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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.

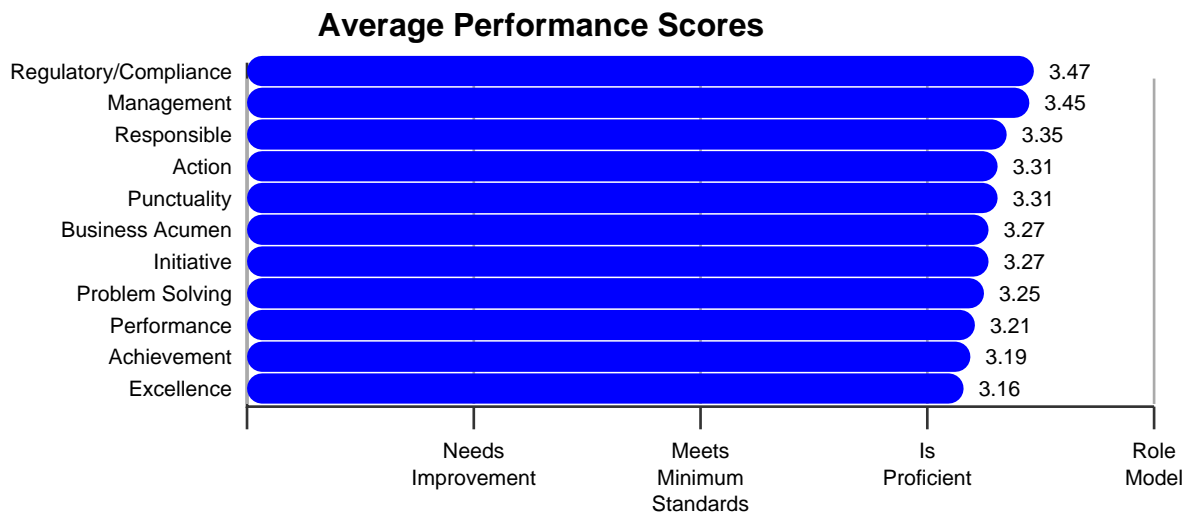
## What to Do with Your Feedback

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.



## Regulatory/Compliance

### 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 Improvement) to green (Role Model).

| Item  | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 1. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.   | 15 | 3.20 | 93.3  | 7%                | 67%                     |               | 27%        |
| 2. Complies with regulatory requirements for the state.   | 15 | 3.87 | 100.0 | 13%               | 87%                     |               |            |
| 3. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed. | 15 | 3.33 | 93.3  | 7%                | 53%                     |               | 40%        |
| 4. Creates documents and reports as needed to maintain compliance with regulations.   | 15 | 3.60 | 93.3  | 7%                | 27%                     | 67%           |            |
| 5. Ensures regulations are followed as required.  | 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. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.   | 3.29 | 3.20 | -0.09 ▼ |
| 2. Complies with regulatory requirements for the state.   | 3.65 | 3.87 | +0.22 ▲ |
| 3. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed. | 3.18 | 3.33 | +0.16 ▲ |
| 4. Creates documents and reports as needed to maintain compliance with regulations.   | 3.41 | 3.60 | +0.19 ▲ |
| 5. Ensures regulations are followed as required.  | 3.24 | 3.33 | +0.10 ▲ |

### Comments:

- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- In every interaction that I have had with \_\_\_\_, I have found her to be professional, reliable, and engaged in the process.
- \_\_\_\_ 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 else's department, she is willing to help in any capacity she can to help reach goals.
- \_\_\_\_ is a very effective leader and excellent communicator.
- There is apprehension with all the changes, but still a lot of engagement and positivity.

