



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.

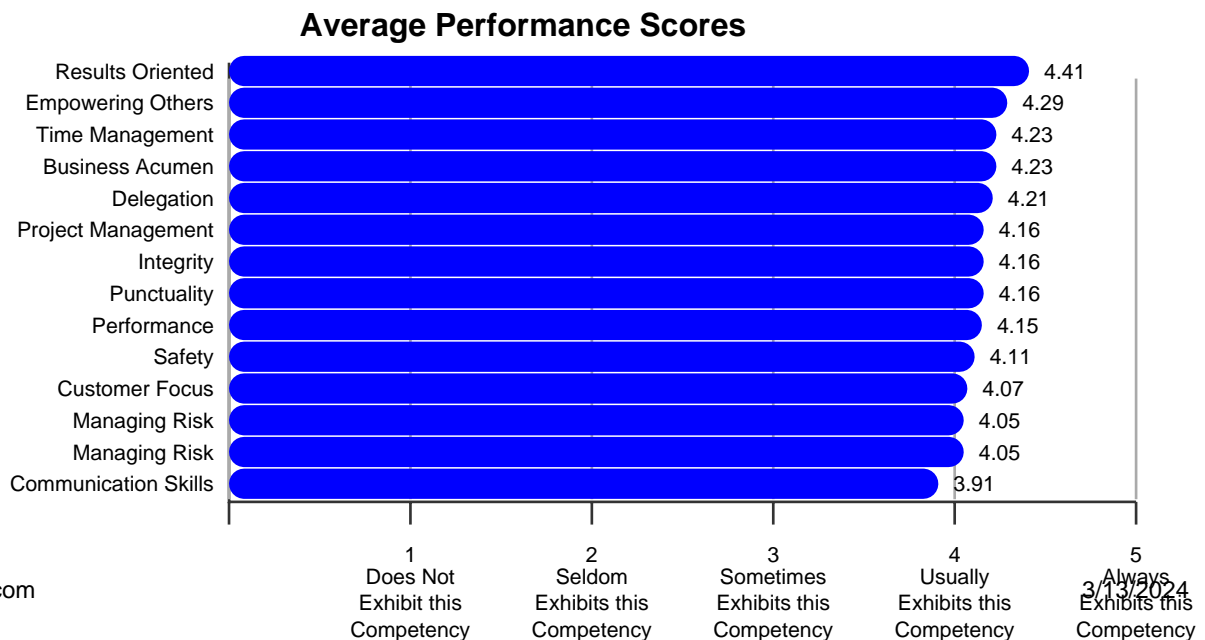
## What to Do with Your Feedback

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 14 major dimensions of leadership.

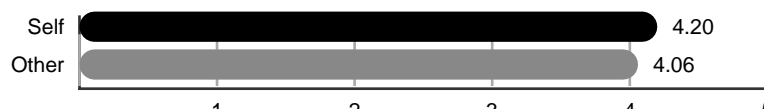
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



## 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.

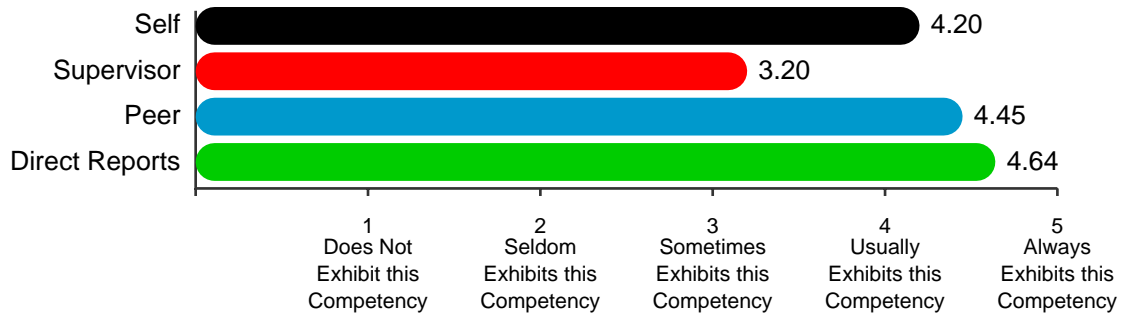
Dimension	How you see yourself and how others see you.	Gap
Project Management	Self: 3.80 Other: 4.19	0.39
Punctuality	Self: 3.80 Other: 4.19	0.39
Communication Skills	Self: 3.60 Other: 3.93	0.33
Safety	Self: 3.80 Other: 4.13	0.33
Empowering Others	Self: 4.00 Other: 4.31	0.31
Managing Risk	Self: 3.80 Other: 4.07	0.27
Managing Risk	Self: 3.80 Other: 4.07	0.27
Business Acumen	Self: 4.00 Other: 4.24	0.24
Results Oriented	Self: 4.20 Other: 4.43	0.23
Delegation	Self: 4.00 Other: 4.23	0.23
Performance	Self: 4.00 Other: 4.16	0.16
Time Management	Self: 4.20 Other: 4.23	0.03
Integrity	Self: 4.20 Other: 4.16	0.04



0.14

# Results Oriented

## Summary Scores



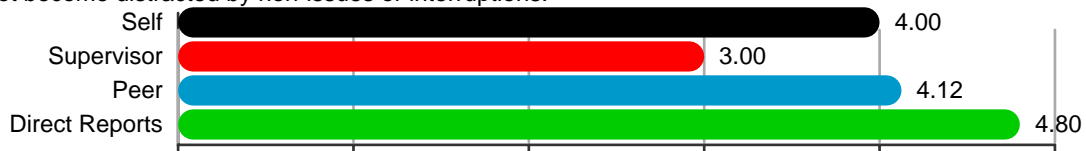
### 1. Directs team in prioritizing daily work activities



### 2. Provides clear expectations for employees.



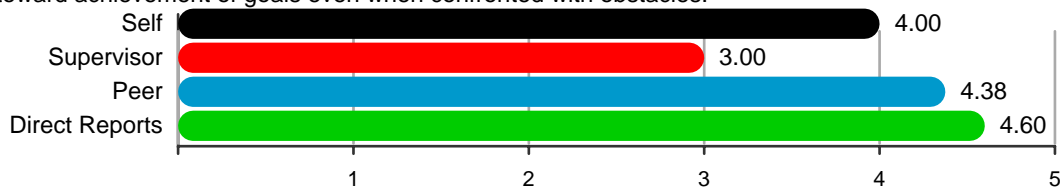
### 3. Does not become distracted by non-issues or interruptions.



