



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.

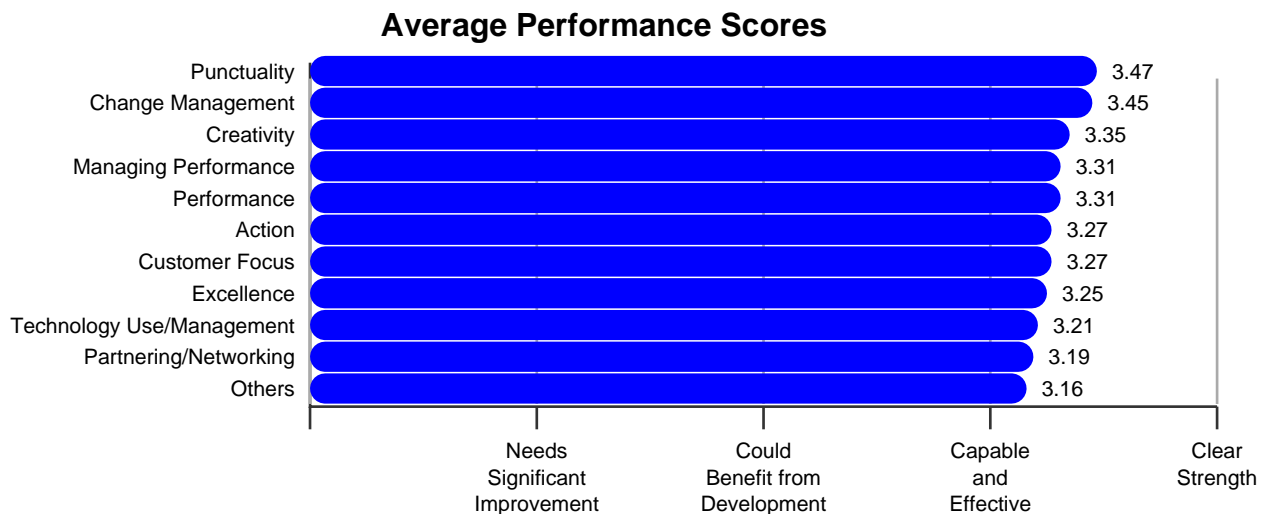
What to Do with Your Feedback

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 11 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.



Punctuality

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. Conducts appointments at scheduled start time. | 15 | 3.20 | 93.3 | 7% | 67% | 27% | |
| 2. Avoids making personal phone calls during working hours. | 15 | 3.87 | 100.0 | 13% | 87% | | |
| 3. Arrives to meetings on time. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 4. Starts the workday when scheduled. | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 5. Responds to requests for information in a timely manner. | 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. Conducts appointments at scheduled start time. | 3.29 | 3.20 | -0.09 ▼ |
| 2. Avoids making personal phone calls during working hours. | 3.65 | 3.87 | +0.22 ▲ |
| 3. Arrives to meetings on time. | 3.18 | 3.33 | +0.16 ▲ |
| 4. Starts the workday when scheduled. | 3.41 | 3.60 | +0.19 ▲ |
| 5. Responds to requests for information in a timely manner. | 3.24 | 3.33 | +0.10 ▲ |

Comments:

- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.
- _____ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think he has helped us come through it standing upright!
- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- _____ is a great Manager. He is extremely talented at what he does and invests a great amount of effort into developing his staff. He is very supportive of staff growth, while also caring a great deal about each of his employees.
- He is sensitive to his employees needs and is creative in accommodating their needs.
- Need to continue to take action when needed, although have improved. . .

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 |
|---|----|------|------|-------------------------------|--------------------------------|-----------------------|----------------|
| 6. Inspires creativity in their team. | 15 | 3.20 | 93.3 | 7% | 60% | 33% | |
| 7. Conceives, implements and evaluates ideas. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 8. Adds value to the department/organization. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 9. Creates a lot of new ideas. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 10. Is creative and inspirational. | 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. Inspires creativity in their team. | 3.24 | 3.20 | -0.04 ▼ |
| 7. Conceives, implements and evaluates ideas. | 3.41 | 3.20 | -0.21 ▼ |
| 8. Adds value to the department/organization. | 3.24 | 3.40 | +0.16 ▲ |
| 9. Creates a lot of new ideas. | 3.18 | 3.47 | +0.29 ▲ |
| 10. Is creative and inspirational. | 3.35 | 3.47 | +0.11 ▲ |

Comments:

- _____'s management style is to push work down because it opens up capacity for him to do new tasks and provides his 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.
- _____ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- I am glad _____ was chosen to step in and take lead of [CompanyName]. He uses good judgment and makes the right decisions, even when they are difficult.
- _____ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- _____ 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.