## Responsible

### 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 Improvement) to green (Role Model).

| Item  | n  | Avg  | LOA  | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|------|-------------------|-------------------------|---------------|------------|
| 6. Sets high personal standards of performance.                   | 15 | 3.20 | 93.3 | 7%                | 60%                     | 33%           |            |
| 7. Holds herself / himself accountable to goals / objectives      | 15 | 3.20 | 86.7 | 13%               | 53%                     | 33%           |            |
| 8. Acts as a resource without removing individual responsibility. | 15 | 3.40 | 93.3 | 7%                | 47%                     | 47%           |            |
| 9. Is a person you can trust.                                     | 15 | 3.47 | 93.3 | 7%                | 40%                     | 53%           |            |
| 10. Sets a good example.  | 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. Sets high personal standards of performance.                   | 3.24 | 3.20 | -0.04 ▼ |
| 7. Holds herself / himself accountable to goals / objectives      | 3.41 | 3.20 | -0.21 ▼ |
| 8. Acts as a resource without removing individual responsibility. | 3.24 | 3.40 | +0.16 ▲ |
| 9. Is a person you can trust.                                     | 3.18 | 3.47 | +0.29 ▲ |
| 10. Sets a good example.  | 3.35 | 3.47 | +0.11 ▲ |

### Comments:

- \_\_\_ teams with others to improve communication and process.
- She leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- She is always available to listen, lend a hand, or guide the staff when needed.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- \_\_\_ is very reliable and collaborates well on projects.

## Business Acumen

### Level of Skill

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

| Item  | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 11. Asks the 'right' questions to size up or evaluate situations.   | 15 | 3.53 | 100.0 | 47%               | 53%                     |               |            |
| 12. Applies the knowledge of work processes to influence the achievement of business goals  | 15 | 3.27 | 100.0 | 73%               | 27%                     |               |            |
| 13. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance | 15 | 3.33 | 100.0 | 67%               | 33%                     |               |            |
| 14. Exhibits behavior that is consistent with the vision, mission, and core values of the organization                                  | 15 | 3.13 | 86.7  | 13%               | 60%                     | 27%           |            |
| 15. Considers impact of actions on other areas of the organization.   | 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. Asks the 'right' questions to size up or evaluate situations.   | 3.47 | 3.53 | +0.06 ▲ |
| 12. Applies the knowledge of work processes to influence the achievement of business goals  | 3.47 | 3.27 | -0.20 ▼ |
| 13. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance | 3.35 | 3.33 | -0.02 ▼ |
| 14. Exhibits behavior that is consistent with the vision, mission, and core values of the organization                                  | 3.18 | 3.13 | -0.04 ▼ |
| 15. Considers impact of actions on other areas of the organization.   | 3.00 | 3.07 | +0.07 ▲ |

### Comments:

- One of the things that I most appreciate about \_\_\_ is her willingness to mentor and grow new talent.
- \_\_\_'s style of leading a team is both refreshing and different than what I have experienced in the past.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- Job performance is excellent. Lucky to have \_\_\_ on our team.
- There have been many changes in each department and \_\_\_'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- \_\_\_ applied her strong analytical skills to problem solving.

## 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 Improvement) to green (Role Model).

| Item  | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 16. Does whatever it takes (within reason) to get the job done. | 15 | 3.40 | 93.3  | 7%                | 47%                     | 47%           |            |
| 17. Makes effective decisions, even when under pressure.        | 15 | 3.27 | 93.3  | 7%                | 60%                     | 33%           |            |
| 18. Gets the job done.  | 14 | 3.00 | 92.9  | 7%                | 79%                     | 14%           |            |
| 19. Works quickly when faced with difficult problems.           | 15 | 3.47 | 100.0 |                   | 53%                     | 47%           |            |
| 20. Motivates & supports others to gain skills                  | 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. Does whatever it takes (within reason) to get the job done. | 3.65 | 3.40 | -0.25 ▼ |
| 17. Makes effective decisions, even when under pressure.        | 3.47 | 3.27 | -0.20 ▼ |
| 18. Gets the job done.  | 3.12 | 3.00 | -0.12 ▼ |
| 19. Works quickly when faced with difficult problems.           | 3.59 | 3.47 | -0.12 ▼ |
| 20. Motivates & supports others to gain skills                  | 3.29 | 3.40 | +0.11 ▲ |

### Comments:

- \_\_\_ always makes decisions based on what is best for the department or organization.
- This has been a challenging year for \_\_\_ and her team. Through it all, she was dedicated to the organization and never shirked her duties.
- \_\_\_ 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.
- I have found that \_\_\_ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.

