



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.

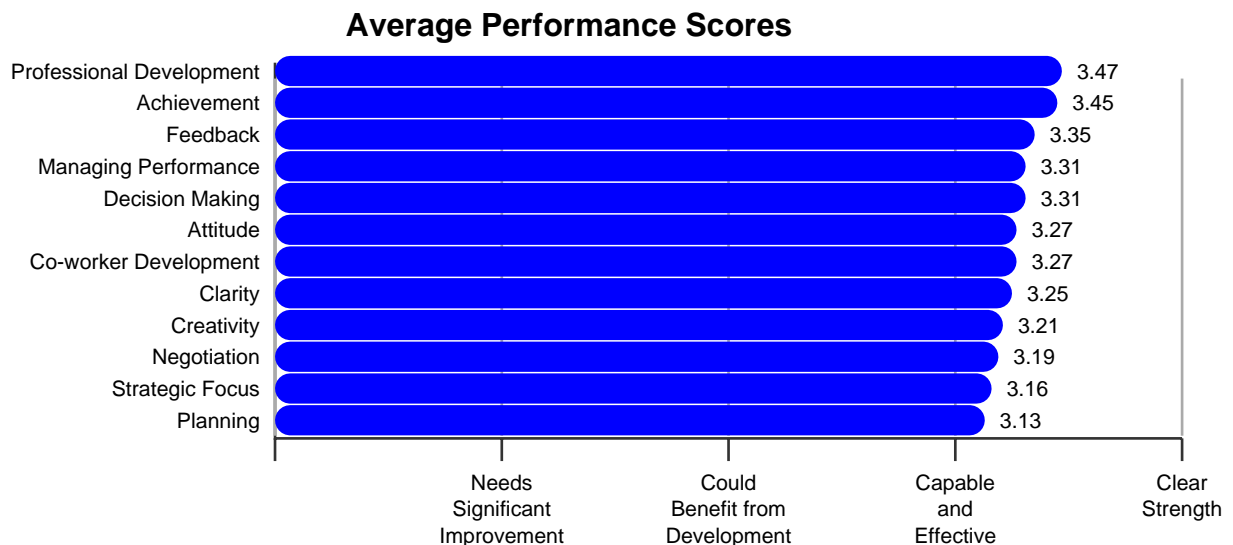
What to Do with Your Feedback

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.



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.



Professional 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
1. Allows employees to fully participate in employee training and professional development.	15	3.20	93.3	7%	67%		27%
2. Seeks opportunities for continuous learning.	15	3.87	100.0	13%	87%		
3. Quickly acquire and apply new knowledge and skills when needed	15	3.33	93.3	7%	53%		40%
4. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.60	93.3	7%	27%	67%	
5. Seeks opportunities for professional development.	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. Allows employees to fully participate in employee training and professional development.	3.29	3.20	-0.09 ▼
2. Seeks opportunities for continuous learning.	3.65	3.87	+0.22 ▲
3. Quickly acquire and apply new knowledge and skills when needed	3.18	3.33	+0.16 ▲
4. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.41	3.60	+0.19 ▲
5. Seeks opportunities for professional development.	3.24	3.33	+0.10 ▲

Comments:

- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- Ready to tackle any given problem and help others finish 1st
- Is sincerely a role model for everything one would look for in a role model as a team member.
- ___ 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.
- ___ 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.

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
6. Shares past experiences with others as learning opportunities.	15	3.20	93.3	7%	60%	33%	
7. Considers other's opinion and suggestions.	15	3.20	86.7	13%	53%	33%	
8. Actively seeks feedback from others.	15	3.40	93.3	7%	47%	47%	
9. Looks to others for input.	15	3.47	93.3	7%	40%	53%	
10. Open to the suggestions 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. Shares past experiences with others as learning opportunities.	3.24	3.20	-0.04 ▼
7. Considers other's opinion and suggestions.	3.41	3.20	-0.21 ▼
8. Actively seeks feedback from others.	3.24	3.40	+0.16 ▲
9. Looks to others for input.	3.18	3.47	+0.29 ▲
10. Open to the suggestions of others.	3.35	3.47	+0.11 ▲

Comments:

- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.
- She consistently conducts herself with professionalism and represents our unit well.
- She makes sound decisions and is a great role model in communication, teamwork, and engagement.
- ___ 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.
- ___ has excellent communication skills.
- ___ does an exceptional job at running the department.

