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.
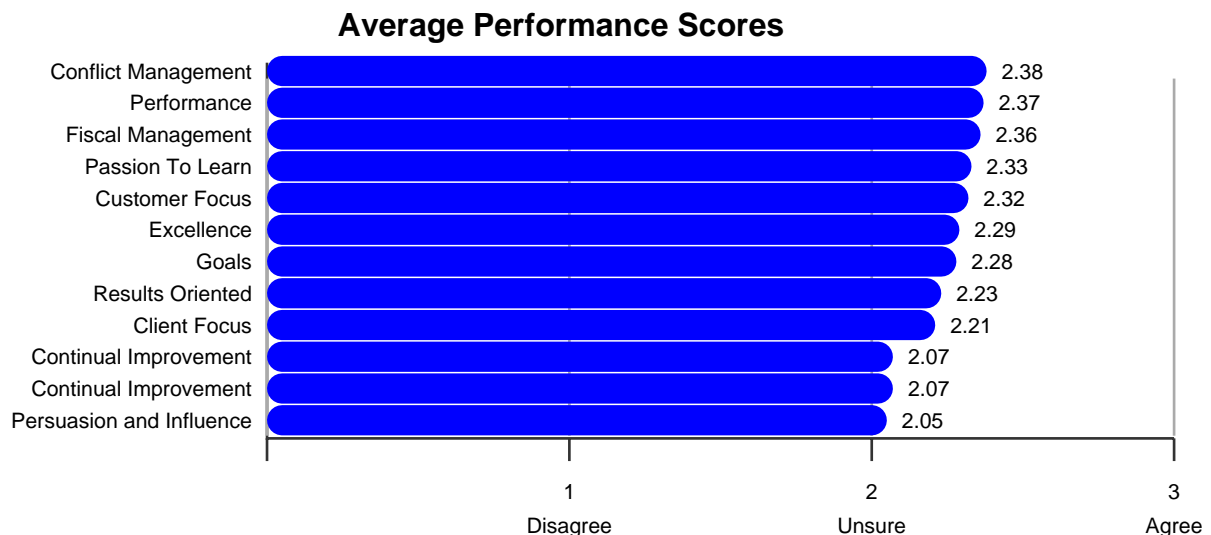
What to Do with Your Feedback

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
Conflict Management	2.38
Performance	2.37
Fiscal Management	2.36
Passion To Learn	2.33
Customer Focus	2.32
Excellence	2.29
Goals	2.28
Results Oriented	2.23
Client Focus	2.21
Continual Improvement	2.07
Continual Improvement	2.07
Persuasion and Influence	2.05

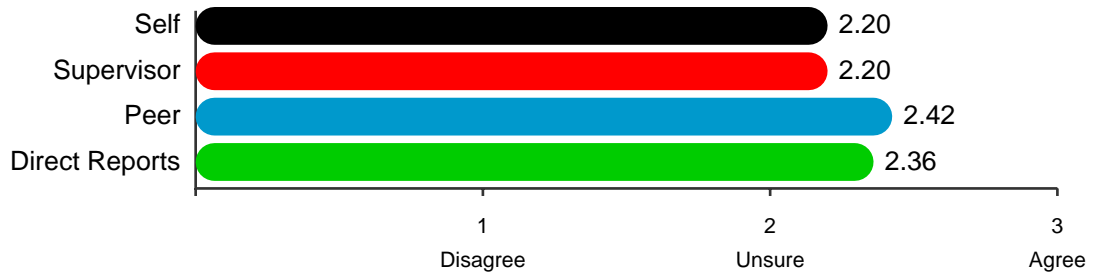Scale: 1 = Disagree, 2 = Unsure, 3 = Agree

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.
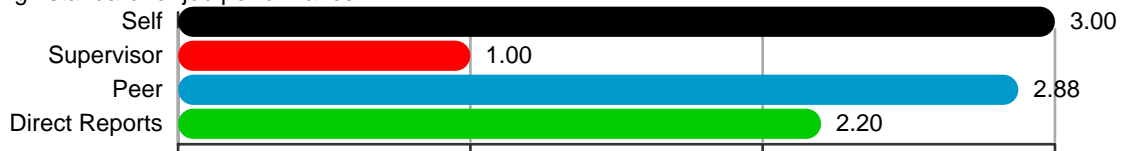
Dimension	How you see yourself and how others see you.		Gap
Excellence	Self	2.00	0.31
	Other	2.31	
Goals	Self	2.00	0.30
	Other	2.30	
Conflict Management	Self	2.20	0.20
	Other	2.40	
Performance	Self	2.20	0.19
	Other	2.39	
Fiscal Management	Self	2.20	0.17
	Other	2.37	
Customer Focus	Self	2.20	0.13
	Other	2.33	
Persuasion and Influence	Self	2.00	0.06
	Other	2.06	
Results Oriented	Self	2.20	0.03
	Other	2.23	
Client Focus	Self	2.20	0.01
	Other	2.21	
Passion To Learn	Self	2.40	0.07
	Other	2.33	
Continual Improvement	Self	2.20	0.14
	Other	2.06	
Continual Improvement	Self	2.20	0.14
	Other	2.06	