### 4. Helps others when free-time is available.



### 5. Works toward achievement of goals even when confronted with obstacles.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

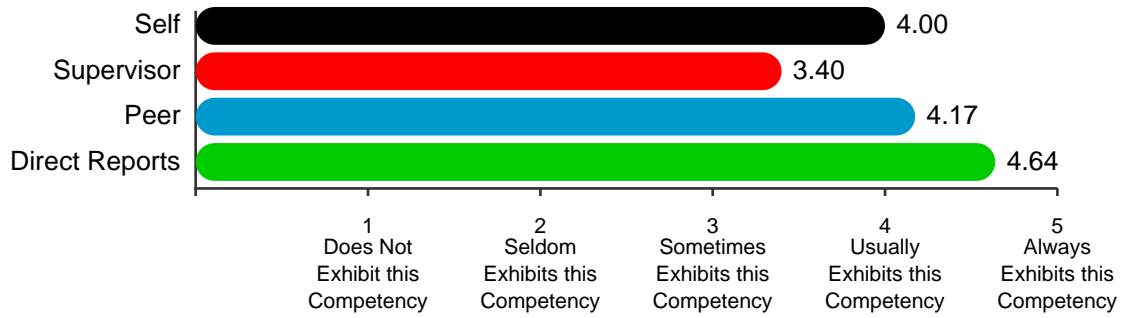
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Directs team in prioritizing daily work activities	15	4.20	93.3	7%		67%		27%
2. Provides clear expectations for employees.	15	4.87	100.0	13%		87%		
3. Does not become distracted by non-issues or interruptions.	15	4.27	93.3	7%		60%		33%
4. Helps others when free-time is available.	15	4.40	86.7	13%	33%		53%	
5. Works toward achievement of goals even when confronted with obstacles.	15	4.33	93.3	7%		53%		40%

### Comments:

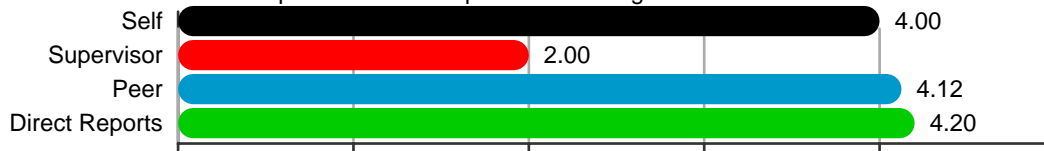
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- I have only worked under \_\_\_\_\_ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- I have not seen a lot of shared decision making. What I have see is his telling them what he needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again he has not had a lot of time to do this.
- Is a great teammate and valuable resource for the company. it is obvious he cares for the team
- As mentioned above, good collaboration.
- \_\_\_\_\_ has an open door policy, when in the office, and encourages staff to set up appointments with his when he has many meetings throughout his week.

# Managing Performance

## Summary Scores



6. Informs team members how their performance compares to stated goals.



7. Acknowledges employee contributions that support the bottom line.



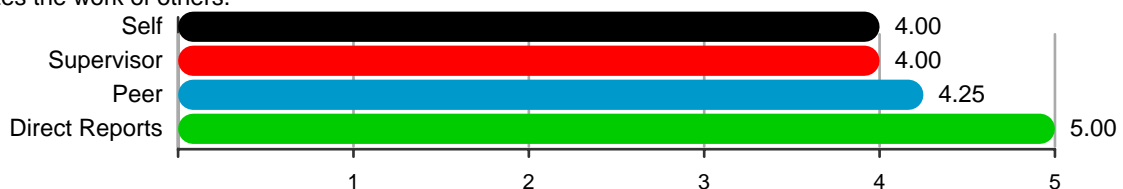
8. Ensures that team goals are met 85 percent of the time.



9. Makes sure the team's goals are met.



10. Prioritizes the work of others.





### Level of Skill

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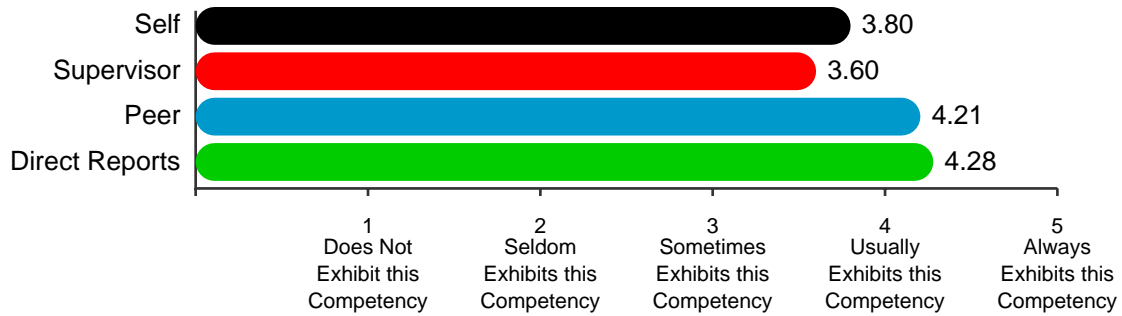
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Informs team members how their performance compares to stated goals.	15	4.00	80.0	7%	13%	53%	27%	
7. Acknowledges employee contributions that support the bottom line.	15	4.07	80.0		20%	53%	27%	
8. Ensures that team goals are met 85 percent of the time.	15	4.33	93.3	7%	47%		47%	
9. Makes sure the team's goals are met.	15	4.47	93.3	7%	40%		53%	
10. Prioritizes the work of others.	15	4.47	93.3	7%	40%		53%	

Comments:

- \_\_\_\_\_ is a great leader and supports his staff.
- \_\_\_\_\_ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.
- I feel very confident in his support, which he has already demonstrated several times in challenging situations.
- \_\_\_\_\_ is a wonderful person to work for.
- \_\_\_\_\_ knows his work and knows the facility very well. \_\_\_\_\_ is sincere about doing good work, but at times struggles with communicating in objective manner.
- In the area of 'Communication skills' I would like to see \_\_\_\_\_ be more direct in his oral delivery.

