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.
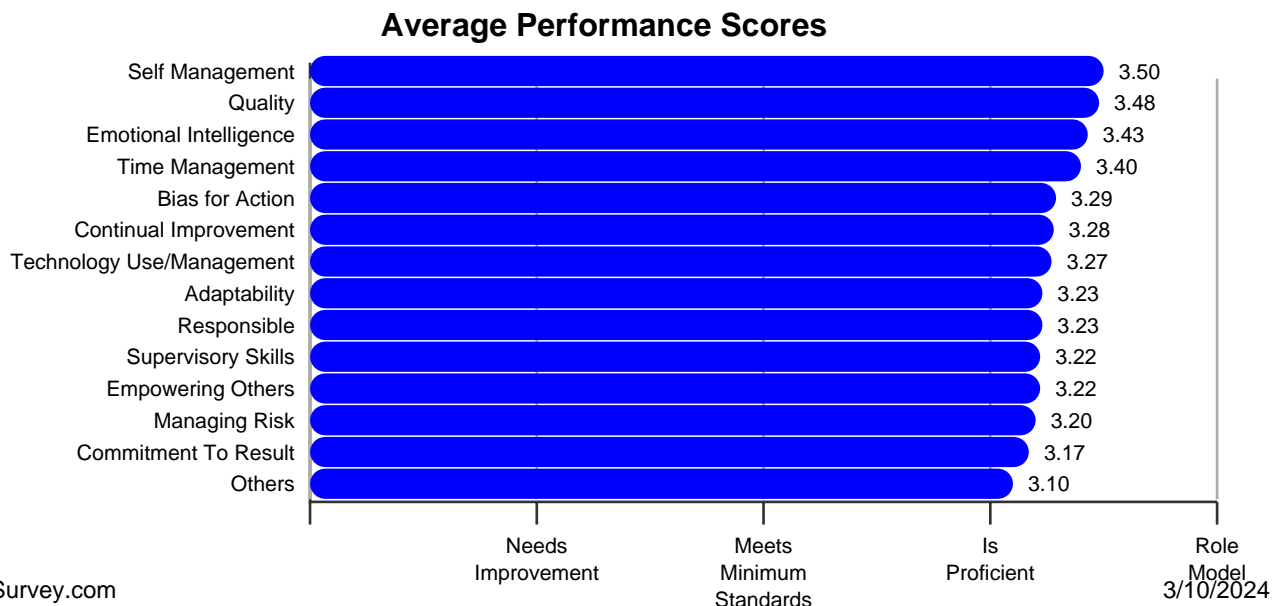
What to Do with Your Feedback

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.

Average Performance Scores

Dimension	Score
Self Management	3.50
Quality	3.48
Emotional Intelligence	3.43
Time Management	3.40
Bias for Action	3.29
Continual Improvement	3.28
Technology Use/Management	3.27
Adaptability	3.23
Responsible	3.23
Supervisory Skills	3.22
Empowering Others	3.22
Managing Risk	3.20
Commitment To Result	3.17
Others	3.10

Scale: Needs Improvement — Meets Minimum Standards — Is Proficient — Role Model

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
Empowering Others	Self	2.50	0.78
	Other	3.28	
Supervisory Skills	Self	2.50	0.77
	Other	3.27	
Adaptability	Self	2.75	0.52
	Other	3.27	
Quality	Self	3.00	0.52
	Other	3.52	
Emotional Intelligence	Self	3.00	0.46
	Other	3.46	
Commitment To Result	Self	2.75	0.45
	Other	3.20	
Bias for Action	Self	3.00	0.31
	Other	3.31	
Continual Improvement	Self	3.00	0.30
	Other	3.30	
Technology Use/Management	Self	3.00	0.29
	Other	3.29	
Self Management	Self	3.25	0.27
	Other	3.52	
Managing Risk	Self	3.00	0.21
	Other	3.21	
Time Management	Self	3.25	0.16
	Other	3.41	
Others	Self	3.00	0.11
	Other	3.11	

Responsible

Self	3.25
Other	3.23

0.02

Self 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
1. Analyzes interpersonal problems instead of reacting to them.	15	3.20	93.3	7%	67%		27%
2. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.87	100.0	13%	87%		
3. Uses patience and self-control in working with customers and associates.	15	3.33	93.3	7%	53%		40%
4. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.60	93.3	7%	27%		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
1. Analyzes interpersonal problems instead of reacting to them.	3.29	3.20	-0.09 ▼
2. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.65	3.87	+0.22 ▲
3. Uses patience and self-control in working with customers and associates.	3.18	3.33	+0.16 ▲
4. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.41	3.60	+0.19 ▲

Comments:
- I feel that we would not be such a great place if it wasn't for ___.   ___ is the best!!!!!!
- ___ makes a concerted effort to ensure that the right people are in the right jobs.
- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- ___ is a very clear communicator.   She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals.   She engages her team in decisions and also encourages cross departmental communication.
- I truly enjoy working with ___ on a daily basis.