1 Disagree 2 Unsure 3 Agree

Performance

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.42
Direct Reports	2.36

1 — Disagree   2 — Unsure   3 — Agree

1. Able to organize work.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

2. Sets a high standard for job performance.

Self	3.00
Supervisor	1.00
Peer	2.88
Direct Reports	2.20

3. Has great overall performance

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.80

4. Works effectively in the department.

Self	2.00
Supervisor	1.00
Peer	2.75
Direct Reports	2.40

5. ...Overall Performance

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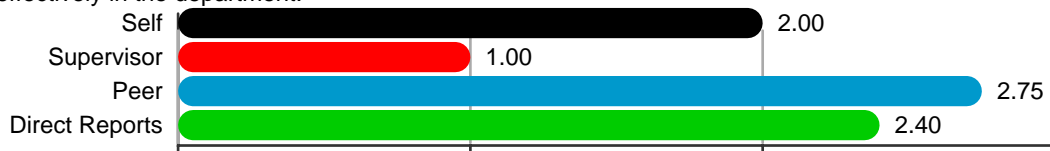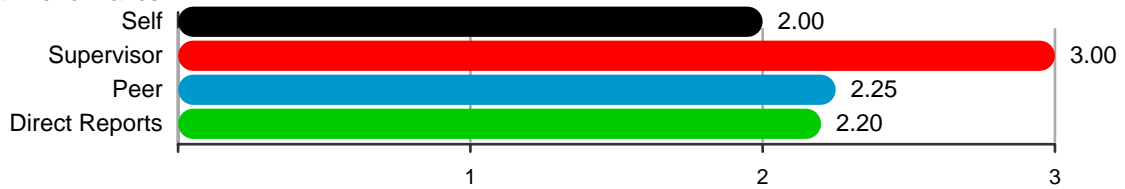
Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Able to organize work.	15	2.27	33.3	7%	60%	33%
2. Sets a high standard for job performance.	15	2.53	73.3	20%	7%	73%
3. Has great overall performance	15	2.33	40.0	7%	53%	40%
4. Works effectively in the department.	15	2.47	53.3	7%	40%	53%
5. ...Overall Performance	15	2.27	40.0	13%	47%	40%

Comments:

- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- Definitely goes out of her way to involve the entire office in decisions that will affect us all.
- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- Her focus is for quality that is customer centered.
- What I like is her standard line what resources do you need from me to make this work?
- ___ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.

Goals

Summary Scores

6. Establishes and documents goals and objectives.

7. Sets high expectations and goals; encourages others to support the organization.
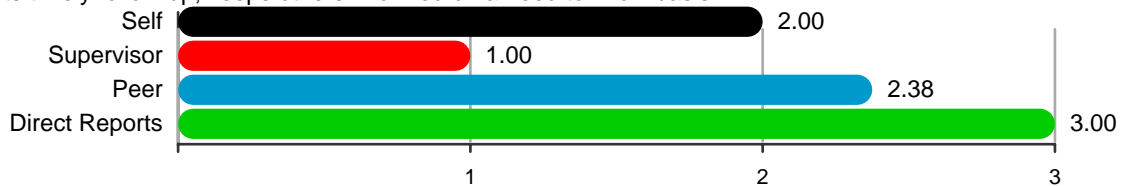

8. Understands & contributes to development of strategic goals.

9. Makes sure that I have a clear idea of our group's goals.

10. Conducts timely follow-up; keeps others informed on a need to know basis.

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Establishes and documents goals and objectives.	15	2.13	33.3	20%	47%	33%
7. Sets high expectations and goals; encourages others to support the organization.	15	2.07	26.7	20%	53%	27%
8. Understands & contributes to development of strategic goals.	15	2.33	40.0	7%	53%	40%
9. Makes sure that I have a clear idea of our group's goals.	15	2.40	53.3	13%	33%	53%
10. Conducts timely follow-up; keeps others informed on a need to know basis.	15	2.47	60.0	13%	27%	60%

