



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

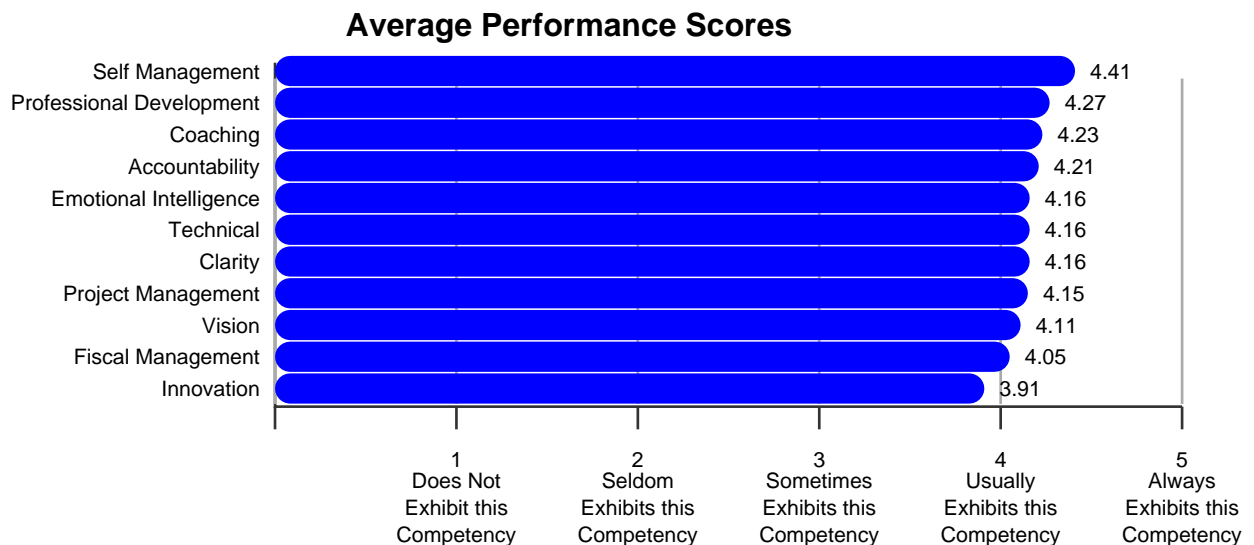
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

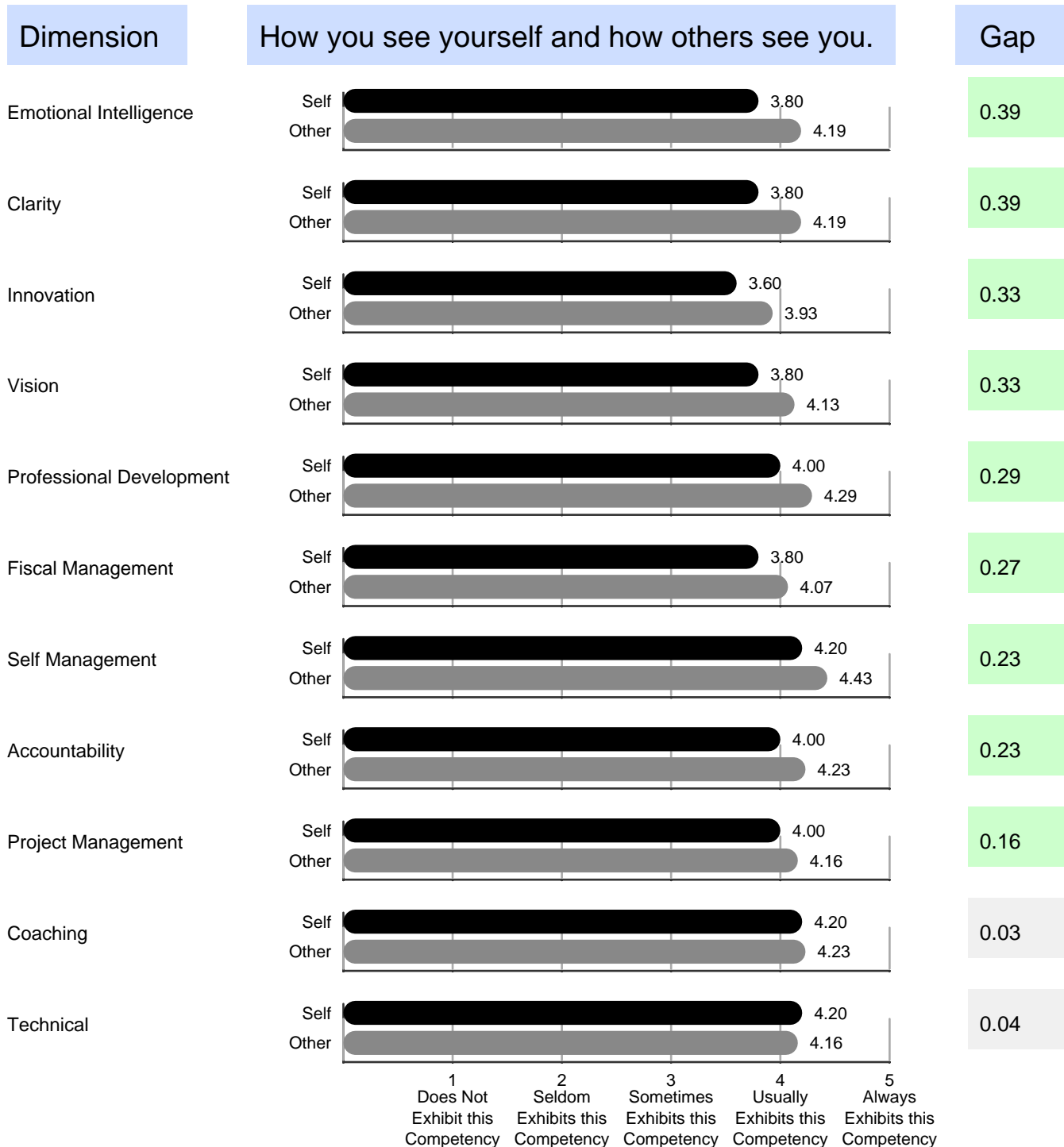
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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