Continual Improvement

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
5. Looks for ways to expand and learn new job skills.	15	3.33	93.3	7%	53%		40%
6. Open to the suggestions from others.	15	3.20	93.3	7%	60%		33%
7. Analyzes processes to determine areas for improvement.	15	3.20	86.7	13%	53%		33%
8. Looks for ways to improve work processes and procedures.	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
5. Looks for ways to expand and learn new job skills.	3.24	3.33	+0.10 ▲
6. Open to the suggestions from others.	3.24	3.20	-0.04 ▼
7. Analyzes processes to determine areas for improvement.	3.41	3.20	-0.21 ▼
8. Looks for ways to improve work processes and procedures.	3.24	3.40	+0.16 ▲

Comments:
- She gives you confidence knowing she always has your back.
- Confidence, Attitude, Desire to learn.
- ___ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- Don't be afraid to ask questions when stuck on a task.
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- Loyalty. Willingness to get it right.

Emotional Intelligence

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
9. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.47	93.3	7%	40%	53%	
10. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.47	93.3	7%	40%	53%	
11. Is able to express themselves clearly.	15	3.53	100.0		47%	53%	
12. Able to understand others' points of view.	15	3.27	100.0		73%	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
9. Is attentive to emotional cues and interprets others' feelings correctly.	3.18	3.47	+0.29 ▲
10. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.35	3.47	+0.11 ▲
11. Is able to express themselves clearly.	3.47	3.53	+0.06 ▲
12. Able to understand others' points of view.	3.47	3.27	-0.20 ▼

Comments:
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- ___ is very professional in dealing with her peers and the staff.
- She offers up ideas of how I could have handled something differently in a constructive manner.
- I appreciate the straight forward style of leadership ___ uses.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- ___ does not beat around the bush nor does she have hidden agendas.

Adaptability

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
13. Develops insights and applies innovative solutions to projects and problems.	15	3.33	100.0		67%		33%
14. Flexible and open to new ideas and encourages others to value change.	15	3.13	86.7	13%	60%		27%
15. Able to adapt to changes in technology and processes.	15	3.07	80.0	20%	53%		27%
16. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	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
13. Develops insights and applies innovative solutions to projects and problems.	3.35	3.33	-0.02 ▼
14. Flexible and open to new ideas and encourages others to value change.	3.18	3.13	-0.04 ▼
15. Able to adapt to changes in technology and processes.	3.00	3.07	+0.07 ▲
16. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	3.65	3.40	-0.25 ▼

Comments:
- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- Communication to entire team is excellent and helps engage all staff. ___'s visibility to her team has been very positive.
- She always asks and seeks the advice of the whole leadership she listens to what we have to say.
- ___ has demonstrated excellent leadership and organizational qualities. She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.

Bias for 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
17. Displays high energy and enthusiasm on consistent basis.	15	3.27	93.3	7%	60%		33%
18. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	14	3.00	92.9	7%	79%		14%
19. Identifies ways to simplify work processes and reduce cycle times	15	3.47	100.0		53%		47%
20. Motivates others to achieve or exceed goals	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
17. Displays high energy and enthusiasm on consistent basis.	3.47	3.27	-0.20 ▼
18. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.12	3.00	-0.12 ▼
19. Identifies ways to simplify work processes and reduce cycle times	3.59	3.47	-0.12 ▼
20. Motivates others to achieve or exceed goals	3.29	3.40	+0.11 ▲

Comments:
- She removes barriers so that we can do our job to the best of our ability.
- ___ pushes me to be more involved in committees, such as the customer satisfaction committee.   When motivating the group has been a struggle, ___ has stepped in and redirected the conversations.   This redirection has resulted in good dialogue with the group.
- ___ is able to manage an ever-changing work load.   Her time management has improved over the last year, to promote a work-life balance.
- She has taken the initiative to always be finding new ways to grow both professionally and personally.
- ___ is very cognizant of areas for improvement.   She has made a huge impact on how the department functions.
- ___ teams with others to improve communication and process.

Supervisory 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
21. Promotes teamwork and cooperation within the department.	15	3.53	100.0			47%	53%
22. Resolves personnel problems quickly and effectively.	15	3.00	80.0	20%	60%		20%
23. Maintains good working relationships with employees.	15	2.87	80.0	20%	73%		7%
24. Provides constructive, ongoing feedback.	15	3.47	100.0		53%	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
21. Promotes teamwork and cooperation within the department.	3.35	3.53	+0.18 ▲
22. Resolves personnel problems quickly and effectively.	3.00	3.00	
23. Maintains good working relationships with employees.	2.88	2.87	-0.02 ▼
24. Provides constructive, ongoing feedback.	3.00	3.47	+0.47 ▲

Comments:
- She has been both a great co-worker and mentor to me.
- It doesn't feel like ___'s been at her best this year. She seems disconnected from the work of her group.
- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- ___ has superb technical experience.   I think she should take more advantage of department meetings to brief the team on her priorities and initiatives.
- ___ has great communication skills and is a dependable member of the team.
- She involves stakeholders in discussions and values input from others.   I respect and value her as a peer.