# Project Management

## Summary Scores



### 11. Organizes, plans, and directs resources to accomplish the goals and objectives.



### 12. Inspires others to accomplish goals and objectives.



### 13. Defines project outcomes based on customer requirements.



### 14. Works with customers and clients to assess their needs and define project parameters.



### 15. Develops action items, workplans, timelines, and criteria for projects.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

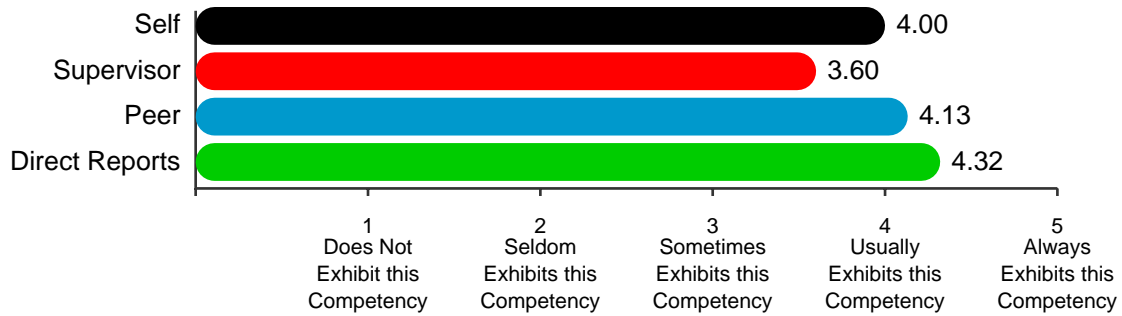
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	4.60	100.0			40%	60%	
12. Inspires others to accomplish goals and objectives.	15	4.27	100.0			73%	27%	
13. Defines project outcomes based on customer requirements.	15	4.33	100.0			67%	33%	
14. Works with customers and clients to assess their needs and define project parameters.	15	3.93	73.3	27%		53%	20%	
15. Develops action items, workplans, timelines, and criteria for projects.	14	3.64	57.1	14%	29%	36%	21%	

### Comments:

- Professional Growth: \_\_\_\_\_ constantly strives to improve. He goes to lectures, seminars, and classes and learns from these.
- \_\_\_\_\_ is an excellent communicator and is very open and supportive to his staff.
- I am always impressed by \_\_\_\_\_'s insight into our processes so that we continuously strive to improve and be consistent.
- He couldn't be more engaged if he tried.
- \_\_\_\_\_ can be counted on for his reliability.
- \_\_\_\_\_ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.

# Performance

## Summary Scores



### 16. Effectively organizes resources and plans



### 17. Sets a high standard for job performance.



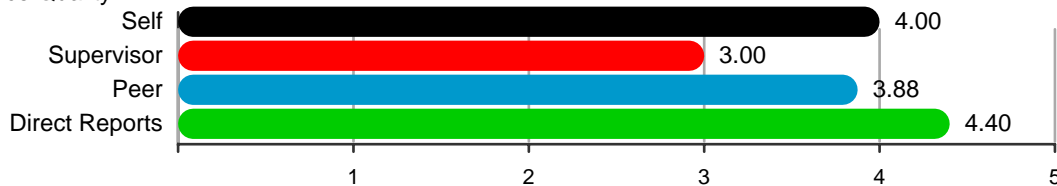
### 18. Has great overall performance



### 19. Works effectively in the department.



### 20. ...Produce Quality



## Level of Skill

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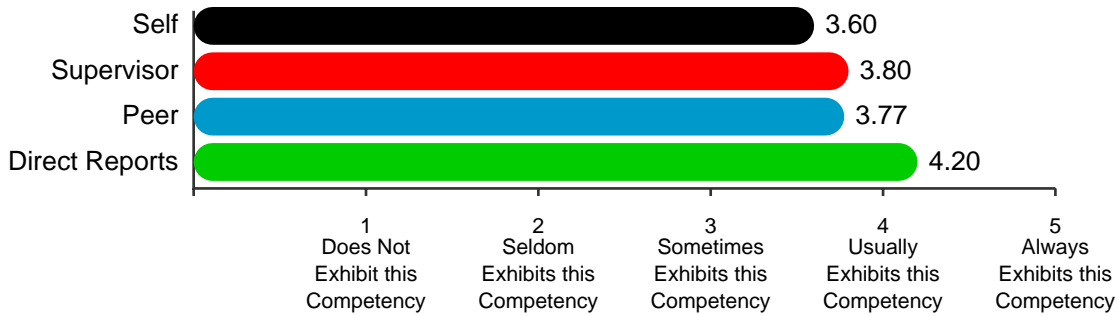
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Effectively organizes resources and plans	15	4.33	86.7	13%	40%	47%		
17. Sets a high standard for job performance.	15	4.27	93.3	7%	60%	33%		
18. Has great overall performance	14	4.00	92.9	7%	86%	7%		
19. Works effectively in the department.	14	4.14	85.7	7%	7%	50%	36%	
20. ...Produce Quality	15	4.00	66.7	7%	27%	27%	40%	

### Comments:

- He has great sense of vision and purpose for the division and organization as a whole.
- \_\_\_\_\_ teams with others to improve communication and process.
- He knows product and how to engage potential clients.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- \_\_\_\_\_ 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.
- I have worked with \_\_\_\_\_ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.

# Communication Skills

## Summary Scores



### 21. Communicates effectively with colleagues and customers



### 22. Addresses issues of key importance to stakeholders.



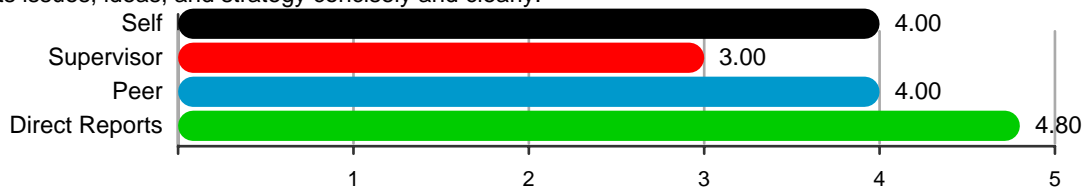
### 23. Conveys ideas confidently and succinctly.



