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.
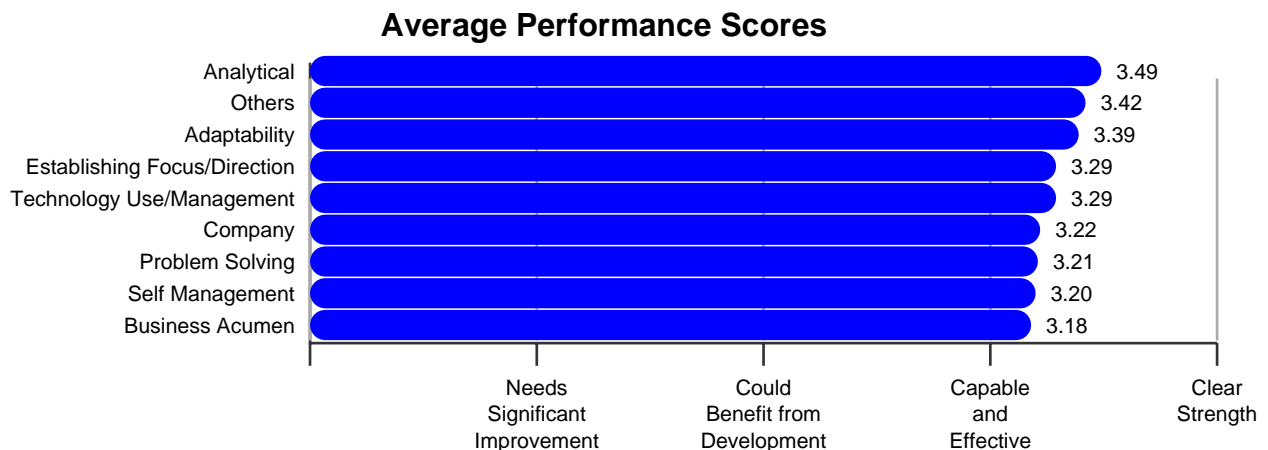
**What to Do with Your Feedback**

