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.
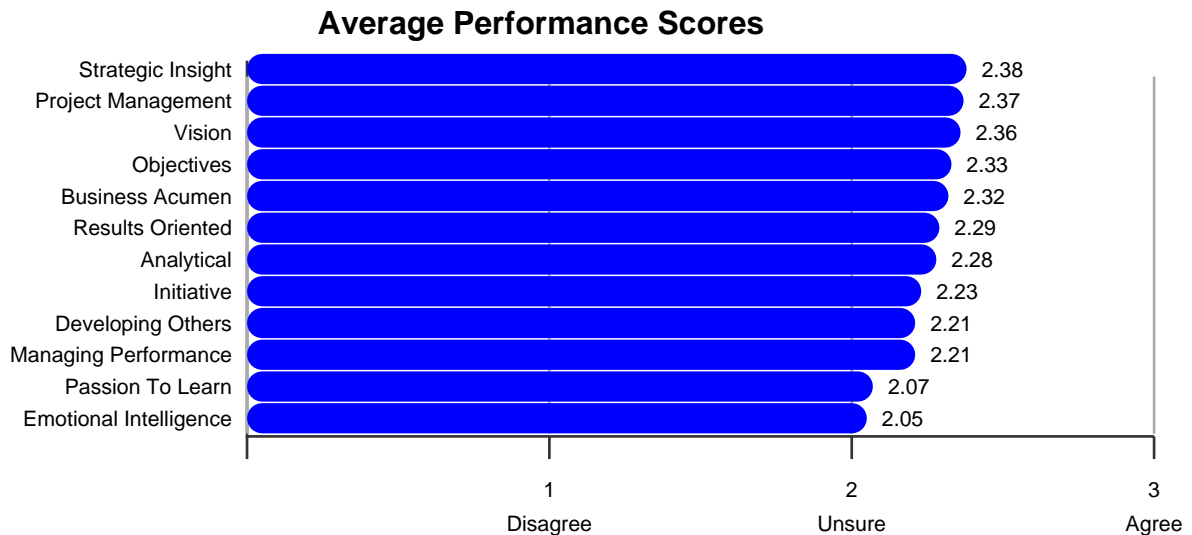
What to Do with Your Feedback

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

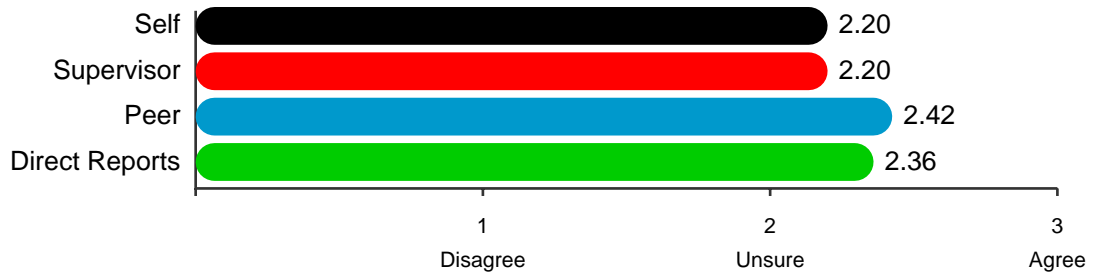| Dimension	Score
Strategic Insight	2.38
Project Management	2.37
Vision	2.36
Objectives	2.33
Business Acumen	2.32
Results Oriented	2.29
Analytical	2.28
Initiative	2.23
Developing Others	2.21
Managing Performance	2.21
Passion To Learn	2.07
Emotional Intelligence	2.05

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.
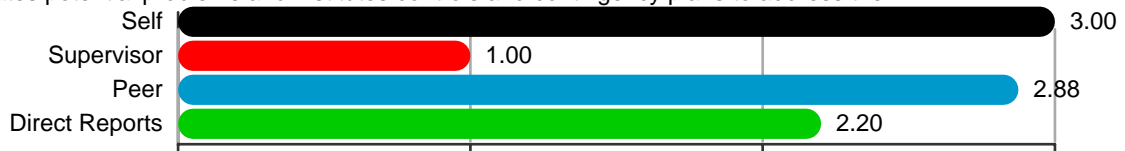
Dimension	How you see yourself and how others see you.	Gap
Results Oriented	Self 2.00 / Other 2.31	0.31
Analytical	Self 2.00 / Other 2.30	0.30
Strategic Insight	Self 2.20 / Other 2.40	0.20
Project Management	Self 2.20 / Other 2.39	0.19
Vision	Self 2.20 / Other 2.37	0.17
Business Acumen	Self 2.20 / Other 2.33	0.13
Emotional Intelligence	Self 2.00 / Other 2.06	0.06
Initiative	Self 2.20 / Other 2.23	0.03
Developing Others	Self 2.20 / Other 2.21	0.01
Managing Performance	Self 2.20 / Other 2.21	0.01
Objectives	Self 2.40 / Other 2.33	0.07
Passion To Learn	Self 2.20 / Other 2.06	0.14

1 Disagree   2 Unsure   3 Agree

Project Management

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.42
Direct Reports	2.36

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          1           2           3
       Disagree    Unsure      Agree
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1. Able to adjust project schedule as needed to accommodate unforeseen issues.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