### 24. Deals with difficult situations calmly and confidently.



### 25. Presents issues, ideas, and strategy concisely and clearly.



### Level of Skill

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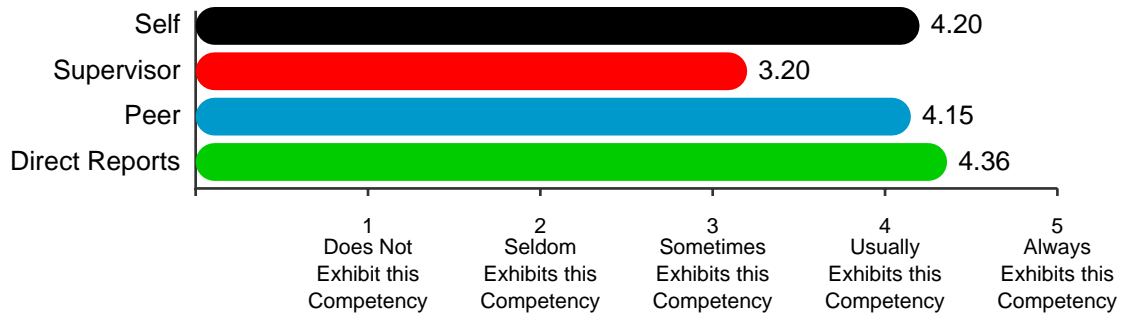
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Communicates effectively with colleagues and customers	15	4.00	66.7	13%	20%	20%	47%	
22. Addresses issues of key importance to stakeholders.	15	3.47	53.3	13%	33%		47%	7%
23. Conveys ideas confidently and succinctly.	15	3.60	66.7	13%	20%		60%	7%
24. Deals with difficult situations calmly and confidently.	15	4.27	86.7	7%	7%	40%	47%	
25. Presents issues, ideas, and strategy concisely and clearly.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

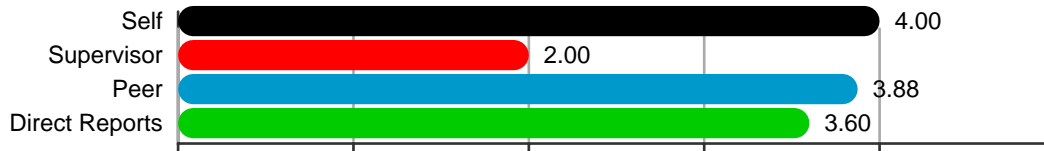
- \_\_\_\_\_ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support \_\_\_\_\_ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by \_\_\_\_\_ without his bringing them before the team for discussion.
- \_\_\_\_\_'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- The Core Competency Training has been a great success. \_\_\_\_\_ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- I like \_\_\_\_\_, he's fun and when he's focused the wealth of knowledge he has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- \_\_\_\_\_ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.

# Integrity

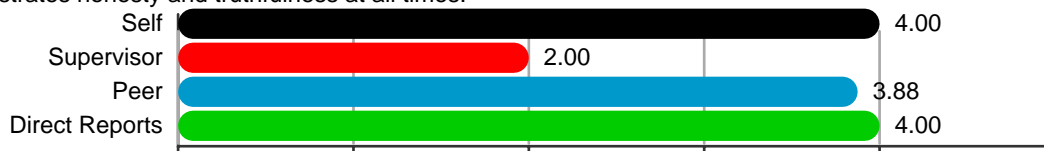
## Summary Scores



### 26. Develops trust and confidence from others.



### 27. Demonstrates honesty and truthfulness at all times.



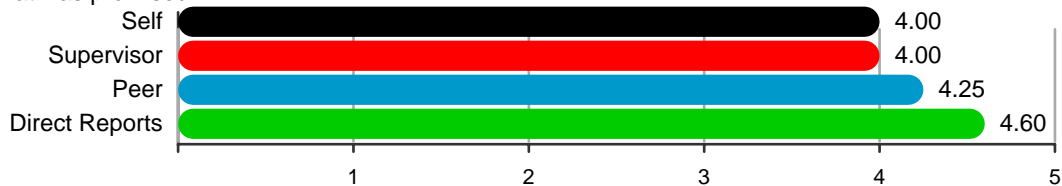
### 28. Fosters a high standard of ethics and integrity.



### 29. Fosters an environment built upon trust.



### 30. Does what was promised.





## Level of Skill

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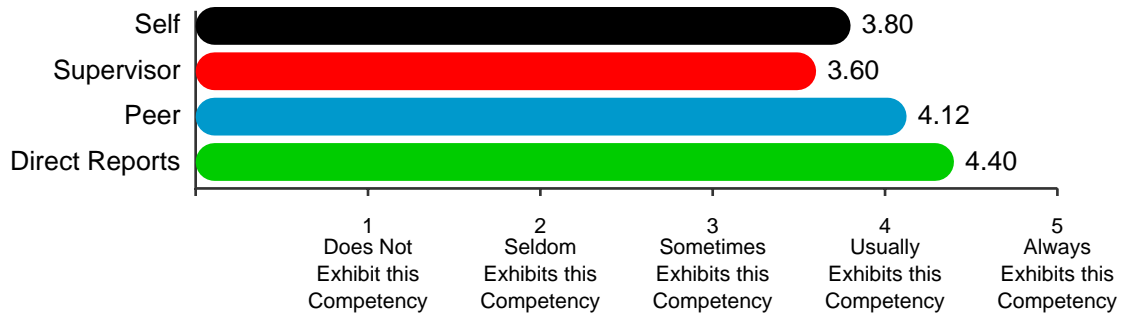
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Develops trust and confidence from others.	15	3.67	66.7	20%	13%	47%	20%	
27. Demonstrates honesty and truthfulness at all times.	15	3.80	73.3	20%	7%	47%	27%	
28. Fosters a high standard of ethics and integrity.	15	4.33	86.7	13%	40%	47%		
29. Fosters an environment built upon trust.	15	4.67	100.0		33%	67%		
30. Does what was promised.	15	4.33	100.0		67%	33%		

### Comments:

- \_\_\_\_\_ is a tremendous leader in our organization.
- \_\_\_\_\_ is a strong leader. He encourages those reporting under him to make decisions and supports each one of us. He discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- \_\_\_\_\_'s goes above and beyond in the areas of Professional Growth and Professionalism.
- \_\_\_\_\_ did a great job with the new employee program development and he should be proud of his accomplishments.
- \_\_\_\_\_ has done a great job clarifying roles on his team and leading them by example and hard work as well.
- \_\_\_\_\_ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.

