



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.

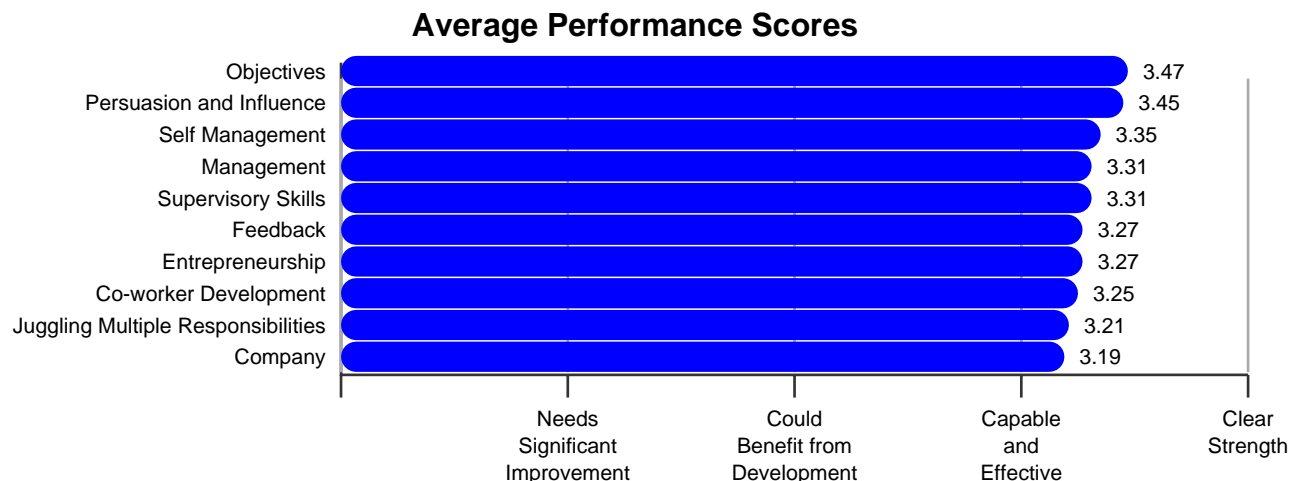
What to Do with Your Feedback

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

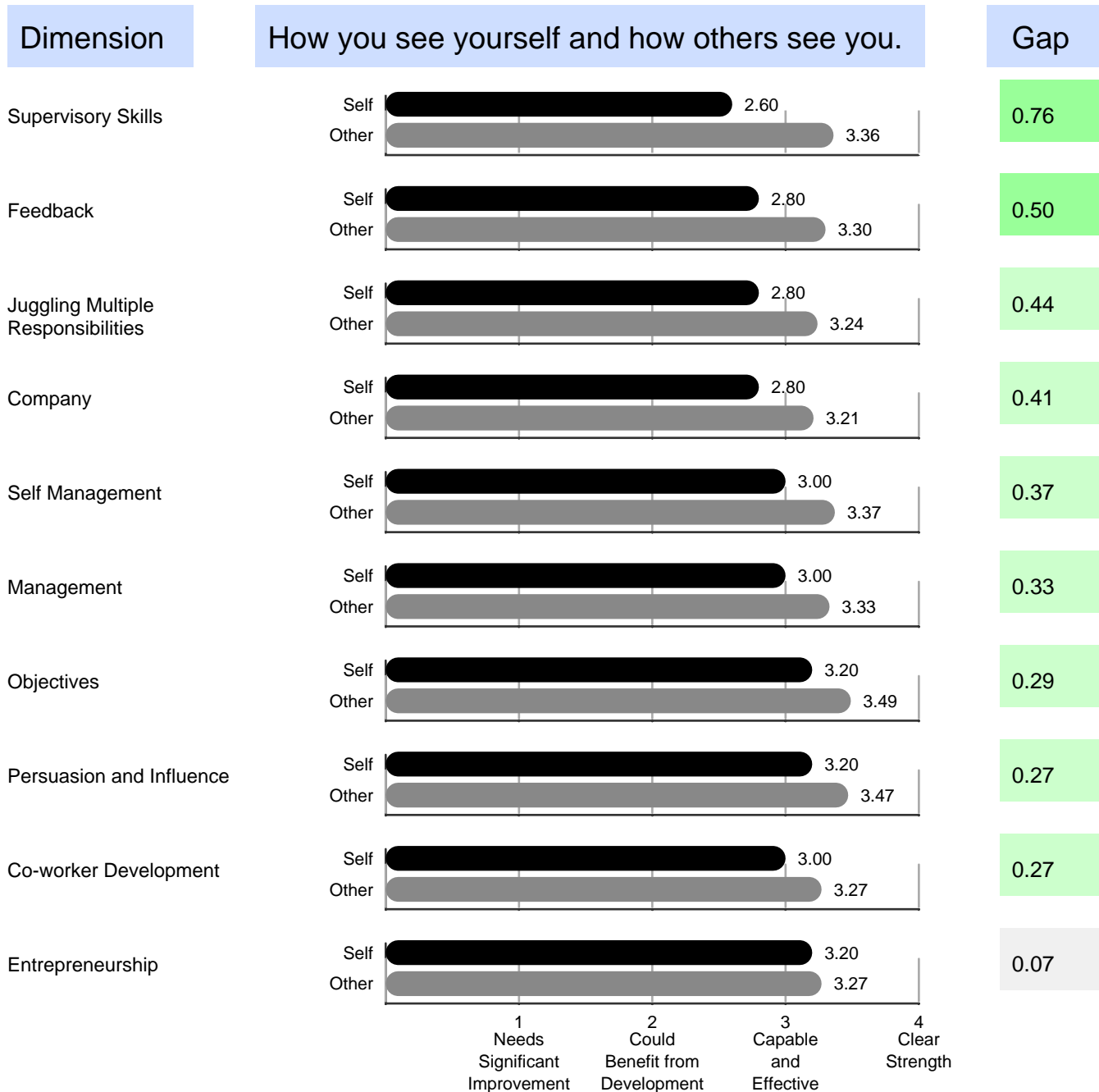
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Objectives

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. Encourages me to take on greater responsibility. | 15 | 3.20 | 93.3 | 7% | 67% | 27% | |
| 2. Works toward achieving established goals and objectives. | 15 | 3.87 | 100.0 | 13% | 87% | | |
| 3. Ability to establish realistic goals. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 4. Assures [Company] principles are understood, employed & pursued. | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 5. Consistently provides me with timely feedback for improving my performance. | 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. Encourages me to take on greater responsibility. | 3.29 | 3.20 | -0.09 ▼ |
| 2. Works toward achieving established goals and objectives. | 3.65 | 3.87 | +0.22 ▲ |
| 3. Ability to establish realistic goals. | 3.18 | 3.33 | +0.16 ▲ |
| 4. Assures [Company] principles are understood, employed & pursued. | 3.41 | 3.60 | +0.19 ▲ |
| 5. Consistently provides me with timely feedback for improving my performance. | 3.24 | 3.33 | +0.10 ▲ |

Comments:

- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- Over the past year I've noticed that ___ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.
- Provide regular updates on the progress of work/tasks/projects.
- I don't often get a chance to see ___ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.
- When in need, she picks the appropriate person to conquer a task or assignment. She delegates well and seems to know who best to direct projects, questions and or initiatives to.

Self Management

Level of Skill

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

| Item | n | Avg | LOA | Needs Significant Improvement | Could Benefit from Development | Capable and Effective | Clear Strength |
|---|----|------|------|-------------------------------|--------------------------------|-----------------------|----------------|
| 6. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence. | 15 | 3.20 | 93.3 | 7% | 60% | 33% | |
| 7. Steps away from a situation to process appropriate response. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 8. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 9. Consciously controls own negative emotions in order to keep team morale up. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 10. Does not allow own emotions to interfere with the performance of others. | 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 personal impact on others and adjusts behavior to create a positive leadership presence. | 3.24 | 3.20 | -0.04 ▼ |
| 7. Steps away from a situation to process appropriate response. | 3.41 | 3.20 | -0.21 ▼ |
| 8. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding. | 3.24 | 3.40 | +0.16 ▲ |
| 9. Consciously controls own negative emotions in order to keep team morale up. | 3.18 | 3.47 | +0.29 ▲ |
| 10. Does not allow own emotions to interfere with the performance of others. | 3.35 | 3.47 | +0.11 ▲ |