Comments:
- Great to have you on the team!
- ___ has superb technical experience. I think she should take more advantage of department meetings to brief the team on her priorities and initiatives.
- She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.
- I appreciate her receptiveness and openness and her sense of humor.
- ___ is very visible on the unit.   Spending many hours with staff.
- I have had the opportunity to work with ___ on several projects through our Core Competency Training.   All of which she has approached with a positive team building attitude.
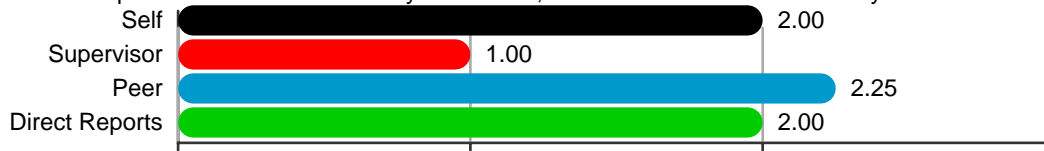
Results Oriented

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.18
Direct Reports	2.32

1	2	3
Disagree	Unsure	Agree

11. Inspires and motivates co-workers to be productive and energetic at work

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.60

12. Helps others when free-time is available.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.80

13. Demonstrates the personal confidence to "stay the course," even when faced with difficulty

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.00

14. Directs team in prioritizing daily work activities

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.60

15. Does not become distracted by non-issues or interruptions.

Self	3.00
Supervisor	2.00
Peer	2.29
Direct Reports	2.60

1	2	3
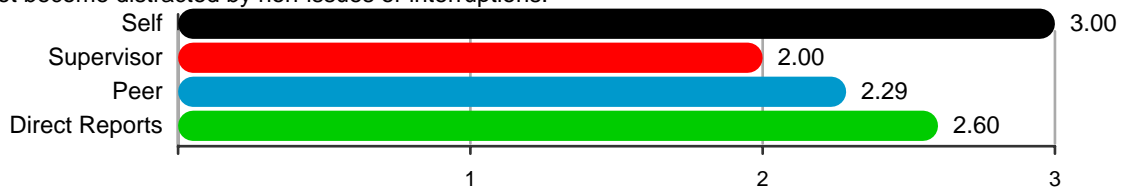
Level of Skill

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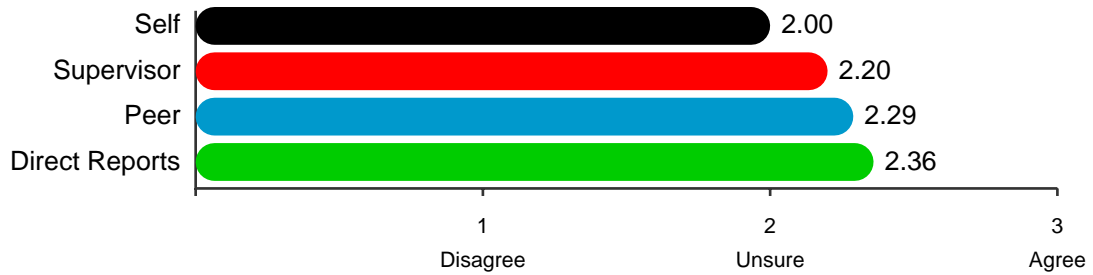
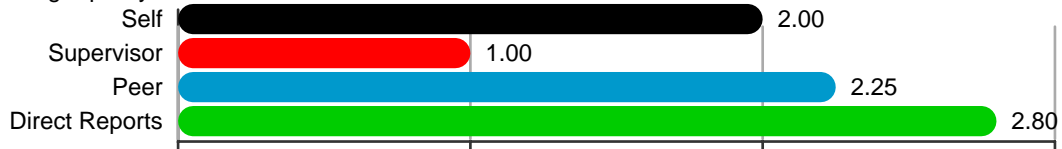| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Inspires and motivates co-workers to be productive and energetic at work	15	2.33	40.0	7%	53%	40%
12. Helps others when free-time is available.	15	2.07	20.0	13%	67%	20%
13. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	2.07	26.7	20%	53%	27%
14. Directs team in prioritizing daily work activities	15	2.27	40.0	13%	47%	40%
15. Does not become distracted by non-issues or interruptions.	14	2.43	50.0	7%	43%	50%

Comments:
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- I appreciate her commitment in this area.
- ___ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- She is well respected.
- ___ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.