# Punctuality

## Summary Scores



### 31. Maintains an efficient schedule of activities.



### 32. Responds to requests for information in a timely manner.



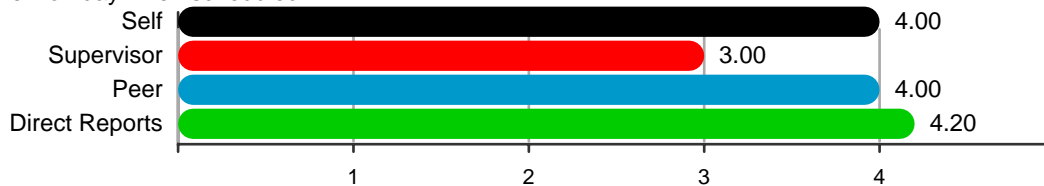
### 33. Invoices clients on a timely basis.



### 34. Conducts appointments at scheduled start time.



### 35. Starts the workday when scheduled.



## Level of Skill

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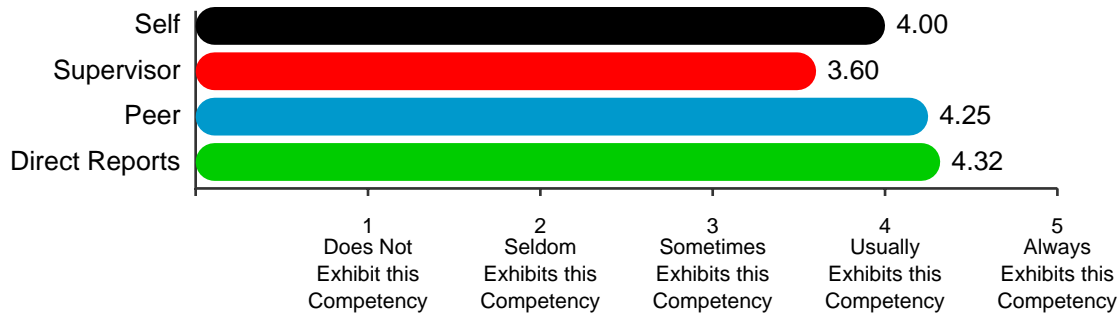
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Maintains an efficient schedule of activities.	15	4.07	80.0	20%		53%		27%
32. Responds to requests for information in a timely manner.	15	4.47	100.0			53%	47%	
33. Invoices clients on a timely basis.	15	4.13	80.0	20%		47%		33%
34. Conducts appointments at scheduled start time.	15	4.13	86.7	13%		60%		27%
35. Starts the workday when scheduled.	15	4.00	80.0	20%		60%		20%

### Comments:

- \_\_\_\_\_ has high expectations of himself and his employees. He does an excellent job of managing the department.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- \_\_\_\_\_ is a outstanding manager.
- Provide and solicit more frequent feedback.
- He could benefit from understanding about how to create resolution and clarity.
- I think \_\_\_\_\_ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!

# Delegation

## Summary Scores



36. Allows subordinates to use their own methods and procedures.



37. Delegates authority and responsibility to subordinates and holds them accountable for their actions.



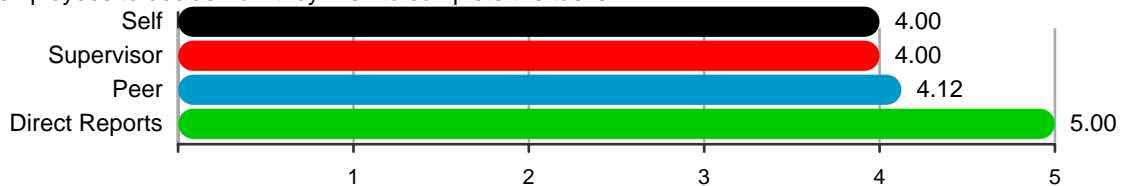
38. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.



39. Encourages and empowers subordinates to use initiative in achieving goals and objectives.



40. Allows employees to decide how they wish to complete the tasks.



### Level of Skill

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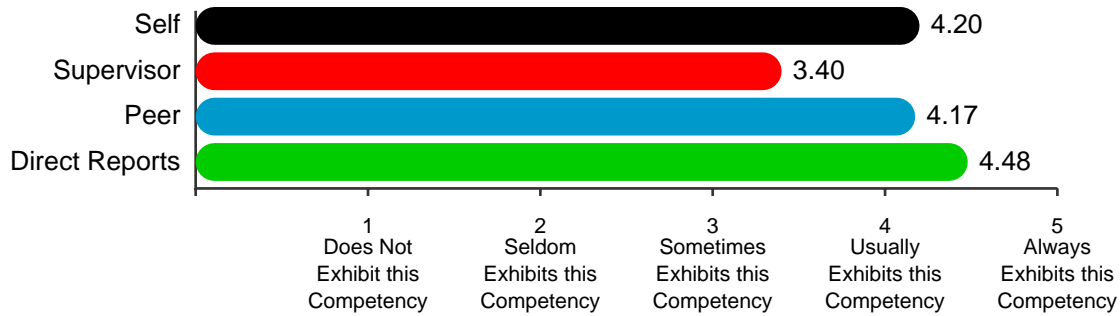
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Allows subordinates to use their own methods and procedures.	15	4.33	100.0			67%		33%
37. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	3.93	80.0	13%	7%	53%		27%
38. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	4.27	86.7		13%	47%		40%
39. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	4.13	86.7		13%	60%		27%
40. Allows employees to decide how they wish to complete the tasks.	15	4.40	93.3		7%	47%		47%

Comments:

- \_\_\_\_\_ is the heart and soul of the pharmacy. He has great vision and he is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.
- He exhibits vision, compassion and high integrity in all of his work.
- Need to continue to engage staff in team development and role clarification.
- He allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- \_\_\_\_\_ has a strong knowledge base and willingly shares information.
- Your initiative influences others in a positive way.