Comments:

- ___ is very cognizant of areas for improvement. She has made a huge impact on how the department functions.
- I think ___ is doing a great job! The learning curve is steep and she is growing to meet the challenge.
- Initiative, attitude, and willingness to pitch in.
- 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.
- I feel that ___ has skills that are underutilized because she is a content expert in one function of the organization; however, her skills are far beyond human resources and should be used to help push the organization forward.
- ___ has been very supportive as a supervisor.

Feedback

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. Asks others for their ideas and opinions. | 15 | 3.53 | 100.0 | 47% | 53% | | |
| 12. Is easy to approach with ideas and opinions. | 15 | 3.27 | 100.0 | 73% | 27% | | |
| 13. Accepts the views of others. | 15 | 3.33 | 100.0 | 67% | 33% | | |
| 14. Shares past experiences with others as learning opportunities. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 15. Actively seeks feedback from others. | 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. Asks others for their ideas and opinions. | 3.47 | 3.53 | +0.06 ▲ |
| 12. Is easy to approach with ideas and opinions. | 3.47 | 3.27 | -0.20 ▼ |
| 13. Accepts the views of others. | 3.35 | 3.33 | -0.02 ▼ |
| 14. Shares past experiences with others as learning opportunities. | 3.18 | 3.13 | -0.04 ▼ |
| 15. Actively seeks feedback from others. | 3.00 | 3.07 | +0.07 ▲ |

Comments:

- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- ___ is very supportive to staff and offers many opportunities for staff to grow.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- Sometimes the desired outcomes and expectations are not clearly communicated.

Management

Level of Skill

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

| Item | n | Avg | LOA | Needs Significant Improvement | Could Benefit from Development | Capable and Effective | Clear Strength |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|----------------|
| 16. Takes responsibility for things that go wrong | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 17. Delegate tasks effectively | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 18. Keep staff informed about what is happening in the company | 14 | 3.00 | 92.9 | 7% | 79% | 14% | |
| 19. Is ready to offer help | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 20. Sets an example for others to follow | 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. Takes responsibility for things that go wrong | 3.65 | 3.40 | -0.25 ▼ |
| 17. Delegate tasks effectively | 3.47 | 3.27 | -0.20 ▼ |
| 18. Keep staff informed about what is happening in the company | 3.12 | 3.00 | -0.12 ▼ |
| 19. Is ready to offer help | 3.59 | 3.47 | -0.12 ▼ |
| 20. Sets an example for others to follow | 3.29 | 3.40 | +0.11 ▲ |

Comments:

- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- Everyone who works with ___ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- We have made improvements in our documentation and have decreased duplicate reporting.
- Her years of experience and wisdom are generously shared and appreciated.
- She could benefit from becoming more comfortable challenging others.
- ___ excels at customer service and keeping our team focused on the customer.

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 |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|----------------|
| 21. Encourages employees to achieve their full potential. | 15 | 3.53 | 100.0 | 47% | 53% | | |
| 22. Delegates effectively. | 15 | 3.00 | 80.0 | 20% | 60% | 20% | |
| 23. Appropriately recognizes and rewards employees. | 15 | 2.87 | 80.0 | 20% | 73% | 7% | |
| 24. Maintains good working relationships with employees. | 15 | 3.47 | 100.0 | 53% | 47% | | |
| 25. Treats all staff equitably. | 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. Encourages employees to achieve their full potential. | 3.35 | 3.53 | +0.18 ▲ |
| 22. Delegates effectively. | 3.00 | 3.00 | |
| 23. Appropriately recognizes and rewards employees. | 2.88 | 2.87 | -0.02 ▼ |
| 24. Maintains good working relationships with employees. | 3.00 | 3.47 | +0.47 ▲ |
| 25. Treats all staff equitably. | 3.76 | 3.67 | -0.10 ▼ |

Comments:

- Take charge without being pushed to do so.
- ___ has my back and breaks down the barriers when I let her know that need her support.
- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- She is kind, respectful, and a good listener. I can always discuss my concerns with her and she is never judgmental, but gives me honest and helpful feedback.
- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- ___ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.