Excellence

Summary Scores

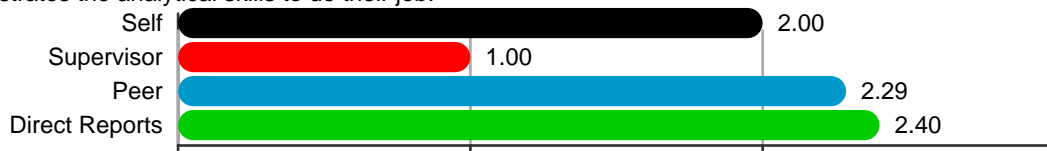|	
Self	2.00
Supervisor	2.20
Peer	2.29
Direct Reports	2.36

1 — Disagree
2 — Unsure
3 — Agree

16. Produces high quality work.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.80

17. Demonstrates the functional or technical skills necessary to do their job.

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.00

18. Takes a lot of pride in their work.

Self	2.00
Supervisor	3.00
Peer	1.71
Direct Reports	2.20

19. Demonstrates the analytical skills to do their job.

Self	2.00
Supervisor	1.00
Peer	2.29
Direct Reports	2.40

20. Is planful and organized.

Self	2.00
Supervisor	3.00
Peer	2.62
Direct Reports	2.40

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Produces high quality work.	15	2.33	46.7	13%	40%	47%
17. Demonstrates the functional or technical skills necessary to do their job.	15	2.33	40.0	7%	53%	40%
18. Takes a lot of pride in their work.	14	2.00	14.3	14%	71%	14%
19. Demonstrates the analytical skills to do their job.	14	2.21	42.9	21%	36%	43%
20. Is planful and organized.	15	2.53	60.0	7%	33%	60%

Comments:

- She follows up on questions and she is easily accessible. I think she is doing a great job!
- One of the best supervisors that I have had.
- ___ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- Employees were not encouraged to do anything besides come to work.
- I have observed that ___ has made some very good decisions with her leadership team this year.   She values her team and sets clear expectations.   She is a team player when working on projects or issues and she always responds promptly to requests for assitance.
- ___ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.

Passion To Learn

Summary Scores

21. Constantly enhances product knowledge through experimentation and play.

22. Enhances value to the company through additional training and development.
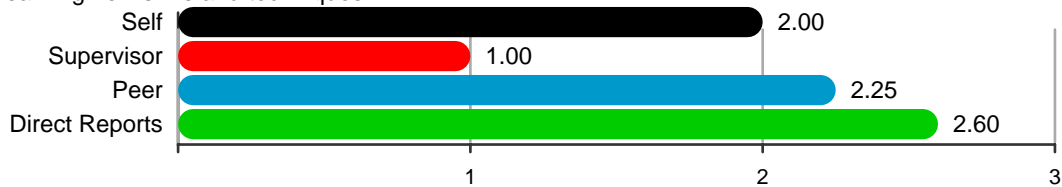

23. Takes initiative for own learning and development.

24. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.

25. Enjoys learning new skills and techniques.

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 (Disagree) to green (Agree).

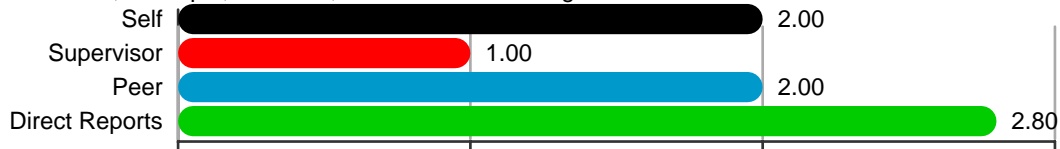| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Constantly enhances product knowledge through experimentation and play.	15	2.60	66.7	7%	27%	67%
22. Enhances value to the company through additional training and development.	15	2.33	40.0	7%	53%	40%
23. Takes initiative for own learning and development.	15	2.07	20.0	13%	67%	20%
24. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	2.40	53.3	13%	33%	53%
25. Enjoys learning new skills and techniques.	15	2.27	53.3	27%	20%	53%

Comments:
- I respect ___ and have turned to her for advice.
- ___ is a new manager she has done a wonderful job, she is still in a learning curve and is still in the process of learning this role
- ___ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- ___ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently.   What I value about ___ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.
- ___ has supported me through some tough contract negotiations and she is the consummate professional.
- She is showing more comfort in providing and receiving critical feedback.

Continual Learning

Summary Scores

Self	2.20
Supervisor	1.80
Peer	2.17
Direct Reports	2.36

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          1              2              3
      Disagree        Unsure         Agree
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26. Grasps new ideas, concepts, technical, or business knowledge.