# Time Management

## Summary Scores



41. Leaves time in the schedule for unplanned contingencies.



42. Makes time for developing plans and schedules.



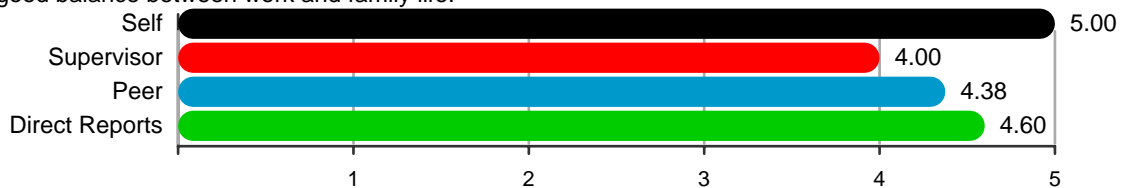
43. Deals effectively with interruptions.



44. Completes high-priority work within required timelines.



45. Sets a good balance between work and family life.



## Level of Skill

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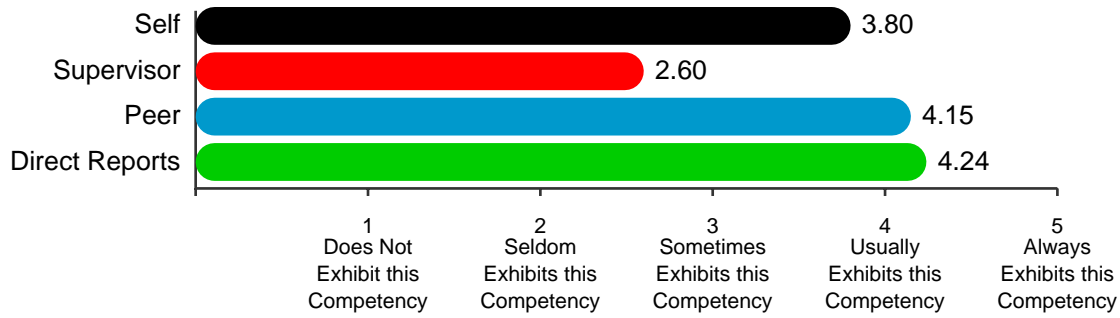
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Leaves time in the schedule for unplanned contingencies.	15	4.33	93.3	7%		53%		40%
42. Makes time for developing plans and schedules.	15	4.20	80.0	20%		40%		40%
43. Deals effectively with interruptions.	15	4.13	86.7	13%		60%		27%
44. Completes high-priority work within required timelines.	15	4.00	86.7	13%		73%		13%
45. Sets a good balance between work and family life.	15	4.47	93.3	7%		40%		53%

### Comments:

- \_\_\_\_\_ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- \_\_\_\_\_ works very well with other departments.
- He is truly dedicated to doing a good job, by helping us do a good job.
- \_\_\_\_\_ excels at keeping in touch with all aspects of her, and our jobs.
- He is both the manager and the interim director for the service line.
- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.

# Managing Risk

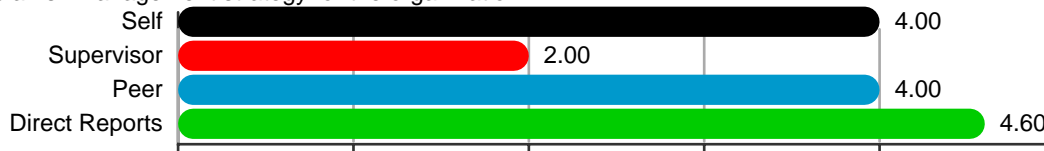
## Summary Scores



46. Creates informative guides regarding potential risks and risky behaviors.



47. Creates a risk management strategy for the organization.



48. Develops policies for risk management.



49. Accurately perceives potential risks in the workplace.



50. Develops appropriate strategies to minimize risks.





## Level of Skill

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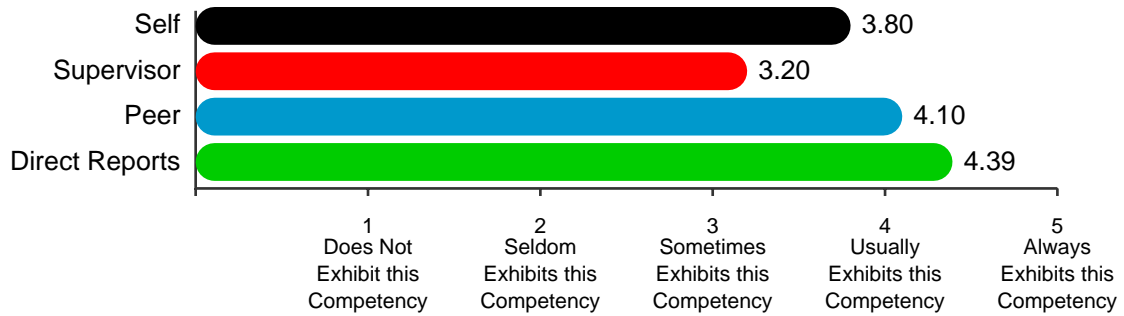
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Creates informative guides regarding potential risks and risky behaviors.	15	3.87	80.0	7%	13%	67%	13%	
47. Creates a risk management strategy for the organization.	15	4.07	86.7	13%		53%	33%	
48. Develops policies for risk management.	15	4.13	86.7		13%	60%	27%	
49. Accurately perceives potential risks in the workplace.	15	4.20	86.7	7%	7%	47%	40%	
50. Develops appropriate strategies to minimize risks.	15	4.00	73.3	13%	13%	33%	40%	

### Comments:

- He is open to new ideas and ways to improve the service we provide.
- \_\_\_\_\_'s management style is excellent.
- He walks the walk and talks the talk.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- You could check for clarity in expectations more frequently.
- \_\_\_\_\_ is a valuable member of the leadership team and routinely contributes perspectives missed by others.

