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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.

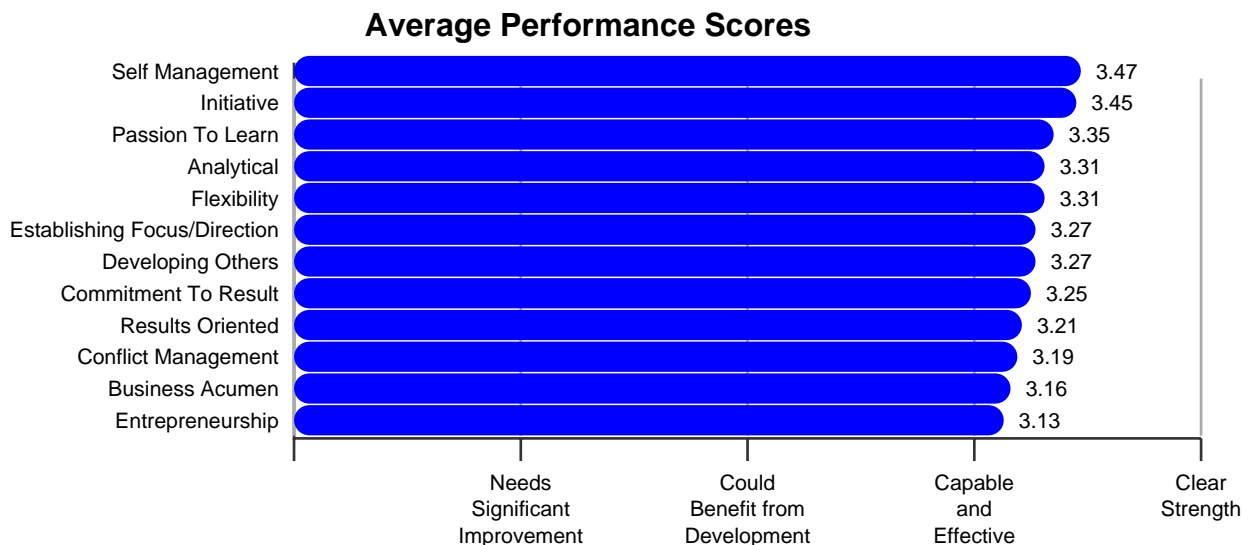
## What to Do with Your Feedback

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.



## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.20	93.3	7%	67%		27%
2. You consciously control own negative emotions in order to keep team morale up.	15	3.87	100.0	13%	87%		
3. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.33	93.3	7%	53%		40%
4. You use patience and self-control in working with customers and associates.	15	3.60	93.3	7%	27%	67%	
5. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.	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 analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.29	3.20	-0.09 ▼
2. You consciously control own negative emotions in order to keep team morale up.	3.65	3.87	+0.22 ▲
3. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.18	3.33	+0.16 ▲
4. You use patience and self-control in working with customers and associates.	3.41	3.60	+0.19 ▲
5. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.24	3.33	+0.10 ▲

### Comments:

- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'
- \_\_\_ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- Constantly working on improving the customer experience.
- 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.
- I have appreciated \_\_\_'s approach to simplify department tasks, goals, and initiatives.

## Passion To Learn

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. You demonstrate through personal behavior the commitment to high standards of performance.	15	3.20	93.3	7%	60%	33%	
7. You embrace new technology and procedures.	15	3.20	86.7	13%	53%	33%	
8. You take advantage of training opportunities when they arise.	15	3.40	93.3	7%	47%	47%	
9. You are open to feedback from others.	15	3.47	93.3	7%	40%	53%	
10. You inspire others to learn new things.	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 demonstrate through personal behavior the commitment to high standards of performance.	3.24	3.20	-0.04 ▼
7. You embrace new technology and procedures.	3.41	3.20	-0.21 ▼
8. You take advantage of training opportunities when they arise.	3.24	3.40	+0.16 ▲
9. You are open to feedback from others.	3.18	3.47	+0.29 ▲
10. You inspire others to learn new things.	3.35	3.47	+0.11 ▲

### Comments:

- \_\_\_ 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.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.
- 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.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.