Attitude

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. Contributes to a positive work environment.	15	3.53	100.0	47%	53%		
12. Builds open and trusting relationships.	15	3.27	100.0	73%	27%		
13. Treats all people fairly and with respect.	15	3.33	100.0	67%	33%		
14. Shows by their actions that they trust in the positive intentions of others.	15	3.13	86.7	13%	60%	27%	
15. Works to eliminate unnecessary work or barriers that get in others' way.	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. Contributes to a positive work environment.	3.47	3.53	+0.06 ▲
12. Builds open and trusting relationships.	3.47	3.27	-0.20 ▼
13. Treats all people fairly and with respect.	3.35	3.33	-0.02 ▼
14. Shows by their actions that they trust in the positive intentions of others.	3.18	3.13	-0.04 ▼
15. Works to eliminate unnecessary work or barriers that get in others' way.	3.00	3.07	+0.07 ▲

Comments:

- ___ is doing well overall and shows that she is willing to learn, this is strongly due to ___'s role modeling and encouragement. If ___ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader. We would love to help her!
- ___ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- ___ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.
- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- ___ has been very supportive as a supervisor.
- Ready to tackle any given problem and help others finish 1st

Managing Performance

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. Recognizes and values good performance.	15	3.40	93.3	7%	47%	47%	
17. Is consistent in disciplinary/corrective actions.	15	3.27	93.3	7%	60%	33%	
18. Ensures team members understand the department goals.	14	3.00	92.9	7%	79%	14%	
19. Aligns individual and team goals with the organization's goals and objectives.	15	3.47	100.0		53%	47%	
20. Makes sure the team's goals are met.	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. Recognizes and values good performance.	3.65	3.40	-0.25 ▼
17. Is consistent in disciplinary/corrective actions.	3.47	3.27	-0.20 ▼
18. Ensures team members understand the department goals.	3.12	3.00	-0.12 ▼
19. Aligns individual and team goals with the organization's goals and objectives.	3.59	3.47	-0.12 ▼
20. Makes sure the team's goals are met.	3.29	3.40	+0.11 ▲

Comments:

- Whenever I go to ___ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.
- I value and appreciate ___ very much.
- ___'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- Delegates often with little to no direction.
- I believe I need to give her a chance to get into her position.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position

Decision Making

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. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.53	100.0	47%	53%		
22. Seeks input from key people who should be involved in, or will be affected by, decisions	15	3.00	80.0	20%	60%	20%	
23. Does not lose sight of the big picture when making decisions	15	2.87	80.0	20%	73%	7%	
24. Is able to make decisions quickly.	15	3.47	100.0	53%	47%		
25. Asks for additional information when making critical decisions.	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. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.35	3.53	+0.18 ▲
22. Seeks input from key people who should be involved in, or will be affected by, decisions	3.00	3.00	
23. Does not lose sight of the big picture when making decisions	2.88	2.87	-0.02 ▼
24. Is able to make decisions quickly.	3.00	3.47	+0.47 ▲
25. Asks for additional information when making critical decisions.	3.76	3.67	-0.10 ▼

Comments:

- ___ is one of the most honest, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.
- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.
- ___ could also improve her ability to work with the framework of a team. ___ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- ___ has improved on her quick assessment of situations and as a result it has helped me improve also
- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.

Achievement

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. Works at a quick pace to complete a high volume of work.	15	3.40	93.3	7%	47%	47%	
27. Sets challenging goals for the department.	15	3.33	93.3	7%	53%	40%	
28. Establishes stretch goals to advance skills and output.	15	3.53	100.0		47%	53%	
29. Allocates resources as needed to accomplish organizational goals.	15	3.67	100.0		33%	67%	
30. Follows-up and takes action when goals are not met to ensure better results in the future.	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. Works at a quick pace to complete a high volume of work.	3.53	3.40	-0.13 ▼
27. Sets challenging goals for the department.	3.12	3.33	+0.22 ▲
28. Establishes stretch goals to advance skills and output.	3.41	3.53	+0.12 ▲
29. Allocates resources as needed to accomplish organizational goals.	3.59	3.67	+0.08 ▲
30. Follows-up and takes action when goals are not met to ensure better results in the future.	3.41	3.33	-0.08 ▼

Comments:

- She's a very hard worker and always helping out when needed.
- ___ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. ___ also helps her team recognize areas of improvement and works to improve those areas as well.
- ___ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.
- ___ is great...She provides valuable insight/opinion when asked and easily makes decisions.
- She does not settle- but will continue a search until the right fit is found.
- ___ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and to the point.