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
25. Holds employees accountable for their quality of work.	15	3.67	100.0		33%	67%	
26. Encourages employees to produce the best quality products.	15	3.40	93.3	7%	47%	47%	
27. Always strives to produce the highest quality work products.	15	3.33	93.3	7%	53%	40%	
28. Analyze what occurred and re-adjusts accordingly when goals are not met.	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
25. Holds employees accountable for their quality of work.	3.76	3.67	-0.10 ▼
26. Encourages employees to produce the best quality products.	3.53	3.40	-0.13 ▼
27. Always strives to produce the highest quality work products.	3.12	3.33	+0.22 ▲
28. Analyze what occurred and re-adjusts accordingly when goals are not met.	3.41	3.53	+0.12 ▲

Comments:
- I believe I need to give her a chance to get into her position.
- ___ has also attended many off-site events to show her support to department staff.
- ___ does not always follow through with things (ordering equipment).
- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- She is all the above and more, have never worked with a more engaged leader.   Her shoes will be difficult to fill.
- ___ Constantly encourages collaboration with all departments and [CompanyName] as a whole.

Time 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
29. Keeps and maintains a To-Do list.	15	3.67	100.0		33%	67%	
30. Completes high-priority work within required timelines.	15	3.33	100.0		67%		33%
31. Prioritizes new tasks according to their relative importance.	15	3.20	86.7	13%	53%		33%
32. Sets clearly defined goals.	15	3.40	100.0		60%		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	
29. Keeps and maintains a To-Do list.	3.59	3.67	+0.08	▲
30. Completes high-priority work within required timelines.	3.41	3.33	-0.08	▼
31. Prioritizes new tasks according to their relative importance.	3.18	3.20	+0.02	▲
32. Sets clearly defined goals.	3.35	3.40	+0.05	▲

Comments:
- I appreciate her openness and availability to all the staff.
- She can fall behind on projects without providing timely feedback.
- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- She is truly dedicated to doing a good job, by helping us do a good job.
- Having very minimum one-on-one discussion.
- She is very knowledgeable and is always willing to lend a helping hand!

Commitment To Result

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
33. Committed to the team.	15	3.20	86.7	13%	53%		33%
34. Coordinates all department activities into a cohesive team effort.	15	3.27	93.3	7%	60%		33%
35. Maintains persistence and dedication to achieving results.	15	3.00	80.0	20%	60%		20%
36. Takes immediate action toward goals.	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
33. Committed to the team.	3.18	3.20	+0.02 ▲
34. Coordinates all department activities into a cohesive team effort.	2.88	3.27	+0.38 ▲
35. Maintains persistence and dedication to achieving results.	3.18	3.00	-0.18 ▼
36. Takes immediate action toward goals.	3.18	3.20	+0.02 ▲

Comments:
- ___ makes a concerted effort to ensure that the right people are in the right jobs.
- She leads by example.
- We are very blessed to have ___ for our manager! Best one we've EVER had. We appreciate her very much.
- ___ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- ___ is a valuable resource to the organization and the team.
- ___ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.

Technology Use/Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
37. Maximizes the use of new technology to deliver products and services.	15	3.27	93.3	7%	60%		33%
38. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.27	86.7	13%	47%		40%
39. Adopts the implementation of new technology into the workplace.	15	3.13	86.7	13%	60%		27%
40. Uses technology in decision making and problem solving.	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
37. Maximizes the use of new technology to deliver products and services.	3.35	3.27	-0.09 ▼
38. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.24	3.27	+0.03 ▲
39. Adopts the implementation of new technology into the workplace.	3.59	3.13	-0.45 ▼
40. Uses technology in decision making and problem solving.	3.29	3.40	+0.11 ▲

Comments:

- ___ has superb technical experience.   I think she should take more advantage of department meetings to brief the team on her priorities and initiatives.
- ___ is a professional, motivated, and respected leader.   She is able to engage her staff with clear expectations and leads by example.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- I am glad to have ___ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate.   I always appreciate her candor and feedback.