Action

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. Is not afraid to take corrective action when necessary. | 15 | 3.53 | 100.0 | 47% | 53% | | |
| 12. Works quickly when faced with difficult problems. | 15 | 3.27 | 100.0 | 73% | 27% | | |
| 13. Effectively makes decisions | 15 | 3.33 | 100.0 | 67% | 33% | | |
| 14. Drives and mobilizes others progress toward goals. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 15. Motivates & supports others to gain skills | 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. Is not afraid to take corrective action when necessary. | 3.47 | 3.53 | +0.06 ▲ |
| 12. Works quickly when faced with difficult problems. | 3.47 | 3.27 | -0.20 ▼ |
| 13. Effectively makes decisions | 3.35 | 3.33 | -0.02 ▼ |
| 14. Drives and mobilizes others progress toward goals. | 3.18 | 3.13 | -0.04 ▼ |
| 15. Motivates & supports others to gain skills | 3.00 | 3.07 | +0.07 ▲ |

Comments:

- I appreciate the honest evaluative feedback _____ provides for the staff in his area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- _____ has the talent to use different Leadership styles to fit the situation.
- _____ is respected by the team and they openly seek out his advise or opinion.
- Improvement should come over time. There is potential which is present.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- _____ is an excellent manager, our dept.is a good place to work with his as a boss

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. Sets long and short term goals. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 17. Routinely holds audits of performance on a weekly or monthly basis. | 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. Presents performance feedback in a clear and concise manner. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 20. Establishes indicators to measure levels of performance. | 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. Sets long and short term goals. | 3.65 | 3.40 | -0.25 ▼ |
| 17. Routinely holds audits of performance on a weekly or monthly basis. | 3.47 | 3.27 | -0.20 ▼ |
| 18. Ensures team members understand the department goals. | 3.12 | 3.00 | -0.12 ▼ |
| 19. Presents performance feedback in a clear and concise manner. | 3.59 | 3.47 | -0.12 ▼ |
| 20. Establishes indicators to measure levels of performance. | 3.29 | 3.40 | +0.11 ▲ |

Comments:

- I can't think of a single thing _____ could improve upon.
- _____ is a great partner in Systems Implementation.
- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.
- 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.
- _____ models teamwork; he is always willing to go the extra mile to assist on a project or help a co-worker.
- He offers up ideas of how I could have handled something differently in a constructive manner.

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 |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|----------------|
| 21. Effective in performing his/her job. | 15 | 3.53 | 100.0 | 47% | 53% | | |
| 22. ...Produce Quality | 15 | 3.00 | 80.0 | 20% | 60% | 20% | |
| 23. Shown significant improvement in job performance. | 15 | 2.87 | 80.0 | 20% | 73% | 7% | |
| 24. Has great overall performance | 15 | 3.47 | 100.0 | 53% | 47% | | |
| 25. ...Overall Performance | 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. Effective in performing his/her job. | 3.35 | 3.53 | +0.18 ▲ |
| 22. ...Produce Quality | 3.00 | 3.00 | |
| 23. Shown significant improvement in job performance. | 2.88 | 2.87 | -0.02 ▼ |
| 24. Has great overall performance | 3.00 | 3.47 | +0.47 ▲ |
| 25. ...Overall Performance | 3.76 | 3.67 | -0.10 ▼ |

Comments:

- He is always collaborative in his approach, and makes good decisions.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- He knows product and how to engage potential clients.
- He's a good and reliable team member.
- He correctly sets limits, and expectations of his managers.
- _____ demonstrates excellent skills at approaching employees that need correction action. My only thought would be he could be a more enforcing with employees that show continued bad behavior after correction action was taken.

Change Management

Level of Skill

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

| Item | n | Avg | LOA | Needs Significant Improvement | Could Benefit from Development | Capable and Effective | Clear Strength |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|----------------|
| 26. Supports new initiatives for organizational changes to improve effectiveness. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 27. Adopts changes to set and example for others to follow. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 28. Supports the Company's efforts to implement changes. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 29. Addresses organizational and departmental resistance to changes. | 15 | 3.67 | 100.0 | 33% | | 67% | |
| 30. Effective in implementing new organizational vision and values. | 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. Supports new initiatives for organizational changes to improve effectiveness. | 3.53 | 3.40 | -0.13 ▼ |
| 27. Adopts changes to set and example for others to follow. | 3.12 | 3.33 | +0.22 ▲ |
| 28. Supports the Company's efforts to implement changes. | 3.41 | 3.53 | +0.12 ▲ |
| 29. Addresses organizational and departmental resistance to changes. | 3.59 | 3.67 | +0.08 ▲ |
| 30. Effective in implementing new organizational vision and values. | 3.41 | 3.33 | -0.08 ▼ |