Self	2.00
Supervisor	1.00
Peer	2.00
Direct Reports	2.80

27. Participates in regular training offered.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.60

28. Builds on their strengths while addressing their weaknesses.

Self	2.00
Supervisor	2.00
Peer	2.38
Direct Reports	2.80

29. Pursues learning that will enhance job performance.

Self	3.00
Supervisor	2.00
Peer	2.38
Direct Reports	3.00

30. Is open to new ideas and concepts.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	1.60

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          1              2              3
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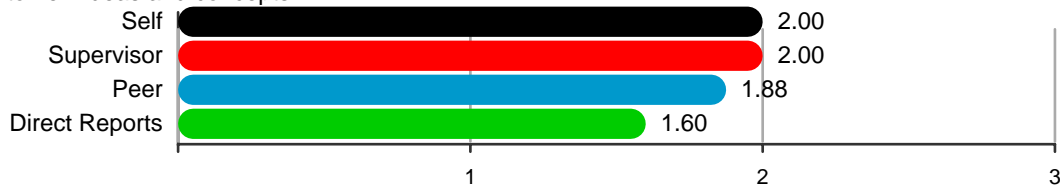
Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

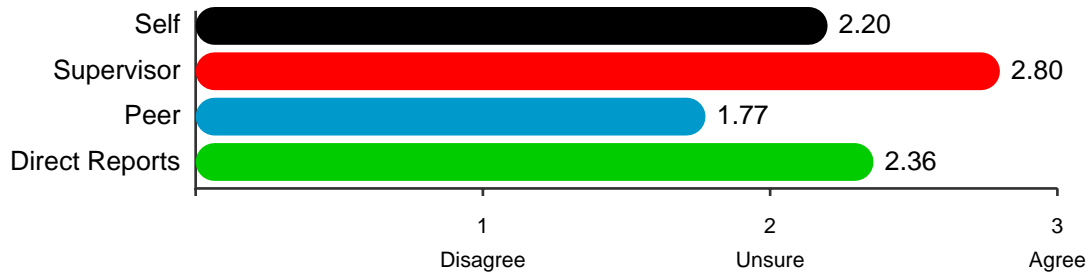| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Grasps new ideas, concepts, technical, or business knowledge.	15	2.20	33.3	13%	53%	33%
27. Participates in regular training offered.	15	2.00	26.7	27%	47%	27%
28. Builds on their strengths while addressing their weaknesses.	15	2.47	53.3	7%	40%	53%
29. Pursues learning that will enhance job performance.	15	2.60	60.0		40%	60%
30. Is open to new ideas and concepts.	15	1.80	13.3	33%	53%	13%

Comments:
- ___ is a great leader and is committed to her role here at [CompanyName]!
- ___ has been so busy with her daily work, and filling in the gaps of a shortage of employee's that she has not been able to attend any seminars or outside educational courses.   It would be in all of our best interest for her to be able to attend these functions.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff.   There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- ___ teams with others to improve communication and process.
- ___ has a great strength in process improvement-maybe even more than people around her realize.   She has kind of a quiet strength in this area.
- I believe I need to give her a chance to get into her position.

Continual Improvement

Summary Scores

Role	Score
Self	2.20
Supervisor	2.80
Peer	1.77
Direct Reports	2.36

Scale: 1 Disagree — 2 Unsure — 3 Agree

31. Looks for ways to expand current job responsibilities.

Role	Score
Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

32. Promotes training and development opportunities to enhance job performance.

Role	Score
Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.40

33. Looks for ways to expand and learn new job skills.

Role	Score
Self	3.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.40

34. Open to the suggestions from others.

Role	Score
Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

35. Encourages an employee culture of continuous improvement to seek out better ways of doing things.

Role	Score
Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	1.80

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).
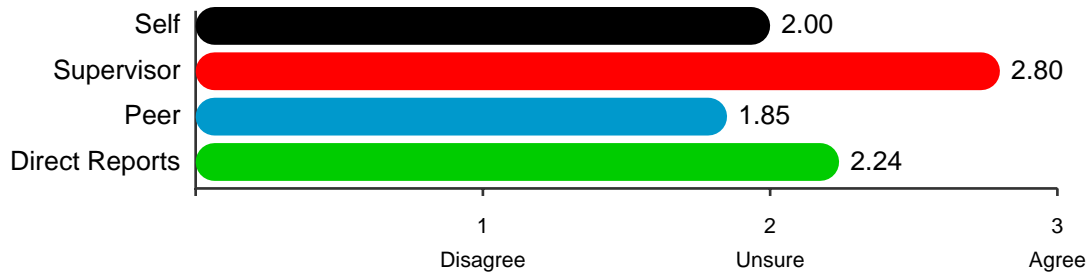
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Looks for ways to expand current job responsibilities.	15	2.13	33.3	20%	47%	33%
32. Promotes training and development opportunities to enhance job performance.	15	2.13	33.3	20%	47%	33%
33. Looks for ways to expand and learn new job skills.	15	2.07	33.3	27%	40%	33%
34. Open to the suggestions from others.	15	2.13	26.7	13%	60%	27%
35. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	1.87	20.0	33%	47%	20%

Comments:
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- She consistently involves employees in shared decision making.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- She is professional, reliable, ethical, and thoroughly engaged.   She demonstrates this by showing up every day, providing feedback and stewardship for all her reports.
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- ___ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.

