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.
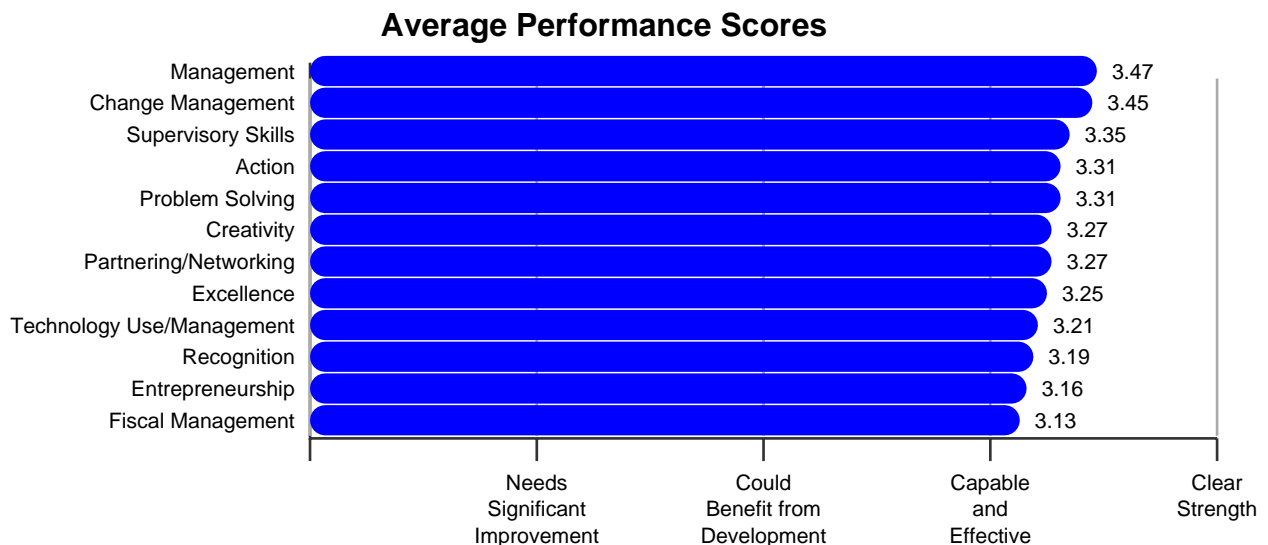
What to Do with Your Feedback

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.
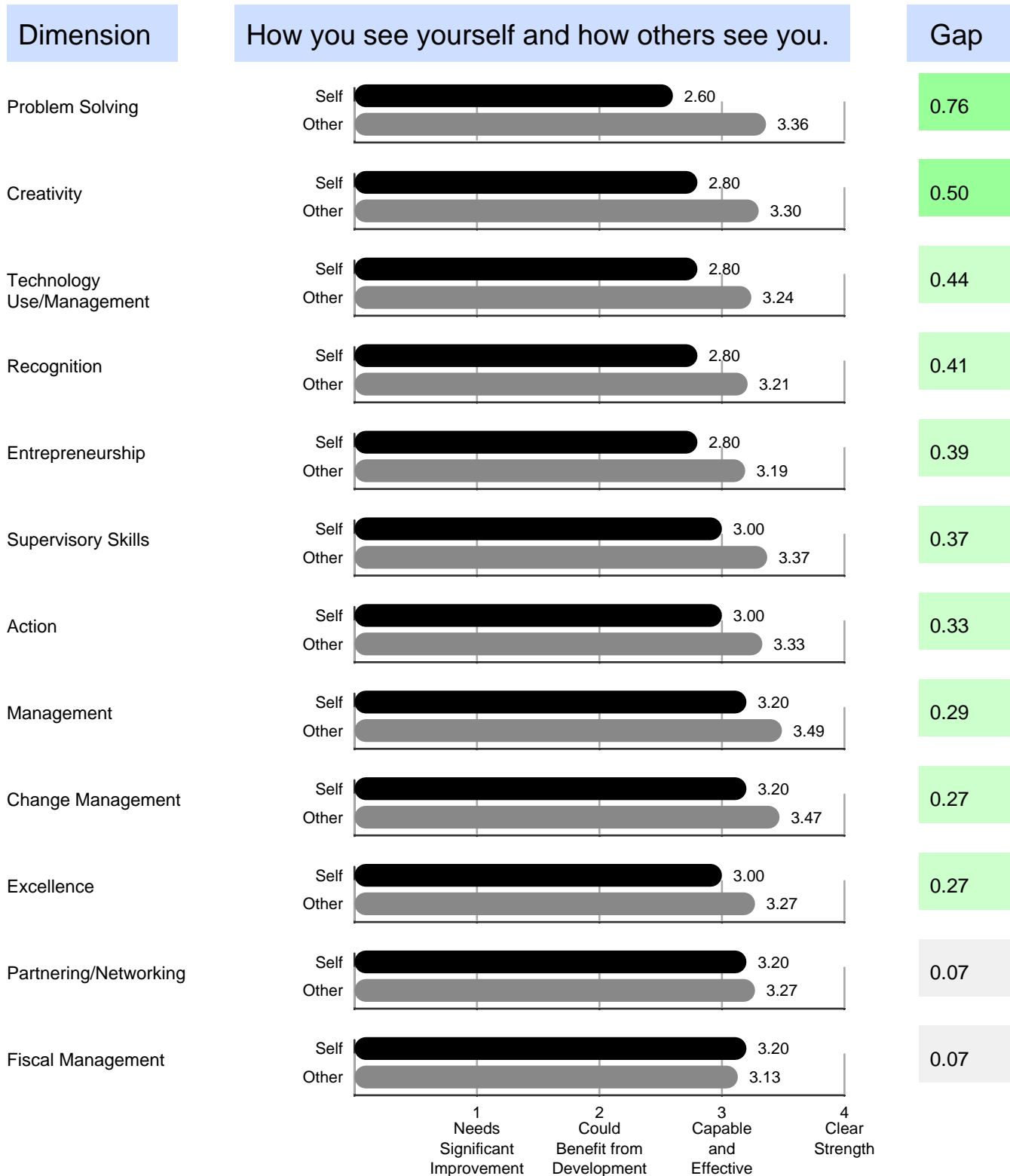
Summary