## Establishing Focus/Direction

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. You maintain self-control when personally criticized.	15	3.53	100.0	47%	53%		
12. You make sure that employees understand and identify with the team's mission.	15	3.27	100.0	73%	27%		
13. You set appropriate goals for employees.	15	3.33	100.0	67%	33%		
14. You maintain focus when handling several problems or tasks simultaneously.	15	3.13	86.7	13%	60%	27%	
15. You align the department's goals with the goals of the organization.	15	3.07	80.0	20%	53%	27%	

### Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
11. You maintain self-control when personally criticized.	3.47	3.53	+0.06 ▲
12. You make sure that employees understand and identify with the team's mission.	3.47	3.27	-0.20 ▼
13. You set appropriate goals for employees.	3.35	3.33	-0.02 ▼
14. You maintain focus when handling several problems or tasks simultaneously.	3.18	3.13	-0.04 ▼
15. You align the department's goals with the goals of the organization.	3.00	3.07	+0.07 ▲

### Comments:

- I admire \_\_\_ for showing courage, compassion and commitment during her recent team sessions.
- She is sensitive to her employees needs and is creative in accommodating their needs.
- I think \_\_\_ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.

## Analytical

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. You select the appropriate techniques for analysis.	15	3.40	93.3	7%	47%	47%	
17. You analyze data and information from several sources and arrives at logical conclusions.	15	3.27	93.3	7%	60%	33%	
18. You identify problems and issues needing resolution.	14	3.00	92.9	7%	79%	14%	
19. You identify the root cause of a problem.	15	3.47	100.0		53%	47%	
20. You ask the "right" questions to size up or evaluate situations.	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 select the appropriate techniques for analysis.	3.65	3.40	-0.25 ▼
17. You analyze data and information from several sources and arrives at logical conclusions.	3.47	3.27	-0.20 ▼
18. You identify problems and issues needing resolution.	3.12	3.00	-0.12 ▼
19. You identify the root cause of a problem.	3.59	3.47	-0.12 ▼
20. You ask the "right" questions to size up or evaluate situations.	3.29	3.40	+0.11 ▲

### Comments:

- I admire \_\_\_ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- \_\_\_ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- \_\_\_ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- I have only recently started working with \_\_\_ and therefore do not have comments on some items, but regarding the projects I have worked with \_\_\_ on to date the above applies.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.

## Flexibility

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. You are able to adapt to new situations.	15	3.53	100.0	47%	53%		
22. You encourage others to adopt new procedures.	15	3.00	80.0	20%	60%	20%	
23. You are open to the perspectives/viewpoints of others.	15	2.87	80.0	20%	73%	7%	
24. You act decisively in frequently changing and uncertain environment.	15	3.47	100.0	53%	47%		
25. You adapt to new organizational structures, policies, or procedures.	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 are able to adapt to new situations.	3.35	3.53	+0.18 ▲
22. You encourage others to adopt new procedures.	3.00	3.00	
23. You are open to the perspectives/viewpoints of others.	2.88	2.87	-0.02 ▼
24. You act decisively in frequently changing and uncertain environment.	3.00	3.47	+0.47 ▲
25. You adapt to new organizational structures, policies, or procedures.	3.76	3.67	-0.10 ▼

### Comments:

- \_\_\_'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the management teams that she partners with have great respect for her and value her input.
- \_\_\_'s department has changed considerably over the last year, yet she still managed to serve her customers.
- 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 an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- 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.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.



## Initiative

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. You take action without being asked.	15	3.40	93.3	7%	47%	47%	
27. You immediately work to complete goals well before your deadline.	15	3.33	93.3	7%	53%	40%	
28. You take the initiative to change the direction or course of events.	15	3.53	100.0		47%	53%	
29. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.67	100.0		33%	67%	
30. You seek and utilize opportunities for continuous learning and self-development.	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 take action without being asked.	3.53	3.40	-0.13 ▼
27. You immediately work to complete goals well before your deadline.	3.12	3.33	+0.22 ▲
28. You take the initiative to change the direction or course of events.	3.41	3.53	+0.12 ▲
29. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.59	3.67	+0.08 ▲
30. You seek and utilize opportunities for continuous learning and self-development.	3.41	3.33	-0.08 ▼