Persuasion and Influence

Summary Scores

Self	2.00
Supervisor	2.80
Peer	1.85
Direct Reports	2.24

1   2   3
Disagree   Unsure   Agree

36. Develops a good rapport with others.

Self	2.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.00

37. Ensures stakeholders are involved in the decision making process.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.00

38. Able to express own goals and needs.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.20

39. Persuades others to consider alternative points of view.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

40. Communicates effectively with others.

Self	2.00
Supervisor	2.00
Peer	1.75
Direct Reports	2.60

1   2   3
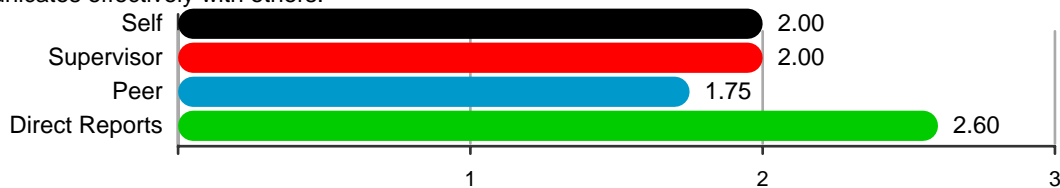
Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

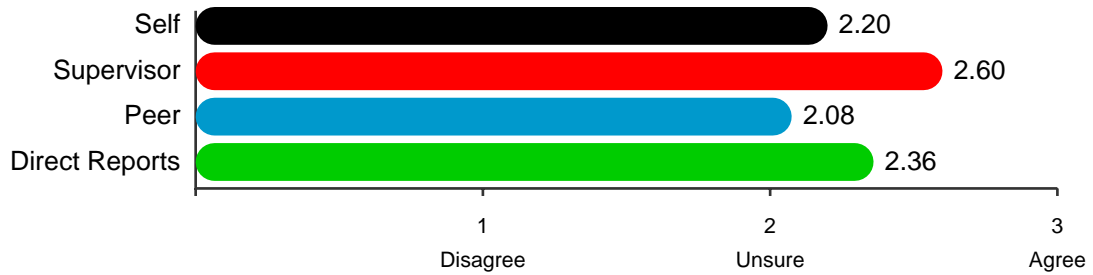| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Develops a good rapport with others.	15	1.87	20.0	33%	47%	20%
37. Ensures stakeholders are involved in the decision making process.	15	1.93	13.3	20%	67%	13%
38. Able to express own goals and needs.	15	2.07	33.3	27%	40%	33%
39. Persuades others to consider alternative points of view.	15	2.33	33.3		67%	33%
40. Communicates effectively with others.	15	2.07	33.3	27%	40%	33%

Comments:
- ___ is a hands on leader in our program.
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- Works hard to build a team environment.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.

Client Focus

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.08
Direct Reports	2.36

1 Disagree · 2 Unsure · 3 Agree

41. Is aware of what the client wants to receive.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

42. Ensures clients' expectations are met or exceeded.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

43. Tailors solutions to meet the specific needs of each client.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.20

44. Delivers on commitments made to clients.

Self	2.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.60

45. Responds to feedback from clients.

Self	3.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.60

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).
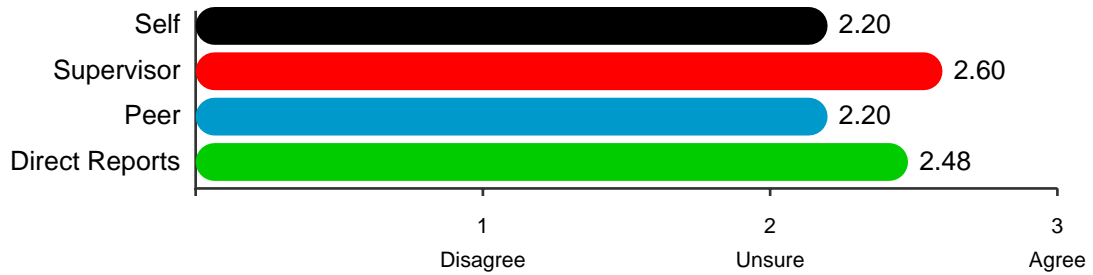
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Is aware of what the client wants to receive.	15	2.00	26.7	27%	47%	27%
42. Ensures clients' expectations are met or exceeded.	15	2.13	33.3	20%	47%	33%
43. Tailors solutions to meet the specific needs of each client.	15	2.20	40.0	20%	40%	40%
44. Delivers on commitments made to clients.	15	2.20	26.7	7%	67%	27%
45. Responds to feedback from clients.	15	2.53	60.0	7%	33%	60%