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
Management	3.47
Change Management	3.45
Supervisory Skills	3.35
Action	3.31
Problem Solving	3.31
Creativity	3.27
Partnering/Networking	3.27
Excellence	3.25
Technology Use/Management	3.21
Recognition	3.19
Entrepreneurship	3.16
Fiscal Management	3.13

Needs Significant Improvement — Could Benefit from Development — Capable and Effective — Clear 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
Problem Solving	Self 2.60 / Other 3.36	0.76
Creativity	Self 2.80 / Other 3.30	0.50
Technology Use/Management	Self 2.80 / Other 3.24	0.44
Recognition	Self 2.80 / Other 3.21	0.41
Entrepreneurship	Self 2.80 / Other 3.19	0.39
Supervisory Skills	Self 3.00 / Other 3.37	0.37
Action	Self 3.00 / Other 3.33	0.33
Management	Self 3.20 / Other 3.49	0.29
Change Management	Self 3.20 / Other 3.47	0.27
Excellence	Self 3.00 / Other 3.27	0.27
Partnering/Networking	Self 3.20 / Other 3.27	0.07
Fiscal Management	Self 3.20 / Other 3.13	0.07

Scale:
1 Needs Significant Improvement
2 Could Benefit from Development
3 Capable and Effective
4 Clear Strength

Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Is ready to offer help	15	3.20	93.3	7%	67%		27%
2. Delegate tasks effectively	15	3.87	100.0	13%	87%		
3. Sets an example for others to follow	15	3.33	93.3	7%	53%		40%
4. Keep staff informed about what is happening in the company	15	3.60	93.3	7%	27%	67%	
5. Makes you feel enthusiastic about your work	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. Is ready to offer help	3.29	3.20	-0.09 ▼
2. Delegate tasks effectively	3.65	3.87	+0.22 ▲
3. Sets an example for others to follow	3.18	3.33	+0.16 ▲
4. Keep staff informed about what is happening in the company	3.41	3.60	+0.19 ▲
5. Makes you feel enthusiastic about your work	3.24	3.33	+0.10 ▲

Comments:
- Additional feedback and communication.
- We are very blessed to have ___ for our manager! Best one we've EVER had. We appreciate her very much.
- At times I feel like ___ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- She truly is the best Manager I have ever had.
- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.