### Comments:

- She is a pleasure to work with and an asset to [CompanyName].
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- Overall, \_\_\_ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- I can depend on her with whatever is needed.
- \_\_\_ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. You stay focused on meeting the needs of customers.	15	3.20	86.7	13%	53%	33%	
32. You do not become distracted by non-issues or interruptions.	15	3.40	100.0		60%	40%	
33. You help others when free-time is available.	15	3.20	86.7	13%	53%	33%	
34. You explain the "whys" behind organizational objectives	15	3.27	93.3	7%	60%	33%	
35. You encourage a high-energy, fun work environment and coaches others on how to do the same	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 stay focused on meeting the needs of customers.	3.18	3.20	+0.02 ▲
32. You do not become distracted by non-issues or interruptions.	3.35	3.40	+0.05 ▲
33. You help others when free-time is available.	3.18	3.20	+0.02 ▲
34. You explain the "whys" behind organizational objectives	2.88	3.27	+0.38 ▲
35. You encourage a high-energy, fun work environment and coaches others on how to do the same	3.18	3.00	-0.18 ▼

### Comments:

- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- \_\_\_ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.
- \_\_\_ always remains professional in her interactions and I appreciate her direct style of communication.
- \_\_\_ is very friendly and expresses genuine care for the staff when she is present.
- She is an advocate for [CompanyName].
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. You encourage commitment in others to obtain results.	15	3.20	93.3	7%	67%		27%
37. You take immediate action toward goals.	15	3.27	93.3	7%	60%		33%
38. You maintain persistence and dedication to achieving results.	15	3.27	86.7	13%	47%		40%
39. You coordinate all department activities into a cohesive team effort.	15	3.13	86.7	13%	60%		27%
40. You are able to focus on a task even when working alone.	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 encourage commitment in others to obtain results.	3.18	3.20	+0.02 ▲
37. You take immediate action toward goals.	3.35	3.27	-0.09 ▼
38. You maintain persistence and dedication to achieving results.	3.24	3.27	+0.03 ▲
39. You coordinate all department activities into a cohesive team effort.	3.59	3.13	-0.45 ▼
40. You are able to focus on a task even when working alone.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_ supports each security officer in such a way that you want to grow and improve in what you do.
- She keeps focused on things that are important for her department to run smoothly.
- \_\_\_ has many responsibilities and at times needed direction is delayed as she sorts through her priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- I think \_\_\_ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- \_\_\_ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. \_\_\_ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. You develop employees by offering and encouraging them to take on new or additional responsibilities.	15	3.33	93.3	7%	53%	40%	
42. You assess employees' developmental needs.	15	3.33	93.3	7%	53%	40%	
43. You provide constructive feedback to others.	15	3.13	86.7	13%	60%	27%	
44. You support the successes of other employees.	15	3.00	86.7	13%	73%	13%	
45. You try to ensure employees are ready to move to the next level.	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 develop employees by offering and encouraging them to take on new or additional responsibilities.	3.29	3.33	+0.04 ▲
42. You assess employees' developmental needs.	3.41	3.33	-0.08 ▼
43. You provide constructive feedback to others.	3.35	3.13	-0.22 ▼
44. You support the successes of other employees.	3.18	3.00	-0.18 ▼
45. You try to ensure employees are ready to move to the next level.	3.35	3.53	+0.18 ▲

### Comments:

- I am proud to say that \_\_\_ has greatly made so many improvements to our department, that were so desperately needed.
- It's been a pleasure to work for her.
- She communicates clearly and responds to request without unnecessary delay.
- \_\_\_ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- \_\_\_ is a great boss and director. \_\_\_ has been a great resource to me with my struggles as I grow professionally. \_\_\_ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- \_\_\_ is able to multitask in a variety of ways.

## Conflict Management

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. You discuss conflict situations with supervisor.	15	3.00	86.7	13%	73%		13%
47. You deal effectively with employee grievances.	15	3.20	93.3	7%	60%		33%
48. You assist team members by helping them see the other point of view.	15	3.20	93.3	7%	67%		27%
49. You try to understand others' point of view before making judgments	15	3.40	93.3	7%	47%		47%
50. You clearly express expectations to others.	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 discuss conflict situations with supervisor.	3.24	3.00	-0.24 ▼
47. You deal effectively with employee grievances.	3.00	3.20	+0.20 ▲
48. You assist team members by helping them see the other point of view.	3.18	3.20	+0.02 ▲
49. You try to understand others' point of view before making judgments	3.35	3.40	+0.05 ▲
50. You clearly express expectations to others.	3.29	3.13	-0.16 ▼

### Comments:

- She is an advocate for [CompanyName].
- \_\_\_ promotes and encourages teambuilding throughout the entire department.
- \_\_\_ is a great listener and leader for the department.
- She is very effective.
- I can give concrete examples of how \_\_\_ actually exceeds -all- of the other elements of this performance review.
- \_\_\_ has also attended many off-site events to show her support to department staff.