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.
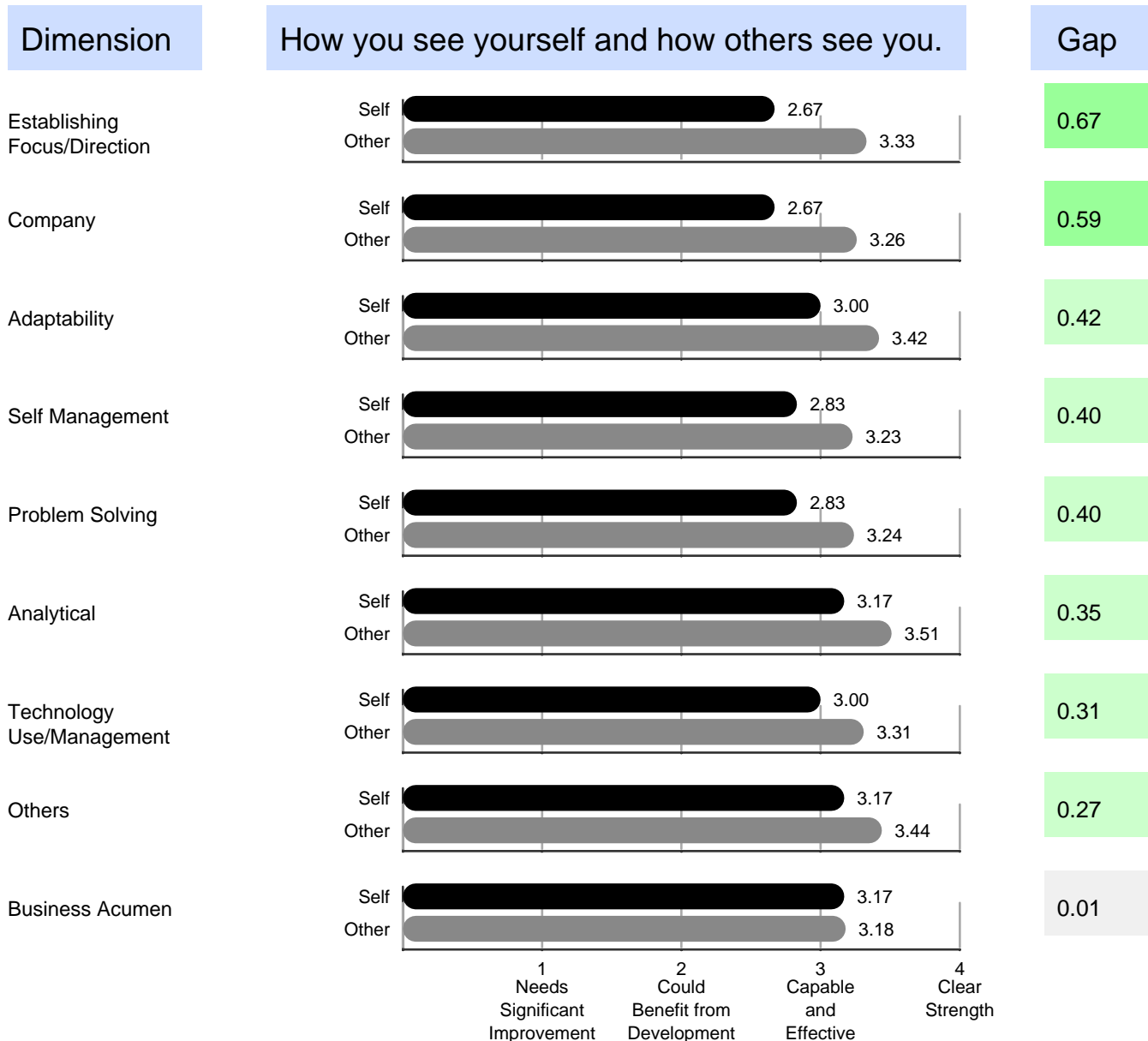
# Summary

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 9 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 |
|---|---|
| Analytical | 3.49 |
| Others | 3.42 |
| Adaptability | 3.39 |
| Establishing Focus/Direction | 3.29 |
| Technology Use/Management | 3.29 |
| Company | 3.22 |
| Problem Solving | 3.21 |
| Self Management | 3.20 |
| Business Acumen | 3.18 |

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 |
|---|---|---|
| Establishing Focus/Direction | Self 2.67 / Other 3.33 | 0.67 |
| Company | Self 2.67 / Other 3.26 | 0.59 |
| Adaptability | Self 3.00 / Other 3.42 | 0.42 |
| Self Management | Self 2.83 / Other 3.23 | 0.40 |
| Problem Solving | Self 2.83 / Other 3.24 | 0.40 |
| Analytical | Self 3.17 / Other 3.51 | 0.35 |
| Technology Use/Management | Self 3.00 / Other 3.31 | 0.31 |
| Others | Self 3.17 / Other 3.44 | 0.27 |
| Business Acumen | Self 3.17 / Other 3.18 | 0.01 |

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

# Others

## 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. Consistently demonstrates ability and willingness to trust others. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 2. Works across boundaries within the organization. | 15 | 3.87 | 100.0 | 13% | 87% | | |
| 3. Respects the opinions of other employees. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 4. ...treats others with respect and dignity. | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 5. Works effectively with people from other departments. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 6. Treats others with respect and dignity. | 15 | 3.20 | 93.3 | 7% | 60% | | 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 |
|------|------|------|--------|
| 1. Consistently demonstrates ability and willingness to trust others. | 3.29 | 3.20 | -0.09 ▼ |
| 2. Works across boundaries within the organization. | 3.65 | 3.87 | +0.22 ▲ |
| 3. Respects the opinions of other employees. | 3.18 | 3.33 | +0.16 ▲ |
| 4. ...treats others with respect and dignity. | 3.41 | 3.60 | +0.19 ▲ |
| 5. Works effectively with people from other departments. | 3.24 | 3.33 | +0.10 ▲ |
| 6. Treats others with respect and dignity. | 3.24 | 3.20 | -0.04 ▼ |