# Safety

## Summary Scores



### 51. Creates accurate and effective measures of safety.



### 52. Supports our company's safety programs.



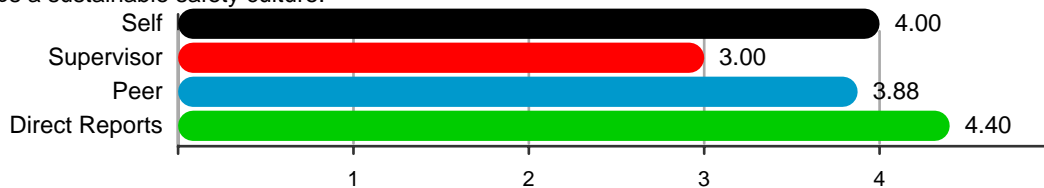
### 53. Ensures compliance with safety regulations.



### 54. Encourages others to work safely.



### 55. Develops a sustainable safety culture.



## Level of Skill

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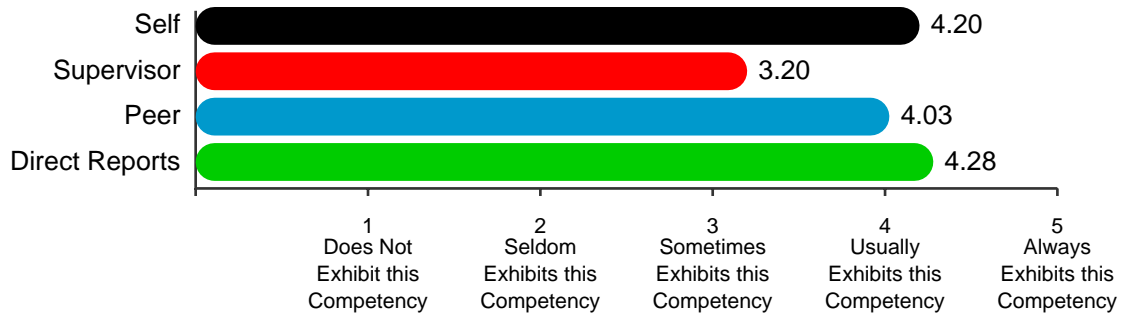
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Creates accurate and effective measures of safety.	14	4.14	92.9	7%		71%		21%
52. Supports our company's safety programs.	14	4.21	85.7	14%		50%		36%
53. Ensures compliance with safety regulations.	15	4.13	80.0	20%		47%		33%
54. Encourages others to work safely.	15	4.07	80.0	20%		53%		27%
55. Develops a sustainable safety culture.	15	4.00	80.0	20%		60%		20%

### Comments:

- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- He is a real advocate for the customers. Excellent department and computer skills
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- \_\_\_\_\_ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.
- A great addition to the team.
- \_\_\_\_\_ has been a strong leader at [CompanyName] for many years, and he will be missed.

# Customer Focus

## Summary Scores



### 56. ...friendliness and courtesy



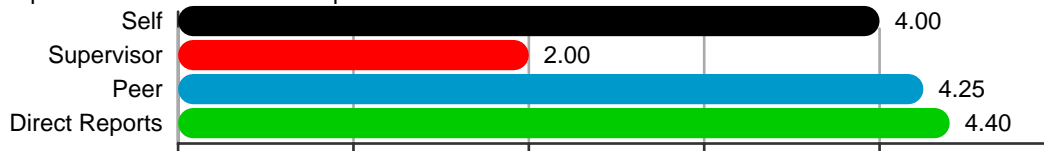
### 57. Considers customers point of view when making decisions.



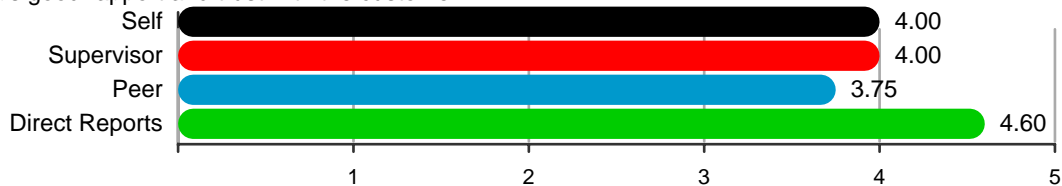
### 58. Ensures all customer commitments and requirements are met or exceeded.



### 59. Maintains positive customer relationships.



### 60. Develops good rapport and trust with the customer.



## Level of Skill

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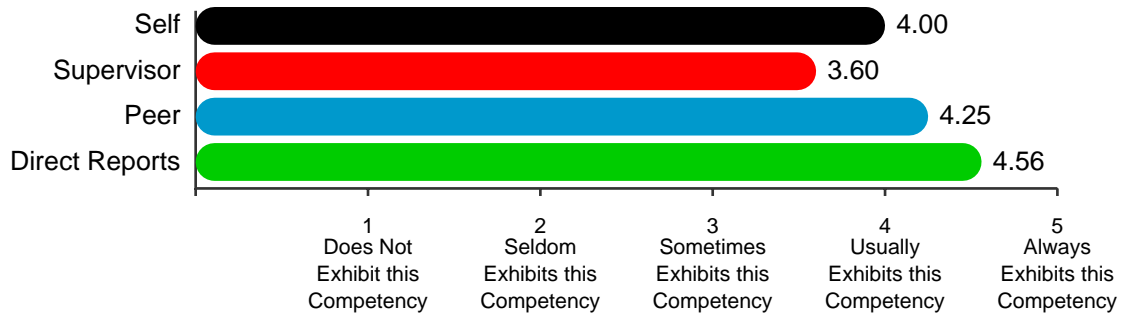
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
56. ...friendliness and courtesy	15	3.87	66.7			33%	47%	20%
57. Considers customers point of view when making decisions.	15	4.07	86.7			13%	67%	20%
58. Ensures all customer commitments and requirements are met or exceeded.	15	4.20	93.3			7%	67%	27%
59. Maintains positive customer relationships.	15	4.13	93.3	7%			67%	27%
60. Develops good rapport and trust with the customer.	15	4.07	86.7	7%	7%		60%	27%

### Comments:

- \_\_\_\_\_ is a great leader and is committed to his role here at [CompanyName]!
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- \_\_\_\_\_ is very supportive and knows his area of expertise. He is a pleasure to work with.
- \_\_\_\_\_ established an environment in which teamwork and creativity flourished.
- \_\_\_\_\_ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.