Creativity

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Develops solutions to challenging problems.	15	3.20	86.7	13%	53%	33%	
32. Adds value to the department/organization.	15	3.40	100.0		60%	40%	
33. Creates a lot of new ideas.	15	3.20	86.7	13%	53%	33%	
34. Inspires creativity in their team.	15	3.27	93.3	7%	60%	33%	
35. Conceives, implements and evaluates ideas.	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. Develops solutions to challenging problems.	3.18	3.20	+0.02 ▲
32. Adds value to the department/organization.	3.35	3.40	+0.05 ▲
33. Creates a lot of new ideas.	3.18	3.20	+0.02 ▲
34. Inspires creativity in their team.	2.88	3.27	+0.38 ▲
35. Conceives, implements and evaluates ideas.	3.18	3.00	-0.18 ▼

Comments:

- She is very knowledgeable and is always willing to lend a helping hand!
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- 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.
- Is very upbeat and quick to contribute to the team.
- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- She has been a great addition to the department in this area.

Clarity

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. Makes sure employees understand why they were given certain assignments.	15	3.20	93.3	7%	67%		27%
37. Attends to the important details of a job or task.	15	3.27	93.3	7%	60%		33%
38. Clearly explains responsibilities to individuals.	15	3.27	86.7	13%	47%		40%
39. Communicates with clarity and efficiency.	15	3.13	86.7	13%	60%		27%
40. Communicates ideas and facts clearly and effectively in writing.	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. Makes sure employees understand why they were given certain assignments.	3.18	3.20	+0.02 ▲
37. Attends to the important details of a job or task.	3.35	3.27	-0.09 ▼
38. Clearly explains responsibilities to individuals.	3.24	3.27	+0.03 ▲
39. Communicates with clarity and efficiency.	3.59	3.13	-0.45 ▼
40. Communicates ideas and facts clearly and effectively in writing.	3.29	3.40	+0.11 ▲

Comments:

- A great addition to the team.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- ___ has been very supportive of me and the Institute.
- Sometimes her decisions aren't thought through from a financial perspective.
- ___ is a solid performer knows her stuff.

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
41. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.33	93.3	7%	53%	40%	
42. Works to identify root causes of performance problems	15	3.33	93.3	7%	53%	40%	
43. Provides ongoing feedback to co-workers on their development progress	15	3.13	86.7	13%	60%	27%	
44. Gives others development opportunities through project assignments and increased job responsibilities	15	3.00	86.7	13%	73%	13%	
45. Adapts coaching and mentoring approach to meet the style or needs of individuals	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. Sets and clearly communicates expectations, performance goals, and measurements to others	3.29	3.33	+0.04 ▲
42. Works to identify root causes of performance problems	3.41	3.33	-0.08 ▼
43. Provides ongoing feedback to co-workers on their development progress	3.35	3.13	-0.22 ▼
44. Gives others development opportunities through project assignments and increased job responsibilities	3.18	3.00	-0.18 ▼
45. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.35	3.53	+0.18 ▲

Comments:

- ___ has a calm and professional style.
- She is detailed when presenting a plan.
- I know ___ is working with her director and HR business partner in understanding her role as a operational manager.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.
- ___ is a very clear communicator is always prepared for meetings and projects. She works with other team members throughout the organization to reach goals whether it is her department or someone elses department, she is willing to help in any capacity she can to help reach goals.
- She is such a positive person and always willing to pitch in where help is needed.