Persuasion and Influence

Level of Skill

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

| Item | n | Avg | LOA | Needs Significant Improvement | Could Benefit from Development | Capable and Effective | Clear Strength |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|----------------|
| 26. Communicates effectively with others. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 27. Has excellent influencing/negotiating skills. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 28. Persuades others to consider alternative points of view. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 29. Develops a good rapport with others. | 15 | 3.67 | 100.0 | | 33% | 67% | |
| 30. Understanding what others need. | 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. Communicates effectively with others. | 3.53 | 3.40 | -0.13 ▼ |
| 27. Has excellent influencing/negotiating skills. | 3.12 | 3.33 | +0.22 ▲ |
| 28. Persuades others to consider alternative points of view. | 3.41 | 3.53 | +0.12 ▲ |
| 29. Develops a good rapport with others. | 3.59 | 3.67 | +0.08 ▲ |
| 30. Understanding what others need. | 3.41 | 3.33 | -0.08 ▼ |

Comments:

- ___ always remains professional in her interactions and I appreciate her direct style of communication.
- She is open to feedback and actively tries to improve.
- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.

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 (Clear Strength).

| Item | n | Avg | LOA | Needs Significant Improvement | Could Benefit from Development | Capable and Effective | Clear Strength |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|----------------|
| 31. Begins tasks as soon as possible. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 32. Can multitask while performing all of their other responsibilities and activities. | 15 | 3.40 | 100.0 | | 60% | 40% | |
| 33. Keeps track of multiple assignments and deadlines. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 34. Ensures that assignments are prioritized according to the needs of the department/company. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 35. Assigns tasks based on skills of team members. | 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. Begins tasks as soon as possible. | 3.18 | 3.20 | +0.02 ▲ |
| 32. Can multitask while performing all of their other responsibilities and activities. | 3.35 | 3.40 | +0.05 ▲ |
| 33. Keeps track of multiple assignments and deadlines. | 3.18 | 3.20 | +0.02 ▲ |
| 34. Ensures that assignments are prioritized according to the needs of the department/company. | 2.88 | 3.27 | +0.38 ▲ |
| 35. Assigns tasks based on skills of team members. | 3.18 | 3.00 | -0.18 ▼ |

Comments:

- She is effective and her knowledge of processes is invaluable.
- This year ___ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.
- 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.
- She sees things that others don't and always have valuable feedback for whomever she is talking/working with.
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- Is a great teammate and valuable resource for the company. it is obvious she cares for the team

Co-worker Development

Level of Skill

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

| Item | n | Avg | LOA | Needs Significant Improvement | Could Benefit from Development | Capable and Effective | Clear Strength |
|---|----|------|------|-------------------------------|--------------------------------|-----------------------|----------------|
| 36. Works to identify root causes of performance problems | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 37. Provides ongoing feedback to co-workers on their development progress | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 38. Sets and clearly communicates expectations, performance goals, and measurements to others | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 39. Adapts coaching and mentoring approach to meet the style or needs of individuals | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 40. Gives others development opportunities through project assignments and increased job responsibilities | 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. Works to identify root causes of performance problems | 3.18 | 3.20 | +0.02 ▲ |
| 37. Provides ongoing feedback to co-workers on their development progress | 3.35 | 3.27 | -0.09 ▼ |
| 38. Sets and clearly communicates expectations, performance goals, and measurements to others | 3.24 | 3.27 | +0.03 ▲ |
| 39. Adapts coaching and mentoring approach to meet the style or needs of individuals | 3.59 | 3.13 | -0.45 ▼ |
| 40. Gives others development opportunities through project assignments and increased job responsibilities | 3.29 | 3.40 | +0.11 ▲ |

Comments:

- Great addition to our team!
- ___ is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- ___ defines outcomes clearly and sets expectations/timelines with regards to results. She facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. She is very customer and system focused.
- One of the things that I most appreciate about ___ is her willingness to mentor and grow new talent.
- ___ is smart, detailed and committed. I appreciate having her on our team.
- She is determined to find the answer to any problem or obstacle in her way.