Managing Risk

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. Knows how to obtain desired results with minimal losses.	15	3.33	93.3	7%	53%		40%
42. Has the knowledge and skills to accurately identify risks in the workplace.	15	3.33	93.3	7%	53%		40%
43. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).	15	3.13	86.7	13%	60%		27%
44. Performs regular risk analyses to minimize adverse outcomes.	15	3.00	86.7	13%	73%		13%

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. Knows how to obtain desired results with minimal losses.	3.29	3.33	+0.04 ▲
42. Has the knowledge and skills to accurately identify risks in the workplace.	3.41	3.33	-0.08 ▼
43. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).	3.35	3.13	-0.22 ▼
44. Performs regular risk analyses to minimize adverse outcomes.	3.18	3.00	-0.18 ▼

Comments:
- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.
- ___ is a great manager.   Very supportive of her staff.
- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- ___ is always professional and demonstrates integrity in her daily work.   She is consistently respectful and values other members of the team.
- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.
- ___ is a great leader and supports her staff.

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
45. ...takes personal responsibility for results.	15	3.53	100.0		47%	53%	
46. Responsible for setting the vision of the department.	15	3.00	86.7	13%	73%		13%
47. Completes assigned work tasks.	15	3.20	93.3	7%	60%	33%	
48. Sets high personal standards of performance.	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	
45. ...takes personal responsibility for results.	3.35	3.53	+0.18	▲
46. Responsible for setting the vision of the department.	3.24	3.00	-0.24	▼
47. Completes assigned work tasks.	3.00	3.20	+0.20	▲
48. Sets high personal standards of performance.	3.18	3.20	+0.02	▲

Comments:

- ___ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.

- ___ 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 humany 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.

- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.

- Overall ___ is highly competent and brings a fresh perspective to the Engineering department.

- I'm not sure if management is ___'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.

- ___ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.

Empowering 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
49. Allows individuals to be responsible for their decisions.	15	3.40	93.3	7%	47%		47%
50. Gives employees input into the decision making process.	15	3.13	80.0	7% 13%	40%		40%
51. Is confident in the abilities of employees assigned important tasks.	14	3.14	92.9	7%	71%		21%
52. Provides support and resources needed to accomplish goals.	14	3.21	85.7	14%	50%		36%

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
49. Allows individuals to be responsible for their decisions.	3.35	3.40	+0.05 ▲
50. Gives employees input into the decision making process.	3.29	3.13	-0.16 ▼
51. Is confident in the abilities of employees assigned important tasks.	3.24	3.14	-0.09 ▼
52. Provides support and resources needed to accomplish goals.	3.06	3.21	+0.16 ▲

Comments:
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- She is very supportive of us and the job we do.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.
- She could benefit from becoming more comfortable challenging others.

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
53. Helpful	15	3.27	86.7	13%	47%		40%
54. Respects the opinions of other employees.	15	3.13	86.7	13%	60%		27%
55. Supports the efforts of other employees in implementing solutions to problems.	15	3.07	86.7	13%	67%		20%
56. Treats others with respect and dignity.	15	2.93	73.3	27%	53%		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
53. Helpful	3.59	3.27	-0.32 ▼
54. Respects the opinions of other employees.	2.94	3.13	+0.19 ▲
55. Supports the efforts of other employees in implementing solutions to problems.	2.88	3.07	+0.18 ▲
56. Treats others with respect and dignity.	2.88	2.93	+0.05 ▲

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?

- Has a "go getter" attitude!
- I think ___ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- ___ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- ___'s team loves and respects her, the organization highly values her, others outside of HR seek her out for assistance, and I think even those outside of [CompanyName] look to her for guidance. I don't know how she does it!

What do you like best about working with this individual?

- ___ has done tremendous work this past year in the Finance team.
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- ___ promotes and encourages teambuilding throughout the entire department.

What do you like least about working with this individual?

- I appreciate that as a   new manager to this department ___ has sought to understand my work flow and process.She is actively learning more about our work processes and involved to determine needed resources.
- ___ teams with others to improve communication and process.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- ___ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- ___ embraces the idea of being pro active in a situation, instead of reactive.   She is very supportive of the organizations Core Competency transition.

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

- She is a pleasure to work with and an asset to [CompanyName].
- She has integrity, dependability, and a desire to constantly improve.
- ___ sometimes uses an intense lecturing style with colleagues which is not effective.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.

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

- I like ___, she's fun and when she's focused the wealth of knowledge she has to share is invaluable.   But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- I value ___'s advice and support as we realigned my department a few times this year.
- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- Communication to staff has greatly improved.
- Taking everything into consideration, ___ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- Her focus is for quality that is customer centered.

Any final comments?

- ___ has the talent to use different Leadership styles to fit the situation.
- She is a great teammate.
- ___ came to [CompanyName] and has done a wonderful job of getting the message out.
- I thoroughly enjoy working with ___ and she has been very helpful with the rework IS did with their job descriptions.
- She is open to suggestions given her that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to her attention.
- Positive energy and a team player.