | 3.47 | +0.40 ▲ |
| 17. Effective in incorporating new ideas. | 3.40 | 3.20 | 3.33 | 2.93 | -0.40 ▼ |
| 18. Acts decisively in frequently changing and uncertain environment. | 3.47 | 3.53 | 3.20 | 3.40 | +0.20 ▲ |
| 19. Implements changes as a result of having listened to employees | 3.13 | 2.87 | 3.53 | 3.53 | |
| 20. Adapts to circumstances as needed. | 3.40 | 3.20 | 2.87 | 3.47 | +0.60 ▲ |

Leadership

Level of Skill

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

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 21. Leads team to set goals, solve problems, and accomplish tasks. | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |
| 22. Able to influence others. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 23. Sets specific, measurable, and challenging goals. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 24. Holds others accountable for their actions. | 15 | 3.13 | 80.0 | 7% | 13% | 40% | 40% |
| 25. Motivates others to reach and exceed organizational goals and objectives. | 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 | 2021 | 2022 | 2023 | 2024 | Change |
|---|------|------|------|------|---------|
| 21. Leads team to set goals, solve problems, and accomplish tasks. | 3.47 | 3.13 | 3.20 | 3.00 | -0.20 ▼ |
| 22. Able to influence others. | 3.20 | 3.33 | 3.07 | 3.53 | +0.47 ▲ |
| 23. Sets specific, measurable, and challenging goals. | 3.20 | 3.47 | 3.27 | 3.13 | -0.13 ▼ |
| 24. Holds others accountable for their actions. | 3.33 | 3.47 | 3.33 | 3.13 | -0.20 ▼ |
| 25. Motivates others to reach and exceed organizational goals and objectives. | 3.27 | 3.33 | 3.27 | 3.07 | -0.20 ▼ |

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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|---|----|------|------|-------------------------------|--------------------------------|-----------------------|------------|
| 26. Delegate tasks effectively | 15 | 3.20 | 93.3 | 7% | 60% | | 33% |
| 27. Sets an example for others to follow | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 28. Makes you feel enthusiastic about your work | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 29. Is ready to offer help | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |
| 30. Takes responsibility for things that go wrong | 14 | 3.00 | 92.9 | 7% | 79% | | 14% |

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 | 2021 | 2022 | 2023 | 2024 | Change |
|---|------|------|------|------|---------|
| 26. Delegate tasks effectively | 3.53 | 3.33 | 3.33 | 3.20 | -0.13 ▼ |
| 27. Sets an example for others to follow | 3.20 | 3.33 | 2.93 | 3.40 | +0.47 ▲ |
| 28. Makes you feel enthusiastic about your work | 3.33 | 3.13 | 3.40 | 3.60 | +0.20 ▲ |
| 29. Is ready to offer help | 3.21 | 3.20 | 3.20 | 3.20 | |
| 30. Takes responsibility for things that go wrong | 2.87 | 3.27 | 3.07 | 3.00 | -0.07 ▼ |

Quality

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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 31. Encourages employees to produce the best quality products. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 32. Corrects issues in a timely manner. | 14 | 3.29 | 100.0 | | 71% | 29% | |
| 33. Encourages others to produce the highest quality work products. | 15 | 3.27 | 100.0 | | 73% | 27% | |
| 34. Encourages others to achieve high quality standards. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 35. Always strives to produce the highest quality work products. | 15 | 3.13 | 86.7 | 13% | 60% | 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 | 2021 | 2022 | 2023 | 2024 | Change |
|---|------|------|------|------|---------|
| 31. Encourages employees to produce the best quality products. | 3.13 | 3.07 | 3.47 | 3.33 | -0.13 ▼ |
| 32. Corrects issues in a timely manner. | 3.40 | 3.07 | 3.60 | 3.29 | -0.31 ▼ |
| 33. Encourages others to produce the highest quality work products. | 3.07 | 3.33 | 3.33 | 3.27 | -0.07 ▼ |
| 34. Encourages others to achieve high quality standards. | 3.33 | 3.00 | 3.53 | 3.47 | -0.07 ▼ |
| 35. Always strives to produce the highest quality work products. | 3.20 | 3.27 | 3.13 | 3.13 | |

Problem Solving

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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 36. Ability to solve problems at root cause rather than at symptom level. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 37. Able to balance the needs of different people in a solution to a problem. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 38. Understands the root causes of problems. | 15 | 3.07 | 86.7 | 13% | 67% | | 20% |
| 39. Identifies fresh approaches and shows a willingness to question traditional assumptions. | 15 | 3.33 | 100.0 | | 67% | | 33% |
| 40. Makes judgments based upon relevant information. | 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 | 2021 | 2022 | 2023 | 2024 | Change |
|--|------|------|------|------|---------|
| 36. Ability to solve problems at root cause rather than at symptom level. | 3.53 | 3.20 | 3.33 | 3.20 | -0.13 ▼ |
| 37. Able to balance the needs of different people in a solution to a problem. | 3.20 | 3.27 | 3.07 | 3.33 | +0.26 ▲ |
| 38. Understands the root causes of problems. | 3.13 | 3.40 | 3.33 | 3.07 | -0.27 ▼ |
| 39. Identifies fresh approaches and shows a willingness to question traditional assumptions. | 3.20 | 3.27 | 3.00 | 3.33 | +0.33 ▲ |
| 40. Makes judgments based upon relevant information. | 3.00 | 3.20 | 3.27 | 3.33 | +0.07 ▲ |