2. Anticipates potential problems and institutes controls and contingency plans to address them.

Self	3.00
Supervisor	1.00
Peer	2.88
Direct Reports	2.20

3. Defines project outcomes based on customer requirements.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.80

4. Regularly reviews project performance and goals.

Self	2.00
Supervisor	1.00
Peer	2.75
Direct Reports	2.40

5. Organizes work and sets priorities as needed.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

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          1           2           3
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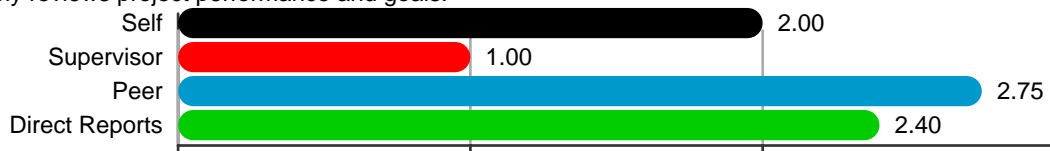
Level of Skill

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).
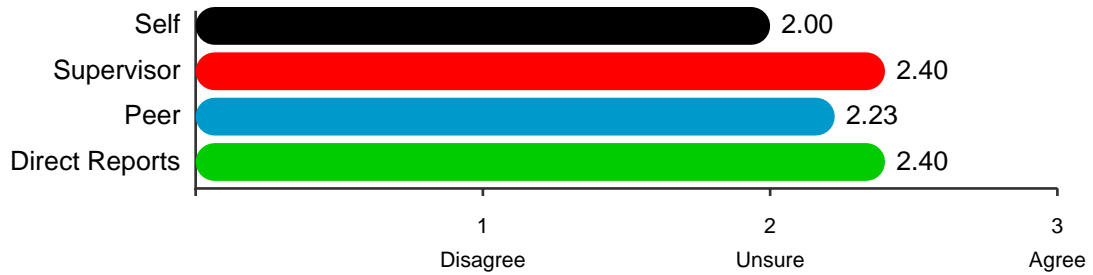
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Able to adjust project schedule as needed to accommodate unforeseen issues.	15	2.27	33.3	7%	60%	33%
2. Anticipates potential problems and institutes controls and contingency plans to address them.	15	2.53	73.3	20%	7%	73%
3. Defines project outcomes based on customer requirements.	15	2.33	40.0	7%	53%	40%
4. Regularly reviews project performance and goals.	15	2.47	53.3	7%	40%	53%
5. Organizes work and sets priorities as needed.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ is a great resource to me when I have HR or professional development issues.   I count on him for his support and sound advice.
- _____ demonstrates respect, a calm personality and technical expertise that make him a role model for others in the organization.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- His integrity is never in question.   I appreciate his ability to partner with me on issues between the VP and my unit.
- Strive for excellence. Willing to learn. Implement advice from others.
- He is very supportive and easily approachable.

Analytical

Summary Scores

Self	2.00
Supervisor	2.40
Peer	2.23
Direct Reports	2.40

1 — Disagree
2 — Unsure
3 — Agree

6. Balances risks and costs with the rewards and probabilities of success when decisions.

Self	2.00
Supervisor	2.00
Peer	2.12
Direct Reports	2.20

7. Identifies opportunities for progress and innovation.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	1.80

8. Identifies problems and issues needing resolution.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

9. Analyzes issues and reduces them to their component parts.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.60

10. Asks the "right" questions to size up or evaluate situations.

Self	2.00
Supervisor	1.00
Peer	2.38
Direct Reports	3.00
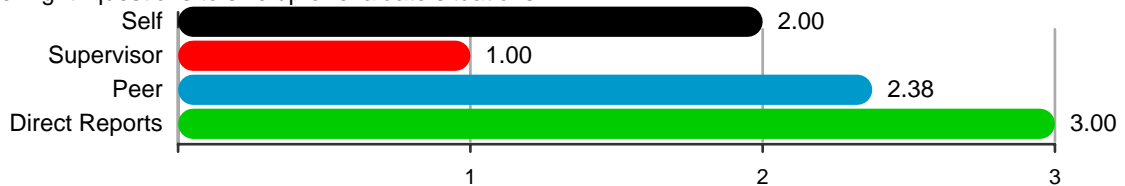
Level of Skill