## 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 Improvement) to green (Role Model).

| Item   | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|-------|-------------------|-------------------------|---------------|------------|
| 21. Conducts appointments at scheduled start time. | 15 | 3.53 | 100.0 | 47%               | 53%                     |               |            |
| 22. Starts meetings on time.                       | 15 | 3.00 | 80.0  | 20%               | 60%                     | 20%           |            |
| 23. Arrives to meetings on time.                   | 15 | 2.87 | 80.0  | 20%               | 73%                     | 7%            |            |
| 24. Starts the workday when scheduled.             | 15 | 3.47 | 100.0 | 53%               | 47%                     |               |            |
| 25. Invoices clients on a timely basis.            | 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. Conducts appointments at scheduled start time. | 3.35 | 3.53 | +0.18 ▲ |
| 22. Starts meetings on time.                       | 3.00 | 3.00 |         |
| 23. Arrives to meetings on time.                   | 2.88 | 2.87 | -0.02 ▼ |
| 24. Starts the workday when scheduled.             | 3.00 | 3.47 | +0.47 ▲ |
| 25. Invoices clients on a timely basis.            | 3.76 | 3.67 | -0.10 ▼ |

### Comments:

- She communicates clearly and responds to request without unnecessary delay.
- \_\_\_ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- \_\_\_ is a steady leader who maintains her objectivity during stressful times.
- \_\_\_ has been very supportive for me in my new role as technical specialist. She has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- \_\_\_ has improved our means of communication within the department and is receptive to suggestions from her employees.



## 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 Improvement) to green (Role Model).

| Item   | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|-------|-------------------|-------------------------|---------------|------------|
| 26. Is ready to offer help                                     | 15 | 3.40 | 93.3  | 7%                | 47%                     | 47%           |            |
| 27. Takes responsibility for things that go wrong              | 15 | 3.33 | 93.3  | 7%                | 53%                     | 40%           |            |
| 28. Sets an example for others to follow                       | 15 | 3.53 | 100.0 |                   | 47%                     | 53%           |            |
| 29. Keep staff informed about what is happening in the company | 15 | 3.67 | 100.0 |                   | 33%                     | 67%           |            |
| 30. Delegate tasks effectively                                 | 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 compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

| Item   | 2022 | 2023 | Change  |
|--|------|------|---------|
| 26. Is ready to offer help                                     | 3.53 | 3.40 | -0.13 ▼ |
| 27. Takes responsibility for things that go wrong              | 3.12 | 3.33 | +0.22 ▲ |
| 28. Sets an example for others to follow                       | 3.41 | 3.53 | +0.12 ▲ |
| 29. Keep staff informed about what is happening in the company | 3.59 | 3.67 | +0.08 ▲ |
| 30. Delegate tasks effectively                                 | 3.41 | 3.33 | -0.08 ▼ |

### Comments:

- \_\_\_ communicates her expectations of the team well and involves them in the process improvement plans.
- I believe I need to give her a chance to get into her position.
- Strive for excellence. Willing to learn. Implement advice from others.
- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.
- Is a great teammate and valuable resource for the company. it is obvious she cares for the team
- \_\_\_ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.

## 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 Improvement) to green (Role Model).

| Item  | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 31. Sets a high standard for job performance.   | 15 | 3.20 | 86.7  | 13%               | 53%                     | 33%           |            |
| 32. Effectively organizes resources and plans   | 15 | 3.40 | 100.0 |                   | 60%                     | 40%           |            |
| 33. Listens and responds to issues and problems | 15 | 3.20 | 86.7  | 13%               | 53%                     | 33%           |            |
| 34. Works effectively in the department.        | 15 | 3.27 | 93.3  | 7%                | 60%                     | 33%           |            |
| 35. Works well in this position.                | 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. Sets a high standard for job performance.   | 3.18 | 3.20 | +0.02 ▲ |
| 32. Effectively organizes resources and plans   | 3.35 | 3.40 | +0.05 ▲ |
| 33. Listens and responds to issues and problems | 3.18 | 3.20 | +0.02 ▲ |
| 34. Works effectively in the department.        | 2.88 | 3.27 | +0.38 ▲ |
| 35. Works well in this position.                | 3.18 | 3.00 | -0.18 ▼ |

### Comments:

- \_\_\_ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.
- \_\_\_ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- Positive attitude.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- She is a great teammate!
- \_\_\_'s job performance exceeds all the elements.