Comments:
- ___ has a tough job, unclear role in an unclear world.   She has a great handle on current process and people.
- I would encourage her to share with others the work going on in her area in this regard.   It deserves to be recognized and shared.
- There have been many changes in management over the last 5 years. I can truly say that ___ is an exceptional manager. Our dept has made some truly good changes under ___.
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- ___'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!
- ___ is respected by the team and they openly seek out her advise or opinion.

# Adaptability

## Level of Skill

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

| Item | n | Avg | LOA | Needs Significant Improvement | Could Benefit from Development | Capable and Effective | Clear Strength |
|------|---|-----|-----|---------|---------|---------|---------|
| 7. Able to adapt to changes in technology and processes. | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |
| 8. Adjusts priorities to changing business goals. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 9. Able to quickly learn new ways of performing their job. | 15 | 3.47 | 93.3 | 7% | 40% | | 53% |
| 10. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments. | 15 | 3.47 | 93.3 | 7% | 40% | | 53% |
| 11. Recognizes and implements changes to enhance efficiency and effectiveness. | 15 | 3.53 | 100.0 | | 47% | | 53% |
| 12. Flexible and adaptable when confronted with unexpected changes. | 15 | 3.27 | 100.0 | | 73% | | 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 | |
|------|------|------|--------|---|
| 7. Able to adapt to changes in technology and processes. | 3.41 | 3.20 | -0.21 | ▼ |
| 8. Adjusts priorities to changing business goals. | 3.24 | 3.40 | +0.16 | ▲ |
| 9. Able to quickly learn new ways of performing their job. | 3.18 | 3.47 | +0.29 | ▲ |
| 10. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments. | 3.35 | 3.47 | +0.11 | ▲ |
| 11. Recognizes and implements changes to enhance efficiency and effectiveness. | 3.47 | 3.53 | +0.06 | ▲ |
| 12. Flexible and adaptable when confronted with unexpected changes. | 3.47 | 3.27 | -0.20 | ▼ |

Comments:
- Show others it is possible to understand both sides without having to agree all the time.
- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- She engages the staff and I feel the department is in the best shape it ever has been in.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers.   This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer requireed in an operational role or I determine a way to obtain more support staff to work on contracts and compensation.   This work requires research and dedicated time to produce accurate work.
- She encourages teammates more as a peer than a coach.
- ___ is a very effective leader and a role model for other leaders.

# 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 |
|------|---|-----|-----|------|------|------|------|
| 13. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding. | 15 | 3.33 | 100.0 | | 67% | | 33% |
| 14. Uses patience and self-control in working with customers and associates. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 15. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger. | 15 | 3.07 | 80.0 | 20% | 53% | | 27% |
| 16. Does not allow own emotions to interfere with the performance of others. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 17. Analyzes interpersonal problems instead of reacting to them. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 18. Consciously controls own negative emotions in order to keep team morale up. | 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 | 2022 | 2023 | Change |
|------|------|------|--------|
| 13. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding. | 3.35 | 3.33 | -0.02 ▼ |
| 14. Uses patience and self-control in working with customers and associates. | 3.18 | 3.13 | -0.04 ▼ |
| 15. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger. | 3.00 | 3.07 | +0.07 ▲ |
| 16. Does not allow own emotions to interfere with the performance of others. | 3.65 | 3.40 | -0.25 ▼ |
| 17. Analyzes interpersonal problems instead of reacting to them. | 3.47 | 3.27 | -0.20 ▼ |
| 18. Consciously controls own negative emotions in order to keep team morale up. | 3.12 | 3.00 | -0.12 ▼ |

Comments:
- ___ is a strong advocate for both the customer and staff.
- She holds everyone to such a high standard, you don't want to disappoint her.
- ___ is an excellent communicator and is very open and supportive to her staff.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.
- ___ is an excellent role model.   she received the Employee Excellence Award this past year and also received her Master's Degree, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.
- She has a very engaging style which generates trust and respect.