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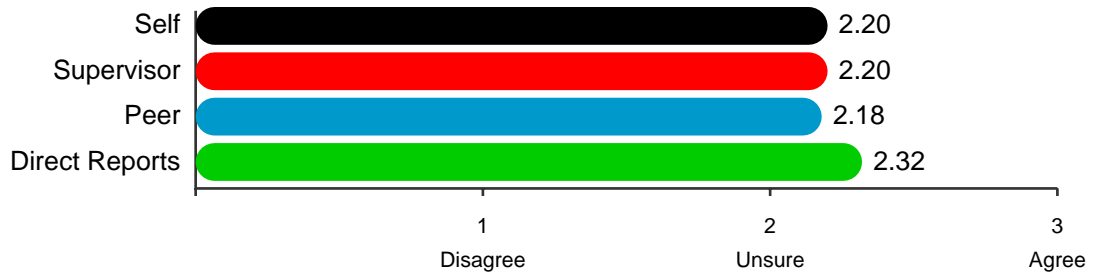
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Balances risks and costs with the rewards and probabilities of success when decisions.	15	2.13	33.3	20%	47%	33%
7. Identifies opportunities for progress and innovation.	15	2.07	26.7	20%	53%	27%
8. Identifies problems and issues needing resolution.	15	2.33	40.0	7%	53%	40%
9. Analyzes issues and reduces them to their component parts.	15	2.40	53.3	13%	33%	53%
10. Asks the "right" questions to size up or evaluate situations.	15	2.47	60.0	13%	27%	60%

Comments:
- His open and upbeat attitude is refreshing and contagious.   A real role model for professionalism.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- His role this past year stretched his time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- I think 16 & 17 relate in the sense that I believe _____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- Works hard to build a team environment.
- _____ takes pride in his department. His follow through is excellent.   _____ leads be example.
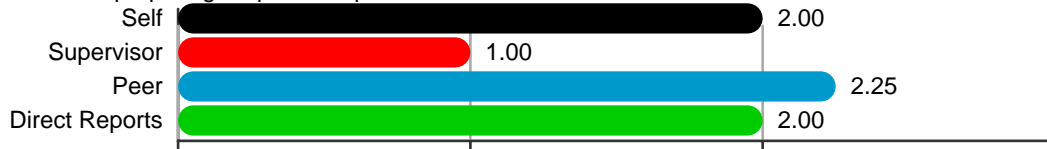
Initiative

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.18
Direct Reports	2.32

1	2	3
Disagree	Unsure	Agree

11. Quickly comes to the aid of those who may need help.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.60

12. Capitalizes on opportunities as they become available.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.80

13. Is proactive when preparing for potential problems or critical events.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.00

14. Independently seeks out new learning opportunities to improve their skills.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.60

15. Guides strategic initiatives to advance the department/organization.

Self	3.00
Supervisor	2.00
Peer	2.29
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).
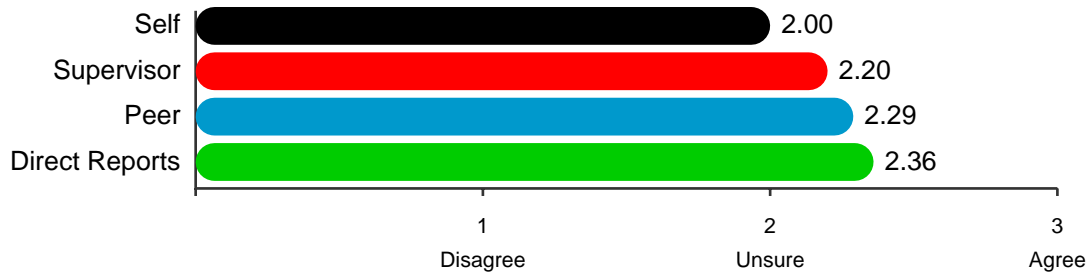
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Quickly comes to the aid of those who may need help.	15	2.33	40.0	7%	53%	40%
12. Capitalizes on opportunities as they become available.	15	2.07	20.0	13%	67%	20%
13. Is proactive when preparing for potential problems or critical events.	15	2.07	26.7	20%	53%	27%
14. Independently seeks out new learning opportunities to improve their skills.	15	2.27	40.0	13%	47%	40%
15. Guides strategic initiatives to advance the department/organization.	14	2.43	50.0	7%	43%	50%

Comments:
- I have enjoyed working with _____ and will miss his support and direction.
- Personality. Great Mentor and Leader. Talented.
- He sets his expectations high, and delivers a high level of performance herself.
- He is organized, kind, and extremely approachable.
- _____ exceeds all expectations in all aspects of his job and the jobs of others when helping on the floor.
- _____ exemplifies outstanding professionalism.

Results Oriented

Summary Scores

Self	2.00
Supervisor	2.20
Peer	2.29
Direct Reports	2.36

1 Disagree   2 Unsure   3 Agree

16. Works toward achievement of goals even when confronted with obstacles.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.80