## Business Acumen

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
51. You exhibit behavior that is consistent with the vision, mission, and core values of the organization	14	3.14	92.9	7%	71%		21%
52. You understand complex issues and problems.	14	3.21	85.7	14%	50%		36%
53. You effectively develop and use resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.27	86.7	13%	47%		40%
54. You consider impact of actions on other areas of the organization.	15	3.13	86.7	13%	60%		27%
55. You ask the 'right' questions to size up or evaluate situations.	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 exhibit behavior that is consistent with the vision, mission, and core values of the organization	3.24	3.14	-0.09 ▼
52. You understand complex issues and problems.	3.06	3.21	+0.16 ▲
53. You effectively develop and use resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.59	3.27	-0.32 ▼
54. You consider impact of actions on other areas of the organization.	2.94	3.13	+0.19 ▲
55. You ask the 'right' questions to size up or evaluate situations.	2.88	3.07	+0.18 ▲

### Comments:

- She has integrity, dependability, and a desire to constantly improve.
- She has also greatly improved her communication.
- 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 a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- She has always encouraged others and provided tools for the employee to do so.
- 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].

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
56. You find unique ways to go around barriers to success.	15	2.93	73.3	27%	53%		20%
57. You balance risks and rewards when making decisions.	15	3.20	93.3	7%	67%		27%
58. You take the initiative to complete tasks.	15	3.20	93.3	7%	67%		27%
59. You encourage dynamic growth opportunities.	15	3.13	93.3	7%	67%		27%
60. You understand the processes and various stages of business development.	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 find unique ways to go around barriers to success.	2.88	2.93	+0.05 ▲
57. You balance risks and rewards when making decisions.	3.18	3.20	+0.02 ▲
58. You take the initiative to complete tasks.	3.24	3.20	-0.04 ▼
59. You encourage dynamic growth opportunities.	3.18	3.13	-0.04 ▼
60. You understand the processes and various stages of business development.	3.47	3.20	-0.27 ▼

### Comments:

- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- \_\_\_ does not beat around the bush nor does she have hidden agendas.
- It is often difficult to contact \_\_\_ and email communication may take a long period for a reply.
- \_\_\_ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think she has helped us come through it standing upright!
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.

## 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?

- Appreciate \_\_\_'s calm approach
- 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.
- \_\_\_ is very supportive of Core Competency and concepts. The one concept that \_\_\_ refers to consistently is what we respect most is people's ability to think.
- \_\_\_ is a strong leader & mentor.
- 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.
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.

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

- Need to continue to take action when needed, although have improved. . .
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. \_\_\_ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.
- She is open to new ideas and ways to improve the service we provide.
- Without a doubt, \_\_\_ is the best director I have worked for in my 30+ year carrer at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- \_\_\_ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- I know \_\_\_ is working with her director and HR business partner in understanding her role as a operational manager.

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

- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- \_\_\_ 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.
- Great year of growth!
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.

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

- She is a very diligent hard worker.
- From my perspective, \_\_\_ is a very effective leader. I have seen \_\_\_ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. \_\_\_ is always open and is a great collaborater.
- Great addition to the department!
- \_\_\_ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagment by setting the bar high. As an operational manager I respect \_\_\_ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have wittnessed in the last 30 years.
- I feel safe and comfortable going to her for any reason. I am very glad to have her for a Director, and also as a partner and teammate.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.



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

- She has always encouraged others and provided tools for the employee to do so.
- \_\_\_ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- 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.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- I admire her ability to see the big picture (both within our walls and outside our walls).
- \_\_\_ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.

### Any final comments?

- Initiative, attitude, and willingness to pitch in.
- Professional Growth: \_\_\_ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- She is an excellent teammate, great attitude, effort, and energy.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to \_\_\_ last month.
- As I have indicated above, \_\_\_ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate \_\_\_'s engagement since last month and I am hopeful that she will grow in her leadership role.
- Communication to entire team is excellent and helps engage all staff. \_\_\_'s visibility to her team has been very positive.