Conflict Management

Level of Skill

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

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 41. Discusses conflict situations with supervisor. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 42. Helps employees to think through alternative ways to resolve conflict situations. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 43. Tries to understand others' point of view before making judgments | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 44. Deals effectively with employee grievances. | 15 | 3.27 | 100.0 | | 73% | 27% | |
| 45. Identifies and takes steps to prevent potential confrontations. | 15 | 3.47 | 100.0 | | 53% | 47% | |

Time Comparisons by Item

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

| Item | 2021 | 2022 | 2023 | 2024 | Change |
|---|------|------|------|------|---------|
| 41. Discusses conflict situations with supervisor. | 3.47 | 3.20 | 2.93 | 3.33 | +0.40 ▲ |
| 42. Helps employees to think through alternative ways to resolve conflict situations. | 3.27 | 3.53 | 3.13 | 3.40 | +0.27 ▲ |
| 43. Tries to understand others' point of view before making judgments | 3.87 | 3.13 | 3.20 | 3.13 | -0.07 ▼ |
| 44. Deals effectively with employee grievances. | 3.33 | 3.27 | 3.87 | 3.27 | -0.60 ▼ |
| 45. Identifies and takes steps to prevent potential confrontations. | 3.20 | 3.33 | 3.13 | 3.47 | +0.33 ▲ |

Negotiation

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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 46. Maintains good interpersonal relationships with representatives from the other party. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 47. Able to adapt to changing situations. | 15 | 3.20 | 93.3 | 7% | 67% | 27% | |
| 48. Maintains communication channels between parties in the negotiation. | 15 | 3.20 | 93.3 | 7% | 60% | 33% | |
| 49. Changes communication styles to meet the listener's needs. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 50. Establishes good working relationships with others. | 15 | 3.20 | 86.7 | 13% | 53% | 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 | 2021 | 2022 | 2023 | 2024 | Change |
|---|------|------|------|------|---------|
| 46. Maintains good interpersonal relationships with representatives from the other party. | 3.27 | 3.40 | 3.20 | 3.40 | +0.20 ▲ |
| 47. Able to adapt to changing situations. | 3.33 | 3.40 | 3.20 | 3.20 | |
| 48. Maintains communication channels between parties in the negotiation. | 3.60 | 3.33 | 3.20 | 3.20 | |
| 49. Changes communication styles to meet the listener's needs. | 3.00 | 3.47 | 3.13 | 3.47 | +0.33 ▲ |
| 50. Establishes good working relationships with others. | 3.20 | 3.67 | 3.27 | 3.20 | -0.07 ▼ |

Recognition

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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 51. Compliments other people when they do good work | 15 | 3.53 | 100.0 | 47% | 53% | | |
| 52. Offers recognition in a timely manner. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 53. Readily shares credit and gives others opportunity for visibility. | 15 | 3.33 | 100.0 | 67% | 33% | | |
| 54. Lets employees know when they have done well | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 55. Says "thank you" to show appreciation for work of others. | 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 | 2021 | 2022 | 2023 | 2024 | Change |
|--|------|------|------|------|---------|
| 51. Compliments other people when they do good work | 3.47 | 3.47 | 3.13 | 3.53 | +0.40 ▲ |
| 52. Offers recognition in a timely manner. | 3.47 | 3.00 | 3.60 | 3.27 | -0.33 ▼ |
| 53. Readily shares credit and gives others opportunity for visibility. | 3.20 | 3.20 | 3.13 | 3.33 | +0.20 ▲ |
| 54. Lets employees know when they have done well | 3.20 | 3.60 | 3.13 | 3.40 | +0.27 ▲ |
| 55. Says "thank you" to show appreciation for work of others. | 3.27 | 3.40 | 3.27 | 3.00 | -0.27 ▼ |

Entrepreneurship

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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 56. Encourages dynamic growth opportunities. | 15 | 3.53 | 100.0 | 47% | 53% | | |
| 57. Balances risks and rewards when making decisions. | 15 | 2.93 | 86.7 | 13% | 80% | 7% | |
| 58. Understands the processes and various stages of business development. | 15 | 3.53 | 93.3 | 7% | 33% | 60% | |
| 59. Has a strategic awareness on how to promote the organization. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 60. Is comfortable operating in an environment of uncertainty. | 15 | 3.13 | 86.7 | 13% | 60% | 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 | 2021 | 2022 | 2023 | 2024 | Change |
|---|------|------|------|------|---------|
| 56. Encourages dynamic growth opportunities. | 3.13 | 3.47 | 3.13 | 3.53 | +0.40 ▲ |
| 57. Balances risks and rewards when making decisions. | 3.13 | 3.53 | 3.20 | 2.93 | -0.27 ▼ |
| 58. Understands the processes and various stages of business development. | 3.27 | 3.27 | 3.33 | 3.53 | +0.20 ▲ |
| 59. Has a strategic awareness on how to promote the organization. | 3.33 | 3.53 | 3.33 | 3.33 | |
| 60. Is comfortable operating in an environment of uncertainty. | 3.40 | 3.67 | 3.47 | 3.13 | -0.33 ▼ |

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?

What do you like best about working with this individual?

What do you like least about working with this individual?

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

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

Any final comments?