17. Helps others when free-time is available.

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.00

18. Encourages a high-energy, fun work environment and coaches others on how to do the same

Self	2.00
Supervisor	3.00
Peer	1.71
Direct Reports	2.20

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

Self	2.00
Supervisor	1.00
Peer	2.29
Direct Reports	2.40

20. Explains the "whys" behind organizational objectives

Self	2.00
Supervisor	3.00
Peer	2.62
Direct Reports	2.40
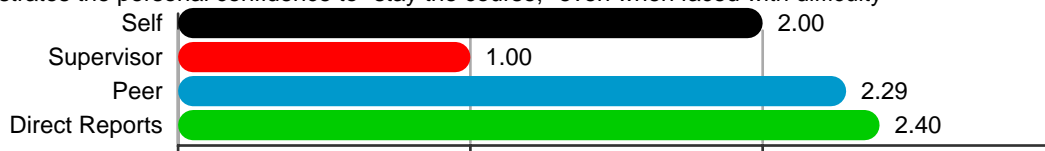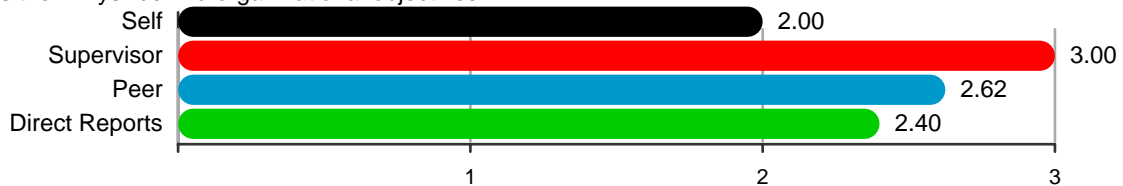
Level of Skill

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. Works toward achievement of goals even when confronted with obstacles.	15	2.33	46.7	13%	40%	47%
17. Helps others when free-time is available.	15	2.33	40.0	7%	53%	40%
18. Encourages a high-energy, fun work environment and coaches others on how to do the same	14	2.00	14.3	14%	71%	14%
19. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	14	2.21	42.9	21%	36%	43%
20. Explains the "whys" behind organizational objectives	15	2.53	60.0	7%	33%	60%

Comments:

- He maintains focus, displays confidence and is the definition of tenacity because he keeps [CompanyName]'s best interests always at center.

- _____ is highly professional and amazingly skilled at both critical thinking and detail management.

- I really appreciate and respect _____'s leadership and his ability to perceive issues and intricate insights into working toward solutions.

- _____ is highly professional in his everyday work.

- 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 himself well.

- I think _____ has improved in his communication style and leadership style.   Where I would suggest improvement is he can escalate at times which tends to shut down team communication.   Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.

Objectives

Summary Scores
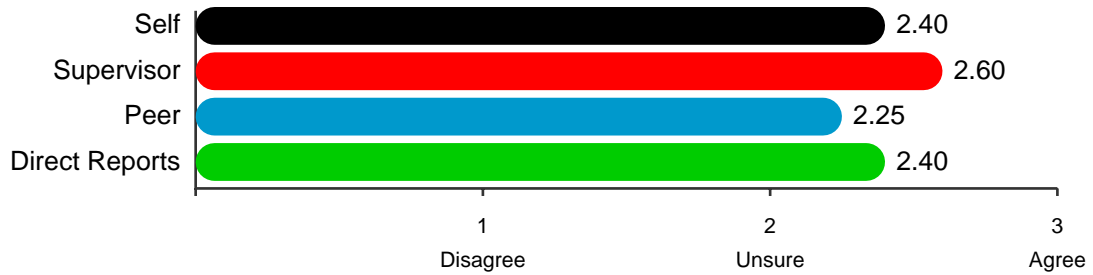
21. Assures [Company] principles are understood, employed & pursued.

22. Consistently provides me with timely feedback for improving my performance.
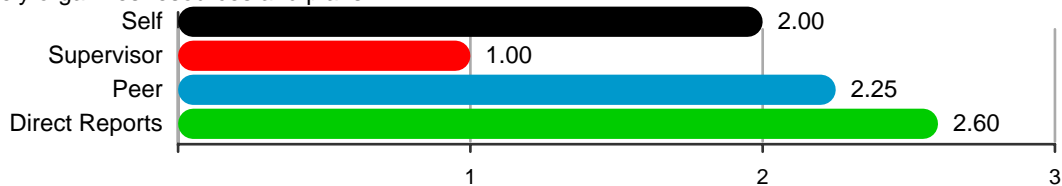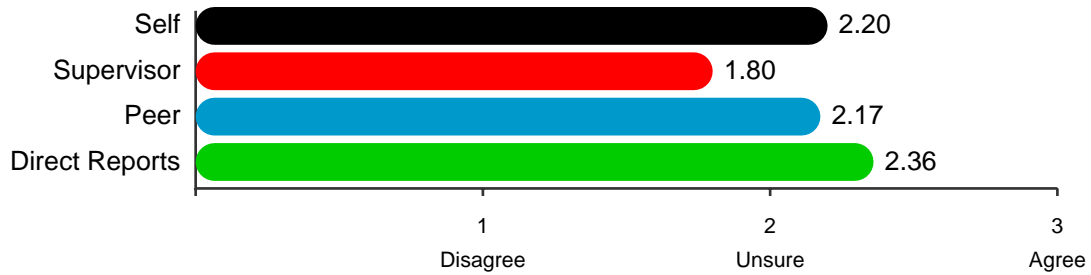

23. Able to organize work.

24. Organizes and schedules events, activities, and resources.

25. Effectively organizes resources and plans

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. Assures [Company] principles are understood, employed & pursued.	15	2.60	66.7	7%	27%	67%
22. Consistently provides me with timely feedback for improving my performance.	15	2.33	40.0	7%	53%	40%
23. Able to organize work.	15	2.07	20.0	13%	67%	20%
24. Organizes and schedules events, activities, and resources.	15	2.40	53.3	13%	33%	53%
25. Effectively organizes resources and plans	15	2.27	53.3	27%	20%	53%