Comments:

- _____ has a keen ability to focus in on what needs to be done and to drive for resolution. He is able to see new and innovative options for driving operational performance.
- Communicate regularly with the whole company, not just one department.
- I appreciate his style and support.
- _____ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, _____ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- He exhibits a very strong commitment to [CompanyName] in his interactions and as such is an important role model to me and others.

Technology Use/Management

Level of Skill

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

| Item | n | Avg | LOA | Needs Significant Improvement | Could Benefit from Development | Capable and Effective | Clear Strength |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|----------------|
| 31. Maximizes the use of new technology to deliver products and services. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 32. Adopts the implementation of new technology into the workplace. | 15 | 3.40 | 100.0 | | 60% | 40% | |
| 33. Understands and is committed to implementing new technologies. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 34. Supports technical training and development of employees. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 35. Uses technology in decision making and problem solving. | 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. Maximizes the use of new technology to deliver products and services. | 3.18 | 3.20 | +0.02 ▲ |
| 32. Adopts the implementation of new technology into the workplace. | 3.35 | 3.40 | +0.05 ▲ |
| 33. Understands and is committed to implementing new technologies. | 3.18 | 3.20 | +0.02 ▲ |
| 34. Supports technical training and development of employees. | 2.88 | 3.27 | +0.38 ▲ |
| 35. Uses technology in decision making and problem solving. | 3.18 | 3.00 | -0.18 ▼ |

Comments:

- _____ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- Another area he needs to work on is honoring team decisions. He will make unilateral decisions and then not tell the team.
- I cannot say if he challenges others.
- He strives to be an effective and available leader.
- He engages the staff and I feel the department is in the best shape it ever has been in.
- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.

Excellence

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. Takes a lot of pride in their work. | 15 | 3.20 | 93.3 | 7% | 67% | 27% | |
| 37. Keeps themselves and others focused on constant improvement. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 38. Produces high quality work. | 15 | 3.27 | 86.7 | 13% | 47% | 40% | |
| 39. Demonstrates the analytical skills to do their job. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 40. Demonstrates the functional or technical skills necessary to do their job. | 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. Takes a lot of pride in their work. | 3.18 | 3.20 | +0.02 ▲ |
| 37. Keeps themselves and others focused on constant improvement. | 3.35 | 3.27 | -0.09 ▼ |
| 38. Produces high quality work. | 3.24 | 3.27 | +0.03 ▲ |
| 39. Demonstrates the analytical skills to do their job. | 3.59 | 3.13 | -0.45 ▼ |
| 40. Demonstrates the functional or technical skills necessary to do their job. | 3.29 | 3.40 | +0.11 ▲ |

Comments:

- _____ has been in his new role a short time, but I already am appreciating the higher level of expectations he is setting and the groundwork for quality improvement
- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- _____ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- It shows that _____ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- He truly is the best Manager I have ever had.

Customer 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 |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|----------------|
| 41. Develops good rapport and trust with the customer. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 42. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 43. Develops strong customer relationships. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 44. Ensures all customer commitments and requirements are met or exceeded. | 15 | 3.00 | 86.7 | 13% | 73% | 13% | |
| 45. Considers customers point of view when making decisions. | 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. Develops good rapport and trust with the customer. | 3.29 | 3.33 | +0.04 ▲ |
| 42. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met. | 3.41 | 3.33 | -0.08 ▼ |
| 43. Develops strong customer relationships. | 3.35 | 3.13 | -0.22 ▼ |
| 44. Ensures all customer commitments and requirements are met or exceeded. | 3.18 | 3.00 | -0.18 ▼ |
| 45. Considers customers point of view when making decisions. | 3.35 | 3.53 | +0.18 ▲ |

Comments:

- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- _____ is a great leader to have in our department, he helps us grow and encourages us to be better at everything we do.
- He is fair, focused and on top of things. He wears many hats at [CompanyName] and I admire the way he can 'know' what's happening in all areas.
- I am having a hard time evaluating the last four. _____ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- He will sit down with all parties involved before he makes a decision.
- I think _____ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.