# Empowering Others

## Summary Scores



61. Willing to share in the decision making process.



62. Encourages others to obtain necessary skills and training.



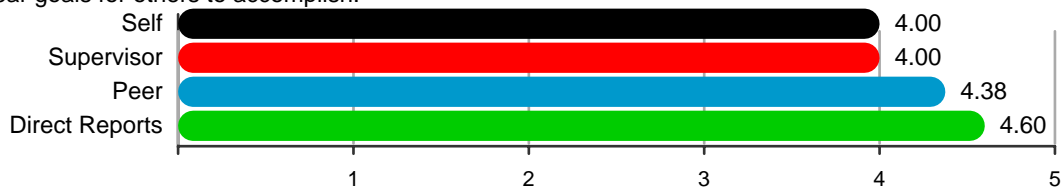
63. Assigns tasks that are within the skill levels of employees.



64. Allows employees to make their own decisions.



65. Sets clear goals for others to accomplish.



### 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

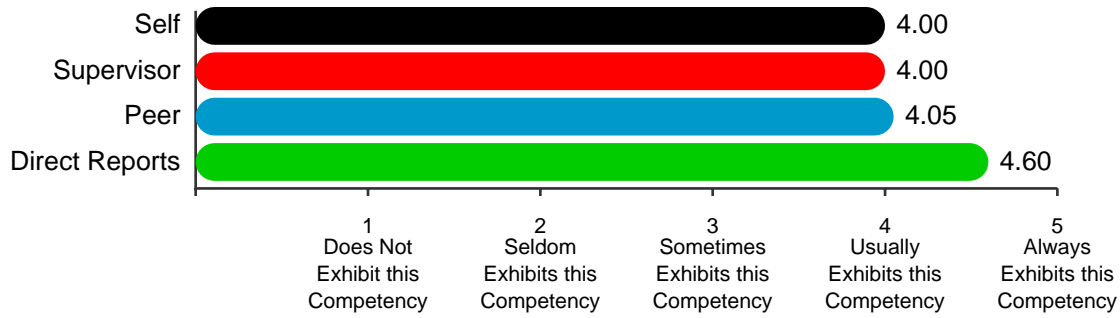
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
61. Willing to share in the decision making process.	15	4.20	86.7	7%	7%	47%	40%	
62. Encourages others to obtain necessary skills and training.	15	4.20	86.7			13%	53%	33%
63. Assigns tasks that are within the skill levels of employees.	15	4.20	86.7			13%	53%	33%
64. Allows employees to make their own decisions.	15	4.47	93.3	7%		40%	53%	
65. Sets clear goals for others to accomplish.	15	4.40	100.0				60%	40%

Comments:

- \_\_\_\_\_ has a strong work ethic and is consistently working with the mindset that customers come first.
- \_\_\_\_\_ is a visionary leader which is important for his role, I think he gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- \_\_\_\_\_ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- He is very effective and he has learned so much about our product.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- \_\_\_\_\_ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.

# Business Acumen

## Summary Scores



### 66. Understands complex issues and problems.



### 67. Asks the 'right' questions to size up or evaluate situations.



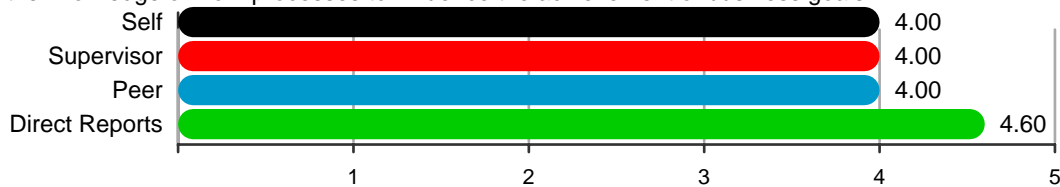
### 68. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance



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



### 70. Applies the knowledge of work processes to influence the achievement of business goals





## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
66. Understands complex issues and problems.	15	4.07	86.7	7%	7%	60%		27%
67. Asks the 'right' questions to size up or evaluate situations.	15	4.33	93.3	7%	47%		47%	
68. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	4.33	93.3	7%	53%		40%	
69. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	4.20	93.3	7%	67%		27%	
70. Applies the knowledge of work processes to influence the achievement of business goals	15	4.20	93.3	7%	67%		27%	

## Comments

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

### What would help make you a more effective leader?

- \_\_\_\_\_ is very cognizant of areas for improvement. He has made a huge impact on how the department functions.
- \_\_\_\_\_ has been particularly helpful to me as I transition into my new role. He provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- \_\_\_\_\_ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- He quickly addresses any challenges that may arise.
- He makes me feel like an important and valued team member.
- I can depend on him with whatever is needed.

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

- \_\_\_\_\_ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- At times I feel that \_\_\_\_\_ presents things in meetings that he's not well versed in. I would encourage him to be very familiar with the items he's presenting as his credibility, at times, suffers when he attempts to address something in meetings in his area that he's not well versed 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.
- \_\_\_\_\_'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate \_\_\_\_\_'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- He is very astute, proactive in problem solving, and a great team member.
- \_\_\_\_\_'s leadership at [CompanyName] has been outstanding. I have been very impressed with him since he came here and I admire his work.

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

- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- I appreciate his dedication to the department employees.
- \_\_\_\_\_ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- \_\_\_\_\_ wants what is best for the organization and Security team and as a manager he expects the best the each have to offer.
- \_\_\_\_\_ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- He has created a highly engaged team and manages a diverse group of individuals very well.

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

- He always responds in a timely manner and stays organized.
- Always steps up if help is needed.
- \_\_\_\_\_ is a wonderful partner to work with. He has been consistently responsive to issues or requests from my team. He is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- I think that \_\_\_\_\_ is making good strides in setting expectations through clear communication.
- He often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.

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

- He is a natural and perfect fit for the CFO position.
- \_\_\_\_\_ has been very helpful to me as a new manager this year.
- \_\_\_\_\_ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- I think \_\_\_\_\_ should learn to be more concise and focused in his comments. He can consume a lot of meeting time with commentary that is lengthy and not always on point.
- Is always available to assist with issues, all scopes business or personal.
- \_\_\_\_\_ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.

### Any final comments?

- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- \_\_\_\_\_ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of his position.
- \_\_\_\_\_ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.
- \_\_\_\_\_ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.
- There are two items above that will be part of my goals for the coming year.