# Establishing Focus/Direction

## 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 |
|------|---|-----|-----|---|---|---|---|
| 19. Functions well under stress, deadlines, and/or significant workloads. | 15 | 3.47 | 100.0 | | 53% | | 47% |
| 20. Sets appropriate goals for employees. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 21. Makes sure that employees understand how their work relates to organizational goals. | 15 | 3.53 | 100.0 | | 47% | | 53% |
| 22. Stays focused even when under pressure and stress. | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |
| 23. Maintains focus when handling several problems or tasks simultaneously. | 15 | 2.87 | 80.0 | 20% | 73% | | 7% |
| 24. Makes sure that employees understand and identify with the team's mission. | 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 | 2022 | 2023 | Change | |
|------|------|------|--------|---|
| 19. Functions well under stress, deadlines, and/or significant workloads. | 3.59 | 3.47 | -0.12 | ▼ |
| 20. Sets appropriate goals for employees. | 3.29 | 3.40 | +0.11 | ▲ |
| 21. Makes sure that employees understand how their work relates to organizational goals. | 3.35 | 3.53 | +0.18 | ▲ |
| 22. Stays focused even when under pressure and stress. | 3.00 | 3.00 | | |
| 23. Maintains focus when handling several problems or tasks simultaneously. | 2.88 | 2.87 | -0.02 | ▼ |
| 24. Makes sure that employees understand and identify with the team's mission. | 3.00 | 3.47 | +0.47 | ▲ |

Comments:
- ___ is a great manager.   Very supportive of her staff.
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- ___ consistently asks how the day is going, if she can help us at all.
- 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.
- A willingness and flexibility to pitch in help where needed is important.
- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.

# Analytical

## 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 |
|------|---|-----|-----|---|---|---|---|
| 25. Uses appropriate techniques to solve problems. | 15 | 3.67 | 100.0 | | 33% | | 67% |
| 26. Looks for trends in the data. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 27. Actively seeks constructive feedback from others. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 28. Gathers information from a variety of sources. | 15 | 3.53 | 100.0 | | 47% | | 53% |
| 29. Uses alternate tools for analysis to check the reliability of previous analyses. | 15 | 3.67 | 100.0 | | 33% | | 67% |
| 30. Balances risks and costs with the rewards and probabilities of success when decisions. | 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 |
|------|------|------|--------|
| 25. Uses appropriate techniques to solve problems. | 3.76 | 3.67 | -0.10 ▼ |
| 26. Looks for trends in the data. | 3.53 | 3.40 | -0.13 ▼ |
| 27. Actively seeks constructive feedback from others. | 3.12 | 3.33 | +0.22 ▲ |
| 28. Gathers information from a variety of sources. | 3.41 | 3.53 | +0.12 ▲ |
| 29. Uses alternate tools for analysis to check the reliability of previous analyses. | 3.59 | 3.67 | +0.08 ▲ |
| 30. Balances risks and costs with the rewards and probabilities of success when decisions. | 3.41 | 3.33 | -0.08 ▼ |

Comments:
- ___ is a respected leader and peer.   She manages her unit well and her staff appear to high regard for her as their leader.
- She always responds in a timely manner and stays organized.
- She has a calm demeanor and willingness to help with anything.
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- ___ has grown and proven herself to be an effective leader in the imaging department.