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 |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|----------------|
| 41. Devotes a certain amount of time and effort to developing new business opportunities. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 42. Excellent at managing relationships with stakeholders. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 43. Finds unique ways to go around barriers to success. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 44. Maintains a high level of energy to respond to demands of the job. | 15 | 3.00 | 86.7 | 13% | 73% | 13% | |
| 45. Encourages risk taking for developing potential business opportunities. | 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. Devotes a certain amount of time and effort to developing new business opportunities. | 3.29 | 3.33 | +0.04 ▲ |
| 42. Excellent at managing relationships with stakeholders. | 3.41 | 3.33 | -0.08 ▼ |
| 43. Finds unique ways to go around barriers to success. | 3.35 | 3.13 | -0.22 ▼ |
| 44. Maintains a high level of energy to respond to demands of the job. | 3.18 | 3.00 | -0.18 ▼ |
| 45. Encourages risk taking for developing potential business opportunities. | 3.35 | 3.53 | +0.18 ▲ |

Comments:

- I look forward to learning and improving with her and the other members in the division.
- ___ is an extremely effective leader.
- 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.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- ___'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!
- Provides team members with frequent informal feedback.

Company

Level of Skill

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

| Item | n | Avg | LOA | Needs Significant Improvement | Could Benefit from Development | Capable and Effective | Clear Strength |
|--|----|------|------|-------------------------------|--------------------------------|-----------------------|----------------|
| 46. Follows existing procedures and processes. | 15 | 3.00 | 86.7 | 13% | 73% | | 13% |
| 47. Attends [Company] gatherings and social events. | 15 | 3.20 | 93.3 | 7% | 60% | | 33% |
| 48. Understands the "basics" as to how [Company] functions/operates. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 49. Expresses loyalty and dedication to [Company] in interactions with others. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 50. Impresses upon others the important aspects of [Company]. | 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. Follows existing procedures and processes. | 3.24 | 3.00 | -0.24 ▼ |
| 47. Attends [Company] gatherings and social events. | 3.00 | 3.20 | +0.20 ▲ |
| 48. Understands the "basics" as to how [Company] functions/operates. | 3.18 | 3.20 | +0.02 ▲ |
| 49. Expresses loyalty and dedication to [Company] in interactions with others. | 3.35 | 3.40 | +0.05 ▲ |
| 50. Impresses upon others the important aspects of [Company]. | 3.29 | 3.13 | -0.16 ▼ |

Comments:

- ___ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! ___ has been a great addition to our team!
- ___ is a great partner in Systems Implementation.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- She is always available to listen, lend a hand, or guide the staff when needed.
- ___ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.

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?

- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- She could benefit from understanding about how to create resolution and clarity.
- She can fall behind on projects without providing timely feedback.
- ___ has been the best manager by far we have had in this department. She encourages personal growth with making sure we have time to attend classes offered to us.
- ___ does a great job at demonstrating the value of her team to the organization.
- Take charge without feeling like you need approval.

What do you like best about working with this individual?

- She interacts effectively with our most difficult customers.
- I think at times her dedication to her team can sometimes come off like she is not thinking about a system perspective, I know that ___ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.
- ___ is always looking for ways to improve our workflow and values input from the team members. On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- Detail oriented
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.

What do you like least about working with this individual?

- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- Information is given concisely at meetings, and her explanations of all information is very clear.
- ___ collaborates well with other departments and managers.
- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.

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

- 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.
- Our organization is a better place because of her and her future focus.
- She has created a highly engaged team and manages a diverse group of individuals very well.
- Closes off discussions with action plans.
- I so appreciate that ___ is so on top of everything that we do in payroll.
- She stays in her office, and is largely oblivious to the daily activities of customer service.

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

- ___ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- Thoroughness, accuracy, professionalism.
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.
- ___ is highly professional in her everyday work.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.

Any final comments?

- She is both the manager and the interim director for the service line.
- ___'s management style is excellent.
- She sometimes comes off as confused about organizational/operational direction.
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- She is quick and willing to aid.