Comments:

- Excellent Manager.   Quiet, solid leadership.   Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings.   Well liked by staff.
- ___ promotes and encourages teambuilding throughout the entire department.
- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.
- 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.
- ___ is highly professional in her everyday work.
- ___ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!

Customer Focus

Summary Scores

Self 2.20
Supervisor 2.60
Peer 2.20
Direct Reports 2.48

	1	2	3
	Disagree	Unsure	Agree

46. Prioritizes the needs and preferences of the customer.

Self 2.00
Supervisor 3.00
Peer 2.25
Direct Reports 2.20

47. Ensures customers are comfortable with the services provided.

Self 2.00
Supervisor 2.00
Peer 1.88
Direct Reports 2.60

48. Engages with customers on multiple levels.

Self 2.00
Supervisor 3.00
Peer 2.38
Direct Reports 2.40

49. Meets with customers on a regular basis.

Self 2.00
Supervisor 3.00
Peer 2.50
Direct Reports 2.40

50. Develops strong customer relationships.

Self 3.00
Supervisor 2.00
Peer 2.00
Direct Reports 2.80

	1	2	3

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).
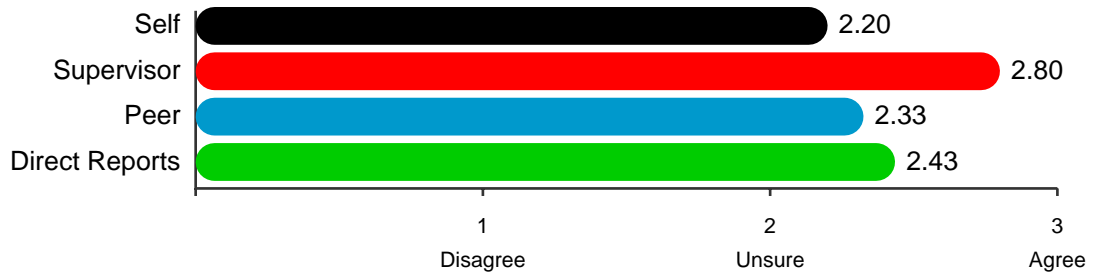
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Prioritizes the needs and preferences of the customer.	15	2.27	26.7		73%	27%
47. Ensures customers are comfortable with the services provided.	15	2.13	26.7	13%	60%	27%
48. Engages with customers on multiple levels.	15	2.40	40.0		60%	40%
49. Meets with customers on a regular basis.	15	2.47	46.7		53%	47%
50. Develops strong customer relationships.	15	2.33	46.7	13%	40%	47%

Comments:

- I have only recently started working with ___ and therefore do not have comments on some items, but regarding the projects I have worked with ___ on to date the above applies.
- Employees were not encouraged to do anything besides come to work.
- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.
- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- ___ has good knowledge and awareness of the strengths and talents within the organization.
- ___ 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.

Conflict Management

Summary Scores

Self	2.20
Supervisor	2.80
Peer	2.33
Direct Reports	2.43

```
           1              2              3
       Disagree        Unsure         Agree
```

