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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.

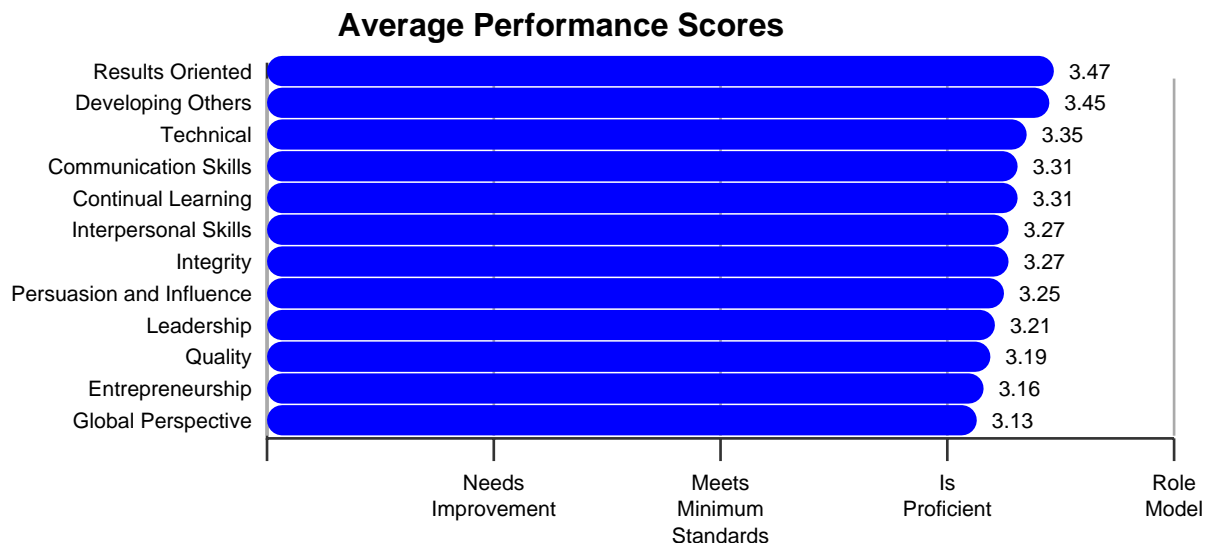
## What to Do with Your Feedback

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

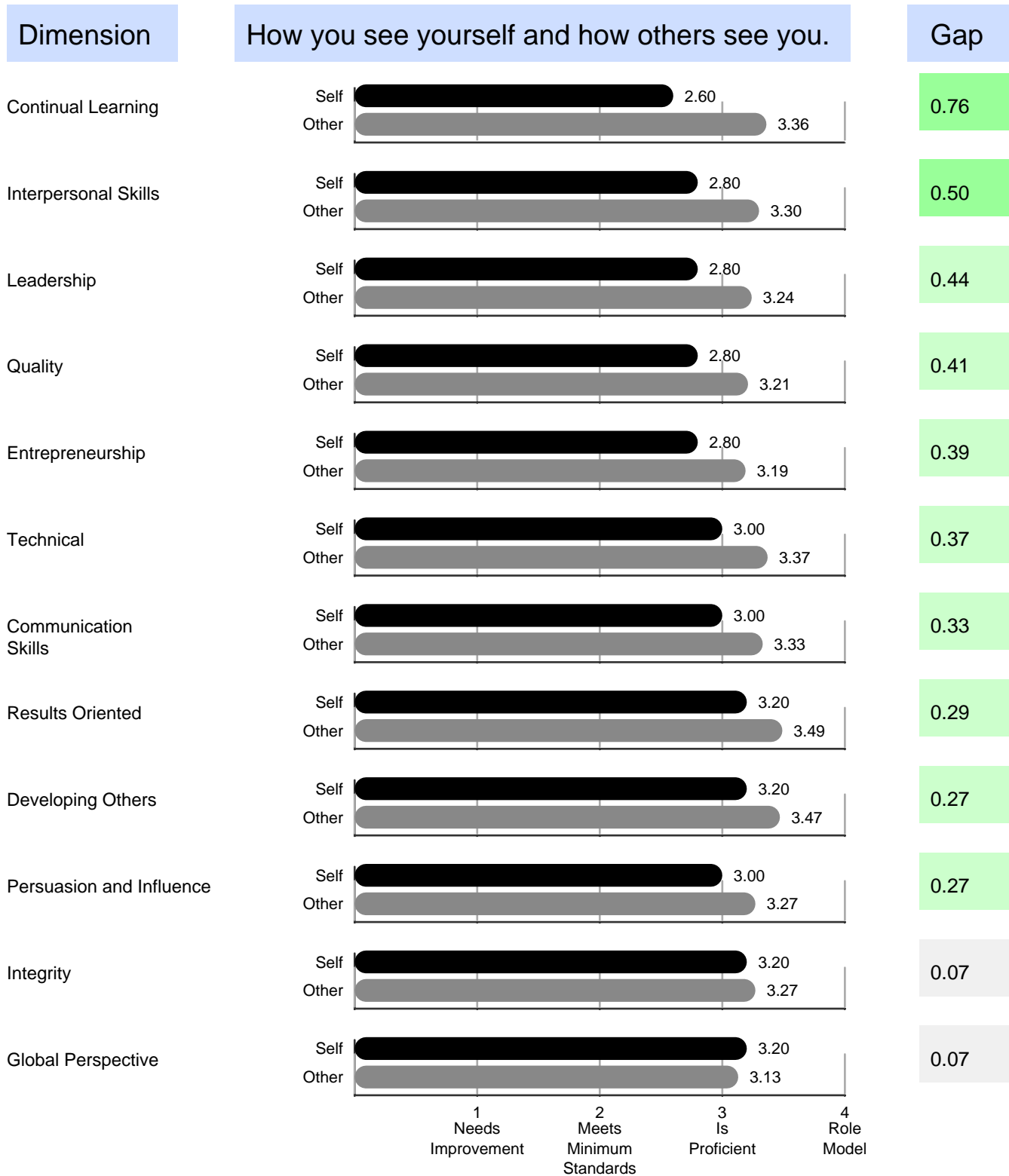
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



## Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



## Results Oriented

### 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. You stay focused on meeting the needs of customers.	15	3.20	93.3	7%	67%		27%
2. You exhibit high energy and a positive attitude on the job with others	15	3.87	100.0	13%	87%		
3. You hold employees accountable for completing required work.	15	3.33	93.3	7%	53%		40%
4. You set challenging personal and organizational goals.	15	3.60	93.3	7%	27%	67%	
5. You direct team in prioritizing daily work activities	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. You stay focused on meeting the needs of customers.	3.29	3.20	-0.09 ▼
2. You exhibit high energy and a positive attitude on the job with others	3.65	3.87	+0.22 ▲
3. You hold employees accountable for completing required work.	3.18	3.33	+0.16 ▲
4. You set challenging personal and organizational goals.	3.41	3.60	+0.19 ▲
5. You direct team in prioritizing daily work activities	3.24	3.33	+0.10 ▲

### Comments:

- \_\_\_ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand. \_\_\_ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- While encouraging folks to continue with their education, she is also continuing with her education.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- 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.

## Technical

### 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. You are knowledgeable of procedures or systems necessary for the job.	15	3.20	93.3	7%	60%		33%
7. You willingly share your technical expertise; sought out as resource by others	15	3.20	86.7	13%	53%		33%
8. You demonstrate mastery of the technical competencies required in your work.	15	3.40	93.3	7%	47%		47%
9. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.47	93.3	7%	40%		53%
10. You seek information from others as needed.	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. You are knowledgeable of procedures or systems necessary for the job.	3.24	3.20	-0.04 ▼
7. You willingly share your technical expertise; sought out as resource by others	3.41	3.20	-0.21 ▼
8. You demonstrate mastery of the technical competencies required in your work.	3.24	3.40	+0.16 ▲
9. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.18	3.47	+0.29 ▲
10. You seek information from others as needed.	3.35	3.47	+0.11 ▲

### Comments:

- \_\_\_ is someone I feel I can talk to about any problem or situation and I value her opinion.
- I have only worked under \_\_\_ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.
- \_\_\_ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and \_\_\_ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- Participates in training to learn Core Competency processes.
- I so appreciate that \_\_\_ is so on top of everything that we do in payroll.