Negotiation

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Conducts necessary preparations before engaging in negotiations.	15	3.00	86.7	13%	73%		13%
47. Changes communication styles to meet the listener's needs.	15	3.20	93.3	7%	60%		33%
48. Understands the expectations of other parties in the negotiation.	15	3.20	93.3	7%	67%		27%
49. Able to control their emotional responses and correctly gauge the emotions of others.	15	3.40	93.3	7%	47%		47%
50. Influences others through rational argument and persuasion.	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. Conducts necessary preparations before engaging in negotiations.	3.24	3.00	-0.24 ▼
47. Changes communication styles to meet the listener's needs.	3.00	3.20	+0.20 ▲
48. Understands the expectations of other parties in the negotiation.	3.18	3.20	+0.02 ▲
49. Able to control their emotional responses and correctly gauge the emotions of others.	3.35	3.40	+0.05 ▲
50. Influences others through rational argument and persuasion.	3.29	3.13	-0.16 ▼

Comments:

- I have appreciated partnering with ___ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department and roles of various employees. Her support during this transition was extremely helpful to me.
- ___ 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.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- Without a doubt, ___ is the best director I have worked for in my 30+ year career at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- She exhibits vision, compassion and high integrity in all of her work.

Strategic Focus

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
51. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	14	3.14	92.9	7%	71%		21%
52. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	14	3.21	85.7	14%	50%		36%
53. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	3.27	86.7	13%	47%		40%
54. Understands their role within the organization.	15	3.13	86.7	13%	60%		27%
55. Understands & contributes to development of strategic goals.	15	3.07	86.7	13%	67%		20%

Time Comparisons by Item

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

Item	2022	2023	Change
51. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	3.24	3.14	-0.09 ▼
52. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	3.06	3.21	+0.16 ▲
53. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	3.59	3.27	-0.32 ▼
54. Understands their role within the organization.	2.94	3.13	+0.19 ▲
55. Understands & contributes to development of strategic goals.	2.88	3.07	+0.18 ▲

Comments:

- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- ___ is very supportive of Core Competency and concepts. The one concept that ___ refers to consistently is what we respect most is people's ability to think.
- Overall, I think ___ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually involves ___ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.
- 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.
- Based on her customer satisfaction scores it is clear she has a strong team in place.
- ___ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.

Planning

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
56. Delegates role to team members to accomplish goals.	15	2.93	73.3	27%	53%		20%
57. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.20	93.3	7%	67%		27%
58. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	3.20	93.3	7%	67%		27%
59. Makes plans and follows through.	15	3.13	93.3	7%	67%		27%
60. Works in an organized manner	15	3.20	93.3	7%	67%		27%

Time Comparisons by Item

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

Item	2022	2023	Change
56. Delegates role to team members to accomplish goals.	2.88	2.93	+0.05 ▲
57. Able to look ahead (beyond the present) when addressing the work/needs of the department.	3.18	3.20	+0.02 ▲
58. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	3.24	3.20	-0.04 ▼
59. Makes plans and follows through.	3.18	3.13	-0.04 ▼
60. Works in an organized manner	3.47	3.20	-0.27 ▼

Comments:

- ___ is a dynamic and busy individual. At times she over commits herself and then has to cancel her participation as she cannot be in two places at once. It can inadvertently give off the aura that she is not engaged in the project meeting that was missed.
- ___ is a wonderful collaborator and leader. It is a treat to be able to work with her.
- ___ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- ___ has been eager to learn her new position and is transitioning well.
- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- ___ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- ___ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- She is such a positive person and always willing to pitch in where help is needed.
- 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.
- ___ delegates very effectively.
- ___ has very quickly re-invented the Technical Services division. She is now aggressively moving the team to become more mature and service oriented. Throughout this transition, ___ has been very successful in managing this difficult change.

What do you like best about working with this individual?

- ___ is a very effective leader and excellent communicator.
- ___ listens to her staff and delegates responsibilities as appropriate.
- ___ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- I appreciate that my leader keeps her focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- I think ___ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when ___ took over and I feel ___ has risen to the occasion and handled herself well.

What do you like least about working with this individual?

- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- ___ sets high standards for her team and ensures they perform professionally.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- ___ is a new manager and it is clear that she wants to do well and engage her team.
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.
- ___ is very approachable. She is able to get people to follow through and engage in their daily work.

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

- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- ___ needs no improvement
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- Her open and upbeat attitude is refreshing and contagious. A real role model for professionalism.

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

- ___ is an excellent communicator and is very open and supportive to her staff.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- ___ 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.
- Our organization is a better place because of her and her future focus.
- She encourages teammates more as a peer than a coach.
- ___ is creative and has great ideas and she's quick to implement her ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.

Any final comments?

- I appreciate her openness and availability to all the staff.
- ___ excels at keeping in touch with all aspects of her, and our jobs.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- ___'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- Her communication is precise and at times short when some would prefer a greater detailed account.