Comments:
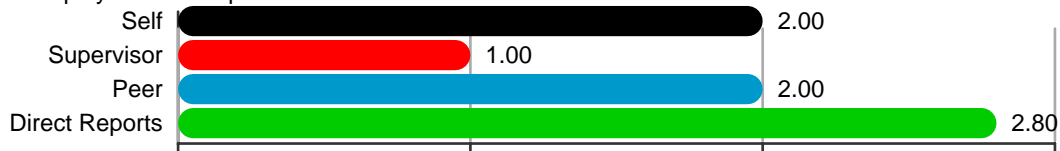
- He will sit down with all parties involved before he makes a decision.
- _____ is a true asset to [CompanyName].
- Works hard to build a team environment.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- _____ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- _____ is the heart and soul of the pharmacy.   He has great vision and he is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.

Developing Others

Summary Scores

Self	2.20
Supervisor	1.80
Peer	2.17
Direct Reports	2.36

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

26. Assesses employees' developmental needs.

Self	2.00
Supervisor	1.00
Peer	2.00
Direct Reports	2.80

27. Recognizes and celebrates accomplishments of others.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.60

28. Creates opportunities for professional development.

Self	2.00
Supervisor	2.00
Peer	2.38
Direct Reports	2.80

29. Sets performance objectives for subordinates that encourages development opportunities.

Self	3.00
Supervisor	2.00
Peer	2.38
Direct Reports	3.00

30. Provides constructive feedback to others.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	1.60

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                1              2              3
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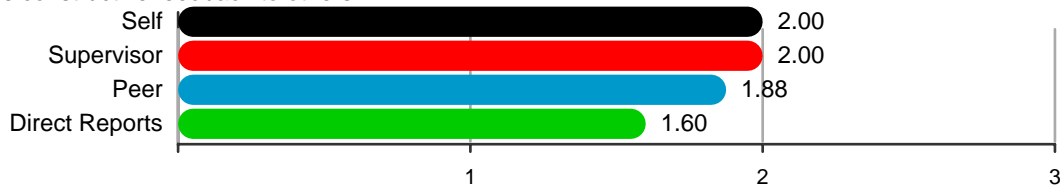
Level of Skill

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. Assesses employees' developmental needs.	15	2.20	33.3	13%	53%	33%
27. Recognizes and celebrates accomplishments of others.	15	2.00	26.7	27%	47%	27%
28. Creates opportunities for professional development.	15	2.47	53.3	7%	40%	53%
29. Sets performance objectives for subordinates that encourages development opportunities.	15	2.60	60.0		40%	60%
30. Provides constructive feedback to others.	15	1.80	13.3	33%	53%	13%

Comments:
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.
- _____ is very involved with his team and any process change which I think helps the team change their process more effectively. I keep trying to copy his style.
- I have found that when _____ has hit a barrier or road block in accomplishing a task or goal he is quick to overcome it and take action.
- I think _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- I have enjoyed working with _____ and will miss his support and direction.
- Always conducts himself in a professional manner.

Passion To Learn

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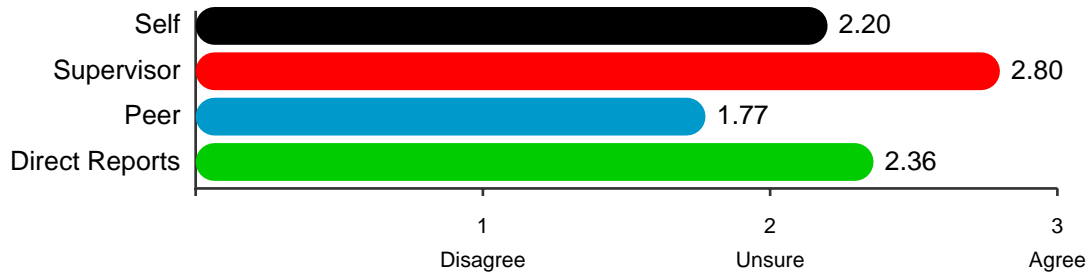
31. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.

32. Exhibits willingness to upgrade skills through additional training and education.

33. Is open to feedback from others.

34. Stays up-to-date on emerging technologies.

35. Holds self and associates accountable for goal 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	2.13	33.3	20%	47%	33%
32. Exhibits willingness to upgrade skills through additional training and education.	15	2.13	33.3	20%	47%	33%
33. Is open to feedback from others.	15	2.07	33.3	27%	40%	33%
34. Stays up-to-date on emerging technologies.	15	2.13	26.7	13%	60%	27%
35. Holds self and associates accountable for goal achievement.	15	1.87	20.0	33%	47%	20%

Comments:
- He is a firm believer that all decisions and important discussion is filtered through his direct report and committees with front line staff representation and solicits input and involves front line staff in his everyday work.
- _____ is determined to help make [CompanyName] successful.
- The department is lucky to have him.
- My only constructive feedback would be for him to continue to be aware of how his personal style when he has strong feelings about something can, at times, shut down contrary views/opinions from the group.   He may want to consider open ended questions from others to draw out their thoughts and then sharing his perspective as a balance.
- _____ is excellent about offering support if needed but he also allows us to work and he does not micro manage.
- _____ promotes and encourages teambuilding throughout the entire department.