## Problem Solving

### Level of Skill

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

| Item   | n  | Avg  | LOA  | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|------|-------------------|-------------------------|---------------|------------|
| 36. Able to balance the needs of different people in a solution to a problem.                | 15 | 3.20 | 93.3 | 7%                | 67%                     |               | 27%        |
| 37. Ability to develop innovative solutions to problems.                                     | 15 | 3.27 | 93.3 | 7%                | 60%                     |               | 33%        |
| 38. Solves problems using logic and insight.   | 15 | 3.27 | 86.7 | 13%               | 47%                     |               | 40%        |
| 39. Identifies fresh approaches and shows a willingness to question traditional assumptions. | 15 | 3.13 | 86.7 | 13%               | 60%                     |               | 27%        |
| 40. Effective in solving problems.   | 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. Able to balance the needs of different people in a solution to a problem.                | 3.18 | 3.20 | +0.02 ▲ |
| 37. Ability to develop innovative solutions to problems.                                     | 3.35 | 3.27 | -0.09 ▼ |
| 38. Solves problems using logic and insight.   | 3.24 | 3.27 | +0.03 ▲ |
| 39. Identifies fresh approaches and shows a willingness to question traditional assumptions. | 3.59 | 3.13 | -0.45 ▼ |
| 40. Effective in solving problems.   | 3.29 | 3.40 | +0.11 ▲ |

### Comments:

- \_\_\_ is by far a leader in the service area.
- She also has always been thankful for any help that I have given her.
- \_\_\_ is a valued peer. I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- She inspires others by the manner in which she does her work and engages others.

## Initiative

### 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 Improvement) to green (Role Model).

| Item  | n  | Avg  | LOA   | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 41. Prepares for unexpected contingencies.  | 15 | 3.33 | 93.3  | 7%                | 53%                     | 40%           |            |
| 42. Immediately works to complete goals well before their deadline.   | 15 | 3.33 | 93.3  | 7%                | 53%                     | 40%           |            |
| 43. Coach others to foster an environment which can adapt quickly and willingly to rapid change.                            | 15 | 3.13 | 86.7  | 13%               | 60%                     | 27%           |            |
| 44. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve. | 15 | 3.00 | 86.7  | 13%               | 73%                     | 13%           |            |
| 45. Seeks and utilizes opportunities for continuous learning and self-development.  | 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. Prepares for unexpected contingencies.  | 3.29 | 3.33 | +0.04 ▲ |
| 42. Immediately works to complete goals well before their deadline.   | 3.41 | 3.33 | -0.08 ▼ |
| 43. Coach others to foster an environment which can adapt quickly and willingly to rapid change.                            | 3.35 | 3.13 | -0.22 ▼ |
| 44. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve. | 3.18 | 3.00 | -0.18 ▼ |
| 45. Seeks and utilizes opportunities for continuous learning and self-development.  | 3.35 | 3.53 | +0.18 ▲ |

### Comments:

- I know that \_\_\_ would want me to include suggestions on how she could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader. Maybe allow Christmas decor before December?
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- 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 consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- \_\_\_ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- \_\_\_ excels at keeping in touch with all aspects of her, and our jobs.

## 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 Improvement) to green (Role Model).

| Item  | n  | Avg  | LOA  | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|------|-------------------|-------------------------|---------------|------------|
| 46. Sets challenging goals.   | 15 | 3.00 | 86.7 | 13%               | 73%                     |               | 13%        |
| 47. Strives to meet goals and objectives.   | 15 | 3.20 | 93.3 | 7%                | 60%                     |               | 33%        |
| 48. Follows-up and takes action when goals are not met to ensure better results in the future.  | 15 | 3.20 | 93.3 | 7%                | 67%                     |               | 27%        |
| 49. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals. | 15 | 3.40 | 93.3 | 7%                | 47%                     |               | 47%        |
| 50. Helps others to improve or meet standards of performance.                                   | 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. Sets challenging goals.   | 3.24 | 3.00 | -0.24 ▼ |
| 47. Strives to meet goals and objectives.   | 3.00 | 3.20 | +0.20 ▲ |
| 48. Follows-up and takes action when goals are not met to ensure better results in the future.  | 3.18 | 3.20 | +0.02 ▲ |
| 49. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals. | 3.35 | 3.40 | +0.05 ▲ |
| 50. Helps others to improve or meet standards of performance.                                   | 3.29 | 3.13 | -0.16 ▼ |