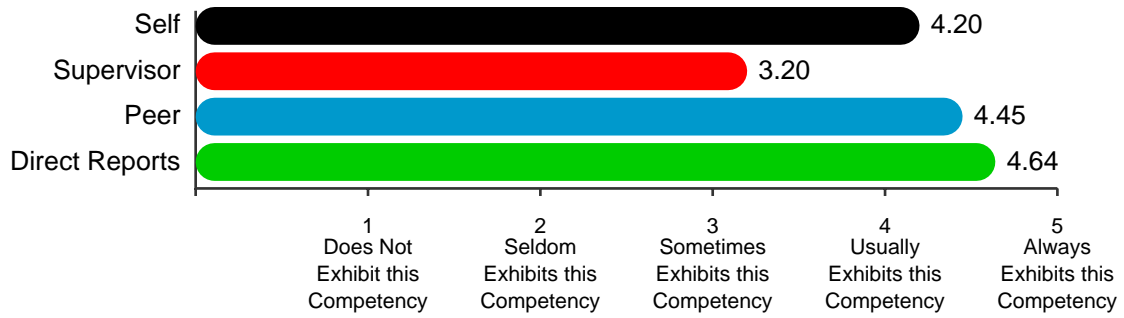
Gap Analysis

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



Self Management

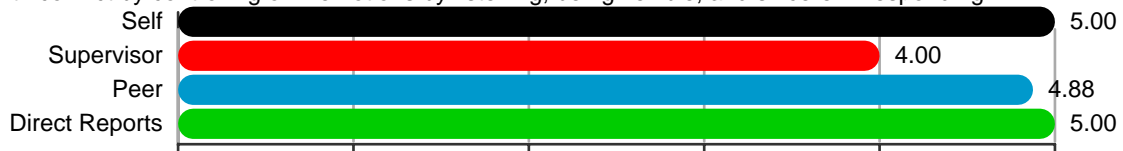
Summary Scores



1. Uses patience and self-control in working with customers and associates.



2. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



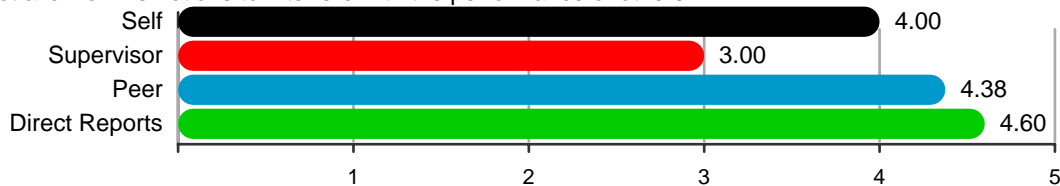
3. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.



4. Analyzes interpersonal problems instead of reacting to them.



5. Does not allow own emotions to interfere with the performance of 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