# 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 |
|---|---|---|---|---|---|---|---|
| 31. Solves problems that have difficult or conflicting constraints. | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |
| 32. Actively seeks the root cause of a problem. | 15 | 3.40 | 100.0 | | 60% | | 40% |
| 33. Implements solutions and evaluates results. | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |
| 34. Solves problems using logic and insight. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 35. Makes judgments based upon relevant information. | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |
| 36. Finds creative ways to get things done with limited resources. | 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 |
|---|---|---|---|
| 31. Solves problems that have difficult or conflicting constraints. | 3.18 | 3.20 | +0.02 ▲ |
| 32. Actively seeks the root cause of a problem. | 3.35 | 3.40 | +0.05 ▲ |
| 33. Implements solutions and evaluates results. | 3.18 | 3.20 | +0.02 ▲ |
| 34. Solves problems using logic and insight. | 2.88 | 3.27 | +0.38 ▲ |
| 35. Makes judgments based upon relevant information. | 3.18 | 3.00 | -0.18 ▼ |
| 36. Finds creative ways to get things done with limited resources. | 3.18 | 3.20 | +0.02 ▲ |

Comments:
- She is a charismatic leader. Really the best!!
- ___ continues to be a wonderful boss and mentor.
- The only area with which she struggles is the need for relationship building with staff she supervises.   I know she understands the reason for this and has been working on developing a better approach.
- ___ communicates her expectations of the team well and involves them in the process improvement plans.
- Overall I think she does a great job and she is very approachable.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.

# 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 |
|---|---|---|---|---|---|---|---|
| 37. Identifies gaps between actual and needed technical competencies and provides recommendations for required training. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 38. Understands and is committed to implementing new technologies. | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 39. Adopts the implementation of new technology into the workplace. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 40. Supports employee training and development initiatives regarding implementation of technology. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 41. Maximizes the use of new technology to deliver products and services. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 42. Proficient in the use of technical systems and processes. | 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 |
|---|---|---|---|
| 37. Identifies gaps between actual and needed technical competencies and provides recommendations for required training. | 3.35 | 3.27 | -0.09 ▼ |
| 38. Understands and is committed to implementing new technologies. | 3.24 | 3.27 | +0.03 ▲ |
| 39. Adopts the implementation of new technology into the workplace. | 3.59 | 3.13 | -0.45 ▼ |
| 40. Supports employee training and development initiatives regarding implementation of technology. | 3.29 | 3.40 | +0.11 ▲ |
| 41. Maximizes the use of new technology to deliver products and services. | 3.29 | 3.33 | +0.04 ▲ |
| 42. Proficient in the use of technical systems and processes. | 3.41 | 3.33 | -0.08 ▼ |

Comments:
- I feel confident as if she treats us all as equals.
- ___ is an outstanding leader.   She offers great communication and staff allows know what is expected of them.
- ___ is a great leader and is committed to her role here at [CompanyName]!
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- ___ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- ___ is a team player and effective in her role.

# Business Acumen

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

| Item | n | Avg | LOA | Needs Significant Improvement | Could Benefit from Development | Capable and Effective | Clear Strength |
|------|---|-----|-----|------|------|------|------|
| 43. Applies the knowledge of work processes to influence the achievement of business goals | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 44. Understands complex issues and problems. | 15 | 3.00 | 86.7 | 13% | 73% | | 13% |
| 45. Exhibits behavior that is consistent with the vision, mission, and core values of the organization | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 46. Asks the 'right' questions to size up or evaluate situations. | 15 | 3.00 | 86.7 | 13% | 73% | | 13% |
| 47. Considers impact of actions on other areas of the organization. | 15 | 3.20 | 93.3 | 7% | 60% | 33% | |
| 48. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance | 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 |
|------|------|------|--------|
| 43. Applies the knowledge of work processes to influence the achievement of business goals | 3.35 | 3.13 | -0.22 ▼ |
| 44. Understands complex issues and problems. | 3.18 | 3.00 | -0.18 ▼ |
| 45. Exhibits behavior that is consistent with the vision, mission, and core values of the organization | 3.35 | 3.53 | +0.18 ▲ |
| 46. Asks the 'right' questions to size up or evaluate situations. | 3.24 | 3.00 | -0.24 ▼ |
| 47. Considers impact of actions on other areas of the organization. | 3.00 | 3.20 | +0.20 ▲ |
| 48. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance | 3.18 | 3.20 | +0.02 ▲ |