Emotional Intelligence

Summary Scores
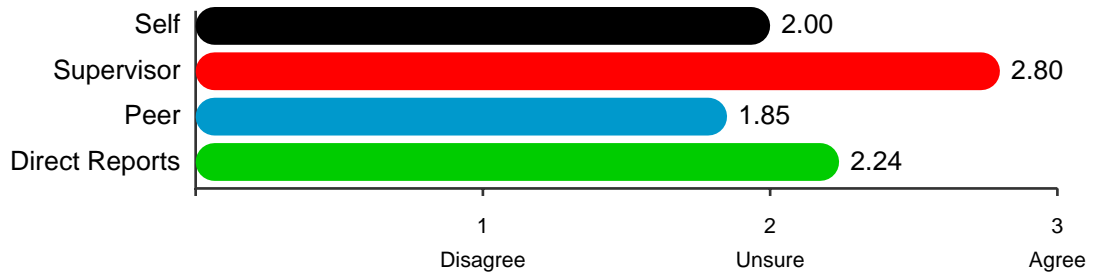
36. Is able to express themselves clearly.

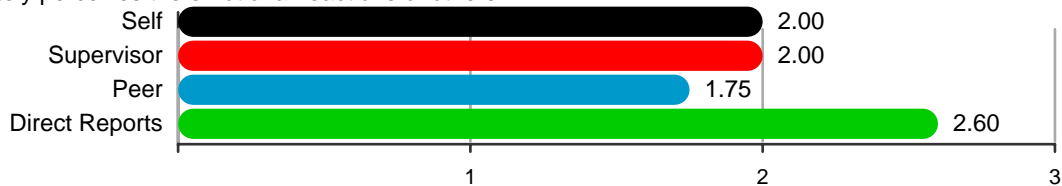37. Is able to manage their own emotions.

38. Is able to control their own emotions.

39. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.

40. Accurately perceives the emotional reactions of 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 (Disagree) to green (Agree).
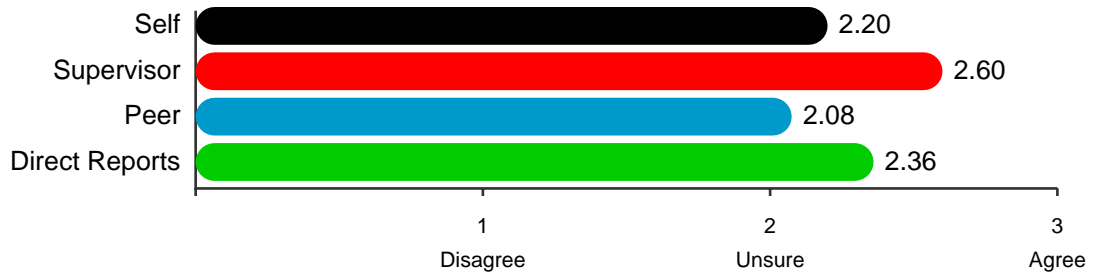
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Is able to express themselves clearly.	15	1.87	20.0	33%	47%	20%
37. Is able to manage their own emotions.	15	1.93	13.3	20%	67%	13%
38. Is able to control their own emotions.	15	2.07	33.3	27%	40%	33%
39. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.33	33.3		67%	33%
40. Accurately perceives the emotional reactions of others.	15	2.07	33.3	27%	40%	33%

Comments:
- He is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- In every interaction that I have had with _____, I have found him to be professional, reliable, and engaged in the process.
- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- His professionalism is beyond reproach and he is fair and just.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- I appreciate his perspective and guidance on a variety of things.