Supervisory Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Is aware of the unique strengths of each employee.	15	3.20	93.3	7%	60%		33%
7. Maintains good working relationships with employees.	15	3.20	86.7	13%	53%		33%
8. Treats all staff equitably.	15	3.40	93.3	7%	47%		47%
9. Delegates effectively.	15	3.47	93.3	7%	40%		53%
10. Appropriately recognizes and rewards employees.	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. Is aware of the unique strengths of each employee.	3.24	3.20	-0.04 ▼
7. Maintains good working relationships with employees.	3.41	3.20	-0.21 ▼
8. Treats all staff equitably.	3.24	3.40	+0.16 ▲
9. Delegates effectively.	3.18	3.47	+0.29 ▲
10. Appropriately recognizes and rewards employees.	3.35	3.47	+0.11 ▲

Comments:
- ___ is a very effective leader and excellent communicator.
- Set clear expectations for others.
- ___ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- ___ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- ___'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase her strengths and [CompanyName] has not capitalized on them.

Creativity

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Is creative.	15	3.53	100.0		47%	53%	
12. Develops solutions to challenging problems.	15	3.27	100.0		73%	27%	
13. Adds value to the department/organization.	15	3.33	100.0		67%	33%	
14. Is creative and inspirational.	15	3.13	86.7	13%	60%	27%	
15. Conceives, implements and evaluates ideas.	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. Is creative.	3.47	3.53	+0.06 ▲
12. Develops solutions to challenging problems.	3.47	3.27	-0.20 ▼
13. Adds value to the department/organization.	3.35	3.33	-0.02 ▼
14. Is creative and inspirational.	3.18	3.13	-0.04 ▼
15. Conceives, implements and evaluates ideas.	3.00	3.07	+0.07 ▲

Comments:
- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- ___ has extremely strong communication skills and is able to work in a wide variety of settings.

Action

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Works quickly when faced with difficult problems.	15	3.40	93.3	7%	47%	47%	
17. Displays high energy and enthusiasm on consistent basis.	15	3.27	93.3	7%	60%	33%	
18. Is not afraid to take corrective action when necessary.	14	3.00	92.9	7%	79%	14%	
19. Motivates & supports others to gain skills	15	3.47	100.0		53%	47%	
20. Drives and mobilizes others progress toward goals.	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. Works quickly when faced with difficult problems.	3.65	3.40	-0.25 ▼
17. Displays high energy and enthusiasm on consistent basis.	3.47	3.27	-0.20 ▼
18. Is not afraid to take corrective action when necessary.	3.12	3.00	-0.12 ▼
19. Motivates & supports others to gain skills	3.59	3.47	-0.12 ▼
20. Drives and mobilizes others progress toward goals.	3.29	3.40	+0.11 ▲

Comments:
- ___ has been using more shared decision making and has allowed the department to enact recommendations that she personally may not have agreed with.   That gave her a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- She communicates clearly and responds to request without unnecessary delay.
- She is both the manager and the interim director for the service line.
- Show others it is possible to understand both sides without having to agree all the time.
- ___ is not always open to new ideas or troubleshooting issue and workflows.   She does end up willing to review situations, it just sometimes takes some time.
- ___ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.

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 (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Solves problems using logic and insight.	15	3.53	100.0		47%		53%
22. Identifies fresh approaches and shows a willingness to question traditional assumptions.	15	3.00	80.0	20%	60%		20%
23. Is a good problem solver and decision maker	15	2.87	80.0	20%	73%		7%
24. Generates alternative solutions to problems and challenges.	15	3.47	100.0		53%		47%
25. Implements effective solutions to critical problems.	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. Solves problems using logic and insight.	3.35	3.53	+0.18 ▲
22. Identifies fresh approaches and shows a willingness to question traditional assumptions.	3.00	3.00	
23. Is a good problem solver and decision maker	2.88	2.87	-0.02 ▼
24. Generates alternative solutions to problems and challenges.	3.00	3.47	+0.47 ▲
25. Implements effective solutions to critical problems.	3.76	3.67	-0.10 ▼

Comments:

- ___ provides the appropriate amount of direction without being too hands-off or overbearing.
- You can count on ___ to give you the most honest feedback even if it is information you may not want to hear.
- She leads by example.
- ___ manages everyone else time very well. she puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- ___ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- ___ is a tremendous leader in our organization.