Comments:
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- The most important attribute that ___ demonstrates is making sure there is a solid, vibrant leadership team.   When she meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire.   She pushes for honest opinions and decisions and she expects those decisions and opinions to be supportable with reason.   At the same time, she somehow nurtures innovation that leads to improving process and outcomes.
- ___ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- Sometimes her decisions aren't thought through from a financial perspective.
- She communicates clearly, and is always willing to listen attentively.
- Not many people can be as well rounded, as these qualities require completely different skill sets.

# 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 |
|------|---|-----|-----|------|------|------|------|
| 49. Effectively represents the department in company gatherings. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 50. Maintains positive relationships between the [Company] and the community. | 15 | 3.13 | 80.0 | 7% 13% | 40% | | 40% |
| 51. Understands the use of [Company] products and services. | 14 | 3.14 | 92.9 | 7% | 71% | | 21% |
| 52. Follows existing procedures and processes. | 14 | 3.21 | 85.7 | 14% | 50% | | 36% |
| 53. Expresses loyalty and dedication to [Company] in interactions with others. | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 54. Understands the "basics" as to how [Company] functions/operates. | 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 | 2022 | 2023 | Change |
|------|------|------|--------|
| 49. Effectively represents the department in company gatherings. | 3.35 | 3.40 | +0.05 ▲ |
| 50. Maintains positive relationships between the [Company] and the community. | 3.29 | 3.13 | -0.16 ▼ |
| 51. Understands the use of [Company] products and services. | 3.24 | 3.14 | -0.09 ▼ |
| 52. Follows existing procedures and processes. | 3.06 | 3.21 | +0.16 ▲ |
| 53. Expresses loyalty and dedication to [Company] in interactions with others. | 3.59 | 3.27 | -0.32 ▼ |
| 54. Understands the "basics" as to how [Company] functions/operates. | 2.94 | 3.13 | +0.19 ▲ |

Comments:
- ___ is by far a leader in the service area.
- She is, quite simply, the best boss I've ever had.
- Expectations are not always clearly communicated/outlined.
- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally   received.
- Experience, mentoring and self-confidence.
- ___ is an excellent role model.   she received the Employee Excellence Award this past year and also received her Master's Degree, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.

# 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?
- Take charge without feeling like you need approval.
- She supports each and every one of us and was very sensitive to how this was effecting every staff member.
- I enjoy working with ___ very much.
- The few problems we have experienced during these changes is a reflection of ___'s leadership.
- ___ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- ___ is organized and thorough.

### What do you like best about working with this individual?
- ___ delegates very effectively.
- ___ is an excellent listener.   She is HIGHLY respected by her staff, and other leaders around the organization.   I honestly have a very hard time trying to think of an area for improvement.
- She involves our team and holds us accountable out of respect.
- ___'s management style is excellent.
- ___'s job performance exceeds all the elements.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.

### What do you like least about working with this individual?
- Positive attitude.
- ___ is a great listener and leader for the department.
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- ___ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- She has taken the initiative to always be finding new ways to grow both professionally and personally.

### What do you see as this person's most important leadership-related strengths?
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- I appreciate her commitment in this area.
- ___ is able to multitask in a variety of ways.
- ___ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- She is approachable and easy to talk to.   In every interaction she is honest, encouraging, a great listener, and very supportive.

### What do you see as this person's most important leadership-related areas for improvement?
- ___ is a respected leader and peer.   She manages her unit well and her staff appear to high regard for her as their leader.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- ___ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.
- ___ manages everyone else time very well. she puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- Personality. Great Mentor and Leader. Talented.

## Any final comments?

- Ready to tackle any given problem and help others finish 1st
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- She is truly dedicated to doing a good job, by helping us do a good job.
- I will always remember ___ as my first manager and be thankful she helped shape my first career.