51. Clearly expresses expectations to others.

Self	3.00
Supervisor	2.00
Peer	2.25
Direct Reports	2.00

52. Deals effectively with employee grievances.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.75

53. Assists team members by helping them see the other point of view.

Self	2.00
Supervisor	3.00
Peer	2.62
Direct Reports	2.40

54. Tries to understand others' point of view before making judgments

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.60

55. Identifies and takes steps to prevent potential confrontations.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

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           1              2              3
```

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).
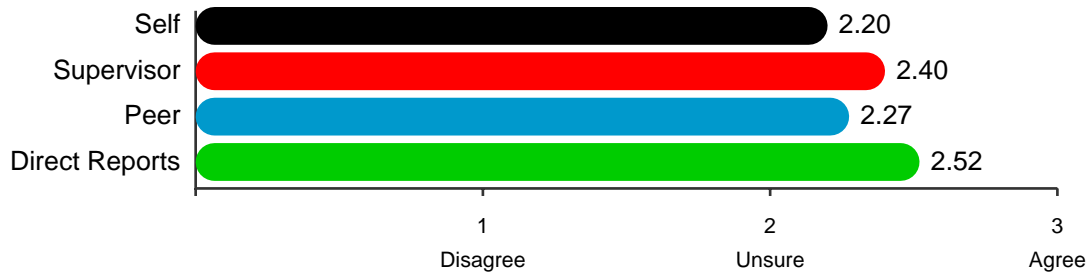
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. Clearly expresses expectations to others.	14	2.21	28.6	7%	64%	29%
52. Deals effectively with employee grievances.	14	2.29	42.9	14%	43%	43%
53. Assists team members by helping them see the other point of view.	15	2.53	53.3		47%	53%
54. Tries to understand others' point of view before making judgments	15	2.47	46.7		53%	47%
55. Identifies and takes steps to prevent potential confrontations.	15	2.40	40.0		60%	40%

Comments:

- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- 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.
- Building relationships of trust to enhance safety is an important part of our approach.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- ___ is very good a recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that ___ respects their abilities and contrabutions to the department.

Fiscal Management

Summary Scores

Self	2.20
Supervisor	2.40
Peer	2.27
Direct Reports	2.52

1	2	3
Disagree	Unsure	Agree

56. Effective in using Company's resources.

Self	2.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.80

57. Develops of the department's annual budget.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

58. Monitors spending.

Self	3.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.40

59. Develops budgets and plans for various programs and initiatives.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	2.40

60. Provides budgeting and accounting support to the Company.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	2.60

1	2	3
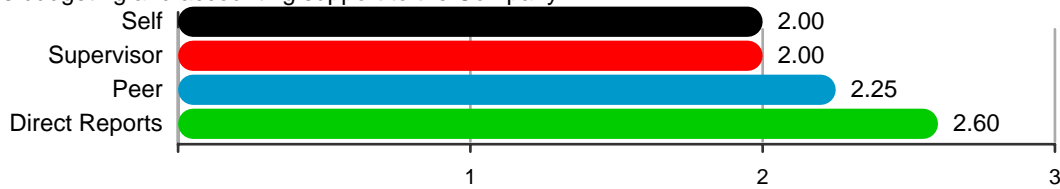
Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
56. Effective in using Company's resources.	15	2.53	53.3		47%	53%
57. Develops of the department's annual budget.	15	2.33	33.3		67%	33%
58. Monitors spending.	15	2.33	33.3		67%	33%
59. Develops budgets and plans for various programs and initiatives.	15	2.27	26.7		73%	27%
60. Provides budgeting and accounting support to the Company.	15	2.33	33.3		67%	33%

Comments:

- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.
- ___ makes great hiring choices.   she is clear on what needs to be done.
- 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.
- I observe her coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- ___ is great about approaching and including staff input with decision making within the department.

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?

- ___ is a wonderful team member. . .has the gift of empathy and encouragement.   She has a can do attitude when faced with projects/issues.
- ___ has great communication skills and is a dependable member of the team.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- Very approachable.   Listens to problems and always willing to assist in coming up with solutions.
- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- I truly enjoy working with ___. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.

What do you like best about working with this individual?

- ___ always makes decisions based on what is best for the department or organization.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.
- ___ has brought a much needed positive change to [CompanyName].
- ___ delegates very effectively.
- ___ leads by example in each of the areas noted above.
- ___ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.

What do you like least about working with this individual?

- ___ has demonstrated excellent leadership and organizational qualities.   She keeps her team focused and is open to all ideas.   She certainly makes us feel included in all aspects that pertain to our department.
- ___ is a great manager to work for.
- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- ___ has used her strengths to make this department stronger in many ways.

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

- ___ has been very supportive as a supervisor.
- ___ has a Competency mindset.   She is always looking for how we as an organization and specifically her department can improve.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- ___'s goes above and beyond in the areas of Professional Growth and Professionalism.
- She is a very diligent hard worker.

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

- I have not observed ___'s interaction with the members of her team. ___ consistently communicates openly in my interactions with her.
- ___ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- ___ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- ___ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- I love how she is always open to approach with any questions I have, no matter the hour.
- As a new manager she is progressing very well.

Any final comments?

- ___ is an outstanding manager.
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- ___ is very friendly and expresses genuine care for the staff when she is present.
- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- I would encourage her to empathize with her team and show more of a calm, caring side.
- Has one of the strongest work ethics I've ever encountered in a team member.