Change Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Addresses organizational and departmental resistance to changes.	15	3.40	93.3	7%	47%		47%
27. Adopts changes to set and example for others to follow.	15	3.33	93.3	7%	53%		40%
28. Assists others in understanding changes to the organization.	15	3.53	100.0		47%		53%
29. Supports the Company's efforts to implement changes.	15	3.67	100.0		33%		67%
30. Works cooperatively with others to implement changes.	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. Addresses organizational and departmental resistance to changes.	3.53	3.40	-0.13 ▼
27. Adopts changes to set and example for others to follow.	3.12	3.33	+0.22 ▲
28. Assists others in understanding changes to the organization.	3.41	3.53	+0.12 ▲
29. Supports the Company's efforts to implement changes.	3.59	3.67	+0.08 ▲
30. Works cooperatively with others to implement changes.	3.41	3.33	-0.08 ▼

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.
- I think ___ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- She has always encouraged others and provided tools for the employee to do so.
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- She interacts effectively with our most difficult customers.

Technology Use/Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.20	86.7	13%	53%		33%
32. Adopts the implementation of new technology into the workplace.	15	3.40	100.0		60%		40%
33. Applies complex rules and regulations to maintain optimal system performance.	15	3.20	86.7	13%	53%		33%
34. Proficient in the use of technical systems and processes.	15	3.27	93.3	7%	60%		33%
35. Understands and is committed to implementing new technologies.	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. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.18	3.20	+0.02 ▲
32. Adopts the implementation of new technology into the workplace.	3.35	3.40	+0.05 ▲
33. Applies complex rules and regulations to maintain optimal system performance.	3.18	3.20	+0.02 ▲
34. Proficient in the use of technical systems and processes.	2.88	3.27	+0.38 ▲
35. Understands and is committed to implementing new technologies.	3.18	3.00	-0.18 ▼

Comments:
- 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.
- Manager engages in all categories described above as marked.
- In one word I can summarize ___ in leadership skill. WOW!
- Always available to give us what we need to succeed.
- She has consistently been a strong advocate for me and my team.
- I admire ___ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.

Excellence

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Is planful and organized.	15	3.20	93.3	7%	67%		27%
37. Keeps themselves and others focused on constant improvement.	15	3.27	93.3	7%	60%		33%
38. Produces high quality work.	15	3.27	86.7	13%	47%		40%
39. Takes a lot of pride in their work.	15	3.13	86.7	13%	60%		27%
40. Demonstrates the analytical skills to do their job.	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. Is planful and organized.	3.18	3.20	+0.02 ▲
37. Keeps themselves and others focused on constant improvement.	3.35	3.27	-0.09 ▼
38. Produces high quality work.	3.24	3.27	+0.03 ▲
39. Takes a lot of pride in their work.	3.59	3.13	-0.45 ▼
40. Demonstrates the analytical skills to do their job.	3.29	3.40	+0.11 ▲

Comments:
- ___ 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.
- She exhibits vision, compassion and high integrity in all of her work.
- ___ is a great leader. Her team has been through a lot of change. ___ is focused on building her team and helping them through the change.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- She is respectful of the people she works with regardless of the level in the organization.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Promotes the understanding of how the department affects the organization overall.	15	3.33	93.3	7%	53%		40%
42. Creates value within the Company by building networks.	15	3.33	93.3	7%	53%		40%
43. Creates the conditions for partnerships to grow and develop.	15	3.13	86.7	13%	60%		27%
44. Seeks to reduce institutional roadblocks to information sharing.	15	3.00	86.7	13%	73%		13%
45. Collaborates with others to accomplish goals and objectives.	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. Promotes the understanding of how the department affects the organization overall.	3.29	3.33	+0.04 ▲
42. Creates value within the Company by building networks.	3.41	3.33	-0.08 ▼
43. Creates the conditions for partnerships to grow and develop.	3.35	3.13	-0.22 ▼
44. Seeks to reduce institutional roadblocks to information sharing.	3.18	3.00	-0.18 ▼
45. Collaborates with others to accomplish goals and objectives.	3.35	3.53	+0.18 ▲

Comments:
- ___ is by far a leader in the service area.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- ___, more than anyone, takes what she's learned with Core Competencies and implements them.
- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- ___ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.