Managing Performance

Summary Scores

Self		2.20
Supervisor		2.60
Peer		2.08
Direct Reports		2.36

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

41. Recognizes and values good performance.

Self		2.00
Supervisor		3.00
Peer		2.00
Direct Reports		1.80

42. Obtains commitment from employees regarding completion of tasks.

Self		2.00
Supervisor		3.00
Peer		1.75
Direct Reports		2.60

43. Plans and sets work expectations.

Self		2.00
Supervisor		3.00
Peer		2.12
Direct Reports		2.20

44. Assesses employee performance against defined standards.

Self		2.00
Supervisor		2.00
Peer		2.00
Direct Reports		2.60

45. Uses timely and appropriate corrective/disciplinary actions.

Self		3.00
Supervisor		2.00
Peer		2.50
Direct Reports		2.60

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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).
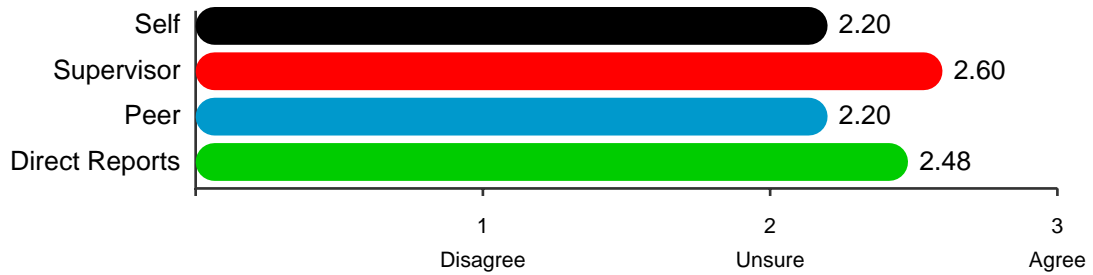
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Recognizes and values good performance.	15	2.00	26.7	27%	47%	27%
42. Obtains commitment from employees regarding completion of tasks.	15	2.13	33.3	20%	47%	33%
43. Plans and sets work expectations.	15	2.20	40.0	20%	40%	40%
44. Assesses employee performance against defined standards.	15	2.20	26.7	7%	67%	27%
45. Uses timely and appropriate corrective/disciplinary actions.	15	2.53	60.0	7%	33%	60%

Comments:
- _____ provides opportunities for his staff to grow professionally and encourages them.
- A willingness and flexibility to pitch in help where needed is important.
- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- Great addition to our team!
- Overall, I think _____ does a great job.   Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer.   Once we get an answer it usually invoves _____ wanting to complete the task on his own.   More communication in this area would be nice, even when he would rather complete the task on his own.
- _____, more than most, takes what we've learned and implements changes.

Business Acumen

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.20
Direct Reports	2.48

1 — Disagree   2 — Unsure   3 — Agree

46. Creates strategic plans that conform with regulations and industry guidelines.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

47. Exhibits behavior that is consistent with the vision, mission, and core values of the organization

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

48. Understands the costs, profits, markets, and added value of issues.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

49. Able to align resources to meet the business needs of the company.

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.40

50. Able to correctly assess current/estimated valuations.

Self	3.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.80

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
46. Creates strategic plans that conform with regulations and industry guidelines.	15	2.27	26.7		73%	27%
47. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	2.13	26.7	13%	60%	27%
48. Understands the costs, profits, markets, and added value of issues.	15	2.40	40.0		60%	40%
49. Able to align resources to meet the business needs of the company.	15	2.47	46.7		53%	47%
50. Able to correctly assess current/estimated valuations.	15	2.33	46.7	13%	40%	47%

Comments:
- I admire _____ for showing courage, compassion and committment during his recent team sessions.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- Brings an exorbitant amount of positive energy to the team.   It's very inspiring.
- _____ always stays customer and community focused.   He's also an excellent collaborator and always supportive and positive with others.
- _____ is a wonderful collaborator and leader.   It is a treat to be able to work with him.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.

Strategic Insight

Summary Scores
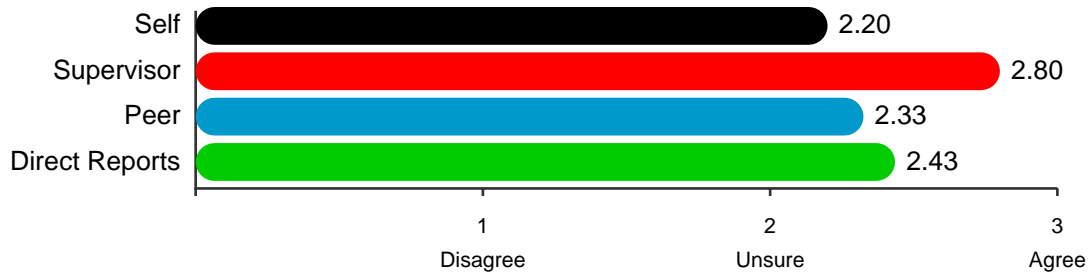
51. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.

52. Formulates policies and strategies for addressing the Company's important challenges.

53. Identifies root causes of problems.

54. Analyzes records and reports to obtain insight into potential issues and trends.

55. Identifies potential problems before they become critical incidents.

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).
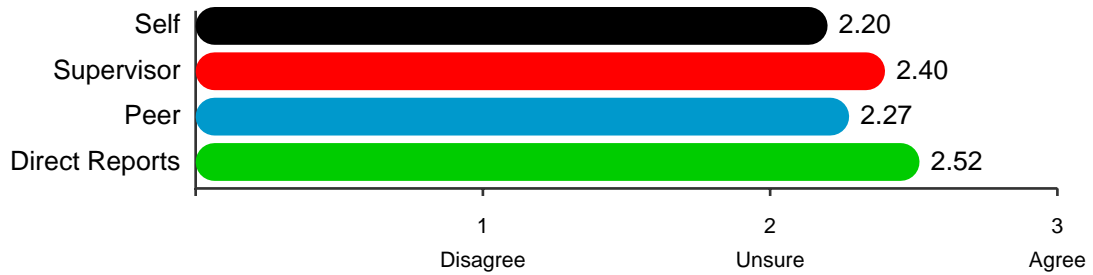
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	14	2.21	28.6	7%	64%	29%
52. Formulates policies and strategies for addressing the Company's important challenges.	14	2.29	42.9	14%	43%	43%
53. Identifies root causes of problems.	15	2.53	53.3		47%	53%
54. Analyzes records and reports to obtain insight into potential issues and trends.	15	2.47	46.7		53%	47%
55. Identifies potential problems before they become critical incidents.	15	2.40	40.0		60%	40%

Comments:
- _____ is a great manager to work for.
- _____ is a good manager to work with he will find time to answer your questions and do a research if it needs to. He always appreciate the things everybody do for the department. He is a bright and smart manager to work with.
- He is highly engaged in his work and passionate about connecting with others in a meaningful way.
- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- Confidence, Attitude, Desire to learn.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.