### Comments:

- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.
- \_\_\_ is very sharp and plays a vital role in this organization
- Job performance is excellent. Lucky to have \_\_\_ on our team.
- \_\_\_ will sometimes delegate work while continuing to do her own work on the same project she delegated without including the employee she originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.
- \_\_\_ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.

## 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 Improvement) to green (Role Model).

| Item   | n  | Avg  | LOA  | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|------|-------------------|-------------------------|---------------|------------|
| 51. Produces high quality work.  | 14 | 3.14 | 92.9 | 7%                | 71%                     |               | 21%        |
| 52. Is planful and organized.  | 14 | 3.21 | 85.7 | 14%               | 50%                     |               | 36%        |
| 53. Demonstrates the functional or technical skills necessary to do their job. | 15 | 3.27 | 86.7 | 13%               | 47%                     |               | 40%        |
| 54. Takes a lot of pride in their work.  | 15 | 3.13 | 86.7 | 13%               | 60%                     |               | 27%        |
| 55. Can be counted on to add value wherever they are involved.                 | 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. Produces high quality work.  | 3.24 | 3.14 | -0.09 ▼ |
| 52. Is planful and organized.  | 3.06 | 3.21 | +0.16 ▲ |
| 53. Demonstrates the functional or technical skills necessary to do their job. | 3.59 | 3.27 | -0.32 ▼ |
| 54. Takes a lot of pride in their work.  | 2.94 | 3.13 | +0.19 ▲ |
| 55. Can be counted on to add value wherever they are involved.                 | 2.88 | 3.07 | +0.18 ▲ |

### Comments:

- She knows her subject matter!
- \_\_\_ does not always follow through with things (ordering equipment).
- \_\_\_ is approachable and professional in her interaction with staff and with customers.
- Initiative, attitude, and willingness to pitch in.
- I have observed \_\_\_ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. \_\_\_ does take action when there are employees who do not fit with the organization mission and values.
- I enjoy working with \_\_\_; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.

## 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 had done amazingly well considering all of the global threats to the product line.
- She is a great manager and person to work for/with.
- She is excellent at helping/coaching/problem-solving with others.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- Our organization is a better place because of her and her future focus.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.

### What do you like best about working with this individual?

- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- I feel safe and comfortable going to her for any reason. I am very glad to have her for a Director, and also as a partner and teammate.
- \_\_\_ does an exceptional job at running the department.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- We are striving to meet best practice standards.
- \_\_\_ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and to the point.

### What do you like least about working with this individual?

- \_\_\_ is a tremendous leader in our organization.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.
- Although I have only reported to \_\_\_ for a couple of months, the quality of my work life" has improved greatly.
- \_\_\_ has great communication skills and is a dependable member of the team.
- \_\_\_ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.

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

- \_\_\_ gives me feedback good and indifferent.
- My only constructive feedback would be better communication on what she's doing and why and how it may impact others would be appreciated.
- \_\_\_ is highly skilled and remains focused despite the many directions in which she is pulled. She is calm, easy to work with and makes decisions only after being fully informed.
- I think \_\_\_ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower her and are willing to follow.
- \_\_\_ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development She is extremely customer focused.
- I observe her coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.

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

- \_\_\_ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her with some feeling of success. While it is true that not everything can be important if everything IS important, \_\_\_ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. \_\_\_ has a solid reputation for being a direct communicator and her opinion is respected in our group.
- \_\_\_ is very responsive and provides great support service.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- \_\_\_ makes great hiring choices. she is clear on what needs to be done.
- \_\_\_ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- \_\_\_ is a great partner in Systems Implementation.

### Any final comments?

- Is dedicated, selfless, trustworthy and focused on the big picture.
- Her view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.
- She always involves others in decisions ensuring a well rounded approach.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- \_\_\_ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- \_\_\_ is willing to tackle performance situations and solicits feedback on how her team is doing.