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 (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Recognizes individuals for a specific outstanding achievement.	15	3.00	86.7	13%	73%		13%
47. Finds opportunities to recognize others.	15	3.20	93.3	7%	60%		33%
48. Readily shares credit and gives others opportunity for visibility.	15	3.20	93.3	7%	67%		27%
49. Offers recognition in a timely manner.	15	3.40	93.3	7%	47%		47%
50. Says "thank you" to show appreciation for work of others.	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. Recognizes individuals for a specific outstanding achievement.	3.24	3.00	-0.24	▼
47. Finds opportunities to recognize others.	3.00	3.20	+0.20	▲
48. Readily shares credit and gives others opportunity for visibility.	3.18	3.20	+0.02	▲
49. Offers recognition in a timely manner.	3.35	3.40	+0.05	▲
50. Says "thank you" to show appreciation for work of others.	3.29	3.13	-0.16	▼

Comments:
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- Expectations are not always clearly communicated/outlined.
- ___ 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.
- She is trustworthy, dependable, positive attitude, and team focused.
- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team.   Working more collaboratively with her collegues can help avoid this as her intentions are always good, but may not always be perceived that way.   A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- ___ has my back and breaks down the barriers when I let her know that need her support.

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 (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
51. Able to adapt the department to changing business demands and climate.	14	3.14	92.9	7%	71%		21%
52. Encourages risk taking for developing potential business opportunities.	14	3.21	85.7	14%	50%		36%
53. Seeks and utilizes mentors to help guide professional development.	15	3.27	86.7	13%	47%		40%
54. Is comfortable operating in an environment of uncertainty.	15	3.13	86.7	13%	60%		27%
55. Balances risks and rewards when making decisions.	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. Able to adapt the department to changing business demands and climate.	3.24	3.14	-0.09 ▼
52. Encourages risk taking for developing potential business opportunities.	3.06	3.21	+0.16 ▲
53. Seeks and utilizes mentors to help guide professional development.	3.59	3.27	-0.32 ▼
54. Is comfortable operating in an environment of uncertainty.	2.94	3.13	+0.19 ▲
55. Balances risks and rewards when making decisions.	2.88	3.07	+0.18 ▲

Comments:
- Her open and upbeat attitude is refreshing and contagious.   A real role model for professionalism.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- Willingness to pitch in, desire to grow, and a great attitude.
- There are two items above that will be part of my goals for the coming year.
- ___ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.

Fiscal Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
56. Keeps excellent records for financial transparency.	15	2.93	73.3	27%	53%		20%
57. Effective in using Company's resources.	15	3.20	93.3	7%	67%		27%
58. Develops budgets and plans for various programs and initiatives.	15	3.20	93.3	7%	67%		27%
59. Provides budgeting and accounting support to the Company.	15	3.13	93.3	7%	67%		27%
60. Develops of the department's annual budget.	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. Keeps excellent records for financial transparency.	2.88	2.93	+0.05 ▲
57. Effective in using Company's resources.	3.18	3.20	+0.02 ▲
58. Develops budgets and plans for various programs and initiatives.	3.24	3.20	-0.04 ▼
59. Provides budgeting and accounting support to the Company.	3.18	3.13	-0.04 ▼
60. Develops of the department's annual budget.	3.47	3.20	-0.27 ▼

Comments:
- ___ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.
- ___ does an excellent job as a leader.   She has been presented with many challenges in the last year and has remained positive for her staff.
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- Manager engages in all categories described above as marked.
- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- She takes the time to explain to staff the rationale of changes being made.

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?

- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- ___ is able to multitask in a variety of ways.
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- Great to have you on the team!
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.

What do you like best about working with this individual?

- 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 immeasureable
- ___ has excellent job and people skills.
- It's a pleasure to work with ___ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- Having had minimal interaction with ___'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- ___ is great about approaching and including staff input with decision making within the department.

What do you like least about working with this individual?

- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- She could benefit from understanding about how to create resolution and clarity.
- ___ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- There are two items above that will be part of my goals for the coming year.
- ___ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.

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

- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- ___ makes great hiring choices.   she is clear on what needs to be done.
- She has helped make me a better manager through her actions and follow through.
- Management skills progressing well with experience.
- She allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- She is all the above and more, have never worked with a more engaged leader.   Her shoes will be difficult to fill.

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

- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.
- She is a great manager and person to work for/with.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- She has taken her team to the next level.
- She is decisive about budgets, emergency preparedness, and safety.

Any final comments?

- ___ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with.   I am on a committee that she runs and she is an excellent meeting facilitator.
- ___ 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.
- ___ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- She communicates well to all staff and we know what is expected of us.
- Allocates resources in advance to ensure the required work can be completed.
- Even though she is part-time, I don't like the minimal face-to-face exposure.