Vision

Summary Scores

Self	2.20
Supervisor	2.40
Peer	2.27
Direct Reports	2.52

1 — Disagree
2 — Unsure
3 — Agree

56. Communicates the vision and strategy of [Company]

Self	2.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.80

57. Understands the vision of the Company and promotes it ahead of any self-interests.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

58. Works to support the strategy of [Company]

Self	3.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.40

59. Leads employees in new directions.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	2.40

60. Persuades others to follow the Company's vision.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	2.60

1   2   3
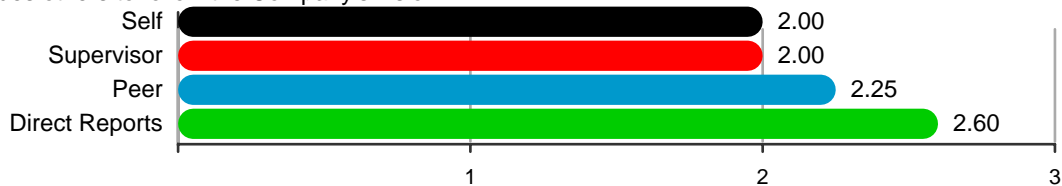
Level of Skill

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. Communicates the vision and strategy of [Company]	15	2.53	53.3		47%	53%
57. Understands the vision of the Company and promotes it ahead of any self-interests.	15	2.33	33.3		67%	33%
58. Works to support the strategy of [Company]	15	2.33	33.3		67%	33%
59. Leads employees in new directions.	15	2.27	26.7		73%	27%
60. Persuades others to follow the Company's vision.	15	2.33	33.3		67%	33%

Comments:
- I have observed that _____ has made some very good decisions with his leadership team this year.   He values his team and sets clear expectations.   He is a team player when working on projects or issues and he always responds promptly to requests for assitance.
- He is very effective.
- Allocates resources in advance to ensure the required work can be completed.
- _____ is an excellent listener.   He is HIGHLY respected by his staff, and other leaders around the organization.   I honestly have a very hard time trying to think of an area for improvement.
- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- I know that _____ cares about me as a total individual not just as a professional.

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 respected by the team and they openly seek out his advise or opinion.
- _____ 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.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- I think _____ is doing a wonderful job in his new role here at this [CompanyName].   He has quickly become a vital part of the team.   He is about to take on an even bigger role in the coming months and I think that he will demonstrate that he is very capable leader.   I am glad that he has joined us.
- I think _____ should learn to be more concise and focused in his comments.   He can consume a lot of meeting time with commentary that is lengthy and not always on point.
- He is a team player and willing to help other departments and staff when needed.

What do you like best about working with this individual?

- I feel confident as if he treats us all as equals.
- He has incredible strengths in most of these areas.   I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- I do believe that when change is initiated by him 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.
- _____ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- _____ has superb technical experience.   I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- I look forward to learning and improving with his and the other members in the division.

What do you like least about working with this individual?

- _____ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- When in need, he picks the appropriate person to conquer a task or assignment.   He delegates well and seems to know who best to direct projects, questions and or initiatives to.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- Is extremely knowledgable and is always continuing his education to stay up to date.
- Thoroughness, accuracy, professionalism.
- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.

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

- _____ has made great visible improvements in his roles of communication, teamwork and engagement. He is creating a great presence in his position currently.
- _____ has certainly done great things at [CompanyName].   He was the perfect match for the community and the staff.   He has built a strong team at [CompanyName] and their work has continued to be outstanding after he added [CompanyName] to his responsibilities. I like working with _____ at [CompanyName] and appreciate his 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.   He has been great at diagnosing the problems and finding solutions.   He is definietly the person to redirect the work of [CompanyName] and make it a viable entity.
- _____ makes a concerted effort to ensure that the right people are in the right jobs.
- _____ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- One of the best supervisors that I have had.

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

• _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
• Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
• _____ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent.   . Otherwise he is very reliable and has taken on some big intiatives that have been very successful.
• He has integrated into Systems more than anyone else.   He is truly an asset for [CompanyName]'s work.
• The department is lucky to have him.
• He has a very engaging style which generates trust and respect.

Any final comments?

• I know I can go to him with any question and he will either have an answer for me or get one the same goes for problem solving.
• One of the best supervisors that I have had.
• _____ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
• He also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from _____ and his style of leadership.   His understanding and appreciation of his leadership team and all his associates is something I would aspire to replicate in my own leadership areas of repsonsibility.
• _____ defines outcomes clearly and sets expectations/timelines with regards to results.   He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization.   He is very customer and system focused.
• The few problems we have experienced during these changes is a reflection of _____'s leadership.