Partnering/Networking

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. Promotes the understanding of how the department affects the organization overall. | 15 | 3.00 | 86.7 | 13% | 73% | | 13% |
| 47. Maintains infrastructure to support partnerships and networks. | 15 | 3.20 | 93.3 | 7% | 60% | | 33% |
| 48. Develops a sense of trust in subordinates so they can freely interact and share information with others. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 49. Creates value within the Company by building networks. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 50. Supports a partnering/networking culture. | 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. Promotes the understanding of how the department affects the organization overall. | 3.24 | 3.00 | -0.24 ▼ |
| 47. Maintains infrastructure to support partnerships and networks. | 3.00 | 3.20 | +0.20 ▲ |
| 48. Develops a sense of trust in subordinates so they can freely interact and share information with others. | 3.18 | 3.20 | +0.02 ▲ |
| 49. Creates value within the Company by building networks. | 3.35 | 3.40 | +0.05 ▲ |
| 50. Supports a partnering/networking culture. | 3.29 | 3.13 | -0.16 ▼ |

Comments:

- _____ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and to the point.
- _____ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- _____'s management style is to push work down because it opens up capacity for him to do new tasks and provides his 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.
- _____ is a wonderful team member. . . has the gift of empathy and encouragement. He has a can do attitude when faced with projects/issues.
- _____ is a dynamic and busy individual. At times he over commits himself and then has to cancel his participation as he cannot be in two places at once. It can inadvertently give off the aura that he is not engaged in the project meeting that was missed.
- _____ is approachable and professional in his interaction with staff and with customers.

Others

Level of Skill

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

| Item | n | Avg | LOA | Needs Significant Improvement | Could Benefit from Development | Capable and Effective | Clear Strength |
|--|----|------|------|-------------------------------|--------------------------------|-----------------------|----------------|
| 51. Treats others with respect and dignity. | 14 | 3.14 | 92.9 | 7% | 71% | | 21% |
| 52. Respects the opinions of other employees. | 14 | 3.21 | 85.7 | 14% | 50% | | 36% |
| 53. Consistently demonstrates ability and willingness to trust others. | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 54. Works effectively with people from other departments. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 55. Helpful | 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. Treats others with respect and dignity. | 3.24 | 3.14 | -0.09 ▼ |
| 52. Respects the opinions of other employees. | 3.06 | 3.21 | +0.16 ▲ |
| 53. Consistently demonstrates ability and willingness to trust others. | 3.59 | 3.27 | -0.32 ▼ |
| 54. Works effectively with people from other departments. | 2.94 | 3.13 | +0.19 ▲ |
| 55. Helpful | 2.88 | 3.07 | +0.18 ▲ |

Comments:

- He is a dedicated person who inspires excellence in both staff and customer service.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- His decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- He is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from his own.

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?

- He allows self-starter employees to take ownership of tasks/improvements and doesn't hover , but is available when you need him. He has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- He could benefit from understanding about how to create resolution and clarity.
- He is excellent at helping/coaching/problem-solving with others.
- Since we all have things we need to be aware of, he is protective and proud of his staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. He may want to be aware of this when asking for feedback.
- He interacts effectively with our most difficult customers.
- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.

What do you like best about working with this individual?

- _____ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- I admire his ability to see the big picture (both within our walls and outside our walls).
- _____ is very visible on the unit. Spending many hours with staff.
- He keeps focused on things that are important for his department to run smoothly.
- _____ seems to have good knowledge and awareness of the strengths and talents of his direct reports (as well as their weaknesses). When in need, he picks the appropriate person to conquer a task or assignment. He is always good about seeking advice before proceeding.
- _____ continually is analyzing our current states and identifying areas that we can improve.

What do you like least about working with this individual?

- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- His communication techniques are clear and to the point which is very much appreciated.
- He make sure the team effort not only succeed on paper.
- _____ is a great partner in Systems Implementation.
- _____ knows his team very well and is gaining the same knowledge in regards to his team
- _____ is always working to include staff in a shared decision making processes.

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

- He leads by example, not reputation.
- _____ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.
- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.
- 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.
- Personality. Great Mentor and Leader. Talented.
- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.

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

- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- _____ is so attentive to the needs of our department and to the needs of individuals.
- _____ is excellent about offering support if needed but he also allows us to work and he does not micro manage.
- Be being better organized. It would help with prioritizing.
- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- Sometimes _____'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.

Any final comments?

- _____'s management style is excellent.
- _____ does an excellent job as a leader. He has been presented with many challenges in the last year and has remained positive for his staff.
- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- I enjoy working with _____ and look forward to future opportunities for collaboration.
- I garner ideas from his regularly and look to him as a mentor.
- _____ is organized and thorough.