## Interpersonal Skills

### 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. You strive for win/win solutions	15	3.53	100.0	47%	53%		
12. You receive feedback (both positive and negative) in a constructive manner.	15	3.27	100.0	73%	27%		
13. You are a role model for others	15	3.33	100.0	67%	33%		
14. You establish good rapport with employees and customers.	15	3.13	86.7	13%	60%	27%	
15. You apply appropriate communication techniques to the situation.	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. You strive for win/win solutions	3.47	3.53	+0.06 ▲
12. You receive feedback (both positive and negative) in a constructive manner.	3.47	3.27	-0.20 ▼
13. You are a role model for others	3.35	3.33	-0.02 ▼
14. You establish good rapport with employees and customers.	3.18	3.13	-0.04 ▼
15. You apply appropriate communication techniques to the situation.	3.00	3.07	+0.07 ▲

### Comments:

- My interaction with \_\_\_ is very limited, but when I have requested time with her, she makes time for me.
- She encourages teammates more as a peer than a coach.
- \_\_\_ routinely goes out of her way to make work a more engaging experience.
- Please know that stress can occasionally slow down progress.
- \_\_\_ has been an excellent assistant manager.
- Stay focused more on the agenda for meetings.

## Communication Skills

### 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. You are able to demonstrate persuasiveness in pursuit of objectives.	15	3.40	93.3	7%	47%	47%	
17. You keep open and regular communication with others.	15	3.27	93.3	7%	60%	33%	
18. You are able to deliver presentations.	14	3.00	92.9	7%	79%	14%	
19. You deliver well-prepared, informed, poised and succinct presentations.	15	3.47	100.0		53%	47%	
20. You are an effective and motivating communicator.	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. You are able to demonstrate persuasiveness in pursuit of objectives.	3.65	3.40	-0.25 ▼
17. You keep open and regular communication with others.	3.47	3.27	-0.20 ▼
18. You are able to deliver presentations.	3.12	3.00	-0.12 ▼
19. You deliver well-prepared, informed, poised and succinct presentations.	3.59	3.47	-0.12 ▼
20. You are an effective and motivating communicator.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_ has supported me through some tough contract negotiations and she is the consummate professional.
- \_\_\_ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- \_\_\_'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- \_\_\_'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.
- \_\_\_ leads by example.
- Always has the company's best interest at heart.

## Continual Learning

### 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. You participate in regular training offered.	15	3.53	100.0	47%	53%		
22. You improve on your skill sets.	15	3.00	80.0	20%	60%	20%	
23. You build on your strengths while addressing your weaknesses.	15	2.87	80.0	20%	73%	7%	
24. You grasp new ideas, concepts, technical, or business knowledge.	15	3.47	100.0	53%	47%		
25. You seek opportunities to grow in skills and knowledge.	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. You participate in regular training offered.	3.35	3.53	+0.18 ▲
22. You improve on your skill sets.	3.00	3.00	
23. You build on your strengths while addressing your weaknesses.	2.88	2.87	-0.02 ▼
24. You grasp new ideas, concepts, technical, or business knowledge.	3.00	3.47	+0.47 ▲
25. You seek opportunities to grow in skills and knowledge.	3.76	3.67	-0.10 ▼

### Comments:

- \_\_\_'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- I had the opportunity to work very closely with \_\_\_ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- \_\_\_ works with a very diverse group and treats everyone the same while respecting that diversity.
- \_\_\_ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- She has the ability to look at the system as a whole and make solid long range decisions.



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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. You are open to receiving feedback.	15	3.40	93.3	7%	47%	47%	
27. You set performance objectives for subordinates that encourages development opportunities.	15	3.33	93.3	7%	53%	40%	
28. You assess employees' developmental needs.	15	3.53	100.0		47%	53%	
29. You provide constructive feedback to others.	15	3.67	100.0		33%	67%	
30. You try to ensure employees are ready to move to the next level.	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. You are open to receiving feedback.	3.53	3.40	-0.13 ▼
27. You set performance objectives for subordinates that encourages development opportunities.	3.12	3.33	+0.22 ▲
28. You assess employees' developmental needs.	3.41	3.53	+0.12 ▲
29. You provide constructive feedback to others.	3.59	3.67	+0.08 ▲
30. You try to ensure employees are ready to move to the next level.	3.41	3.33	-0.08 ▼

### Comments:

- Has a "go getter" attitude!
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- She has confidence in leading and making decisions improving rapidly.

## Leadership

### 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. You are more likely to recognize employees for good performance rather than to criticize them for a performance problem	15	3.20	86.7	13%	53%	33%	
32. You communicate calmly and honestly even when stressed.	15	3.40	100.0		60%	40%	
33. You provide structure.	15	3.20	86.7	13%	53%	33%	
34. You motivate and challenges employees to attain a shared vision.	15	3.27	93.3	7%	60%	33%	
35. You empower others to succeed within your jobs.	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. You are more likely to recognize employees for good performance rather than to criticize them for a performance problem	3.18	3.20	+0.02 ▲
32. You communicate calmly and honestly even when stressed.	3.35	3.40	+0.05 ▲
33. You provide structure.	3.18	3.20	+0.02 ▲
34. You motivate and challenges employees to attain a shared vision.	2.88	3.27	+0.38 ▲
35. You empower others to succeed within your jobs.	3.18	3.00	-0.18 ▼

### Comments:

- \_\_\_ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- I have participated in multiple interviews with \_\_\_ and she is always clear that the individual selected be one with the right talents- not just skills.
- \_\_\_ has great communication skills and is a dependable member of the team.
- \_\_\_ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- \_\_\_ 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.
- \_\_\_ does an excellent job in her role.

## Persuasion and Influence

### 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. You attempt to persuade others rather than simply control them.	15	3.20	93.3	7%	67%		27%
37. You communicate effectively with others.	15	3.27	93.3	7%	60%		33%
38. You persuade others to consider alternative points of view.	15	3.27	86.7	13%	47%		40%
39. You understand what others need.	15	3.13	86.7	13%	60%		27%
40. You develop a good rapport with others.	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. You attempt to persuade others rather than simply control them.	3.18	3.20	+0.02 ▲
37. You communicate effectively with others.	3.35	3.27	-0.09 ▼
38. You persuade others to consider alternative points of view.	3.24	3.27	+0.03 ▲
39. You understand what others need.	3.59	3.13	-0.45 ▼
40. You develop a good rapport with others.	3.29	3.40	+0.11 ▲

### Comments:

- I would recommend that \_\_\_ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- \_\_\_ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- Take charge without being pushed to do so.
- Her years of experience and wisdom are generously shared and appreciated.
- Engagement is an area where \_\_\_ has improved by being more in-tune with department needs. She listens more and asks great questions.
- \_\_\_'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.

## Integrity

### 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. You always conduct yourself in an honest and upfront manner	15	3.33	93.3	7%	53%	40%	
42. You develop trust and confidence from others.	15	3.33	93.3	7%	53%	40%	
43. You demonstrate sincerity in actions with others.	15	3.13	86.7	13%	60%	27%	
44. You maintain high standard of excellence when dealing with ethical, legal, or regulatory issues.	15	3.00	86.7	13%	73%	13%	
45. You foster an environment built upon trust.	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. You always conduct yourself in an honest and upfront manner	3.29	3.33	+0.04 ▲
42. You develop trust and confidence from others.	3.41	3.33	-0.08 ▼
43. You demonstrate sincerity in actions with others.	3.35	3.13	-0.22 ▼
44. You maintain high standard of excellence when dealing with ethical, legal, or regulatory issues.	3.18	3.00	-0.18 ▼
45. You foster an environment built upon trust.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, she is able to listen and alter her approach for consideration to staff's views.
- \_\_\_ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- There are a lot of great features this system has to offer and \_\_\_ has challenges at times.
- \_\_\_ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- I would like to see her expand personal long-term goals at the company.

## Quality

### 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. You reflect on what is working and what could be improved.	15	3.00	86.7	13%	73%		13%
47. You analyze what occurred and re-adjusts accordingly when goals are not met.	15	3.20	93.3	7%	60%		33%
48. You encourage employees to produce the best quality products.	15	3.20	93.3	7%	67%		27%
49. You encourage others to produce the highest quality work products.	15	3.40	93.3	7%	47%		47%
50. You correct issues in a timely manner.	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. You reflect on what is working and what could be improved.	3.24	3.00	-0.24 ▼
47. You analyze what occurred and re-adjusts accordingly when goals are not met.	3.00	3.20	+0.20 ▲
48. You encourage employees to produce the best quality products.	3.18	3.20	+0.02 ▲
49. You encourage others to produce the highest quality work products.	3.35	3.40	+0.05 ▲
50. You correct issues in a timely manner.	3.29	3.13	-0.16 ▼

### Comments:

- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that \_\_\_'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- \_\_\_ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- \_\_\_ has been in her new role a short time, but I already am appreciating the higher level of expectations she is setting and the groundwork for quality improvement
- She removes barriers so that we can do our job to the best of our ability.
- \_\_\_'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.

## Entrepreneurship

### 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. You are motivated to work toward the realization of goals.	14	3.14	92.9	7%	71%		21%
52. You encourage risk taking for developing potential business opportunities.	14	3.21	85.7	14%	50%		36%
53. You have clarity of purpose in your actions.	15	3.27	86.7	13%	47%		40%
54. You understand the processes and various stages of business development.	15	3.13	86.7	13%	60%		27%
55. You exhibit determination and passion in completion of goals.	15	3.07	86.7	13%	67%		20%

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
51. You are motivated to work toward the realization of goals.	3.24	3.14	-0.09 ▼
52. You encourage risk taking for developing potential business opportunities.	3.06	3.21	+0.16 ▲
53. You have clarity of purpose in your actions.	3.59	3.27	-0.32 ▼
54. You understand the processes and various stages of business development.	2.94	3.13	+0.19 ▲
55. You exhibit determination and passion in completion of goals.	2.88	3.07	+0.18 ▲

### Comments:

- \_\_\_ is a great team member who cares about her team, the quality of her work, and the organization.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- \_\_\_ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.

## Global Perspective

### 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
56. You demonstrate a curiosity about diverse individuals and cultures.	15	2.93	73.3	27%	53%		20%
57. You are aware of the culture, behaviors, identities and beliefs of others.	15	3.20	93.3	7%	67%		27%
58. You are comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	3.20	93.3	7%	67%		27%
59. You collaborate with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	3.13	93.3	7%	67%		27%
60. You build working relationships with others across cultures.	15	3.20	93.3	7%	67%		27%

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
56. You demonstrate a curiosity about diverse individuals and cultures.	2.88	2.93	+0.05 ▲
57. You are aware of the culture, behaviors, identities and beliefs of others.	3.18	3.20	+0.02 ▲
58. You are comfortable using teleconferencing equipment to facilitate meetings with others abroad.	3.24	3.20	-0.04 ▼
59. You collaborate with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	3.18	3.13	-0.04 ▼
60. You build working relationships with others across cultures.	3.47	3.20	-0.27 ▼

### Comments:

- She has great sense of vision and purpose for the division and organization as a whole.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- I know that \_\_\_ cares about me as a total individual not just as a professional.
- She consistently helps us in problem solving a variety of issues.
- \_\_\_ is a new manager. Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- \_\_\_ has done a wonderful job in supporting her team and making herself available.

## 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?

- Isn't afraid to ask the tough questions to get people to think outside of their box.
- She values our feedback and takes our recommendations seriously.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- She's a very hard worker and always helping out when needed.
- \_\_\_ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. \_\_\_ also helps her team recognize areas of improvement and works to improve those areas as well.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.

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

- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team. Working more collaboratively with her colleagues can help avoid this as her intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- \_\_\_ is the right man for the job...there have been a couple of instances in which I feel that \_\_\_ has had tendency to lose staff or participants in her communication. To her merit, \_\_\_ will stop the conversation and clarify expectations or needs prior to moving forward.
- \_\_\_'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- She exceeded all of my expectations. The outcome of this work was very successful, in great part to \_\_\_'s work.
- \_\_\_ is very sharp and plays a vital role in this organization

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

- She consistently conducts herself with professionalism and represents our unit well.
- \_\_\_ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- \_\_\_'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- Has good intentions, but follow through needs more work.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.

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

- \_\_\_ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- \_\_\_ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- \_\_\_ 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.
- \_\_\_ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. \_\_\_ has shown marked improvement in being present when needed in the department.
- She offers up ideas of how I could have handled something differently in a constructive manner.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.



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

- She goes above and beyond with the amount of time she puts in and all the projects she is working on.
- She is passionate about providing the services necessary to meet the needs of our organization.
- \_\_\_ is always professional and demonstrates integrity in her daily work. She is consistently respectful and values other members of the team.
- \_\_\_ has been an asset to [CompanyName]. She has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with her ability bring about process improvements through her direction and guidance to develop and engage the telecommunication staff in this area. She has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- \_\_\_ is able to multitask in a variety of ways.
- \_\_\_ is a very positive addition to our Management team.

### Any final comments?

- \_\_\_ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- \_\_\_ is able to multitask in a variety of ways.
- \_\_\_ is passionate about her role and does a fantastic job of working with other departments to improve process flows.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- I look to her for guidance and support. It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.
- She is very supportive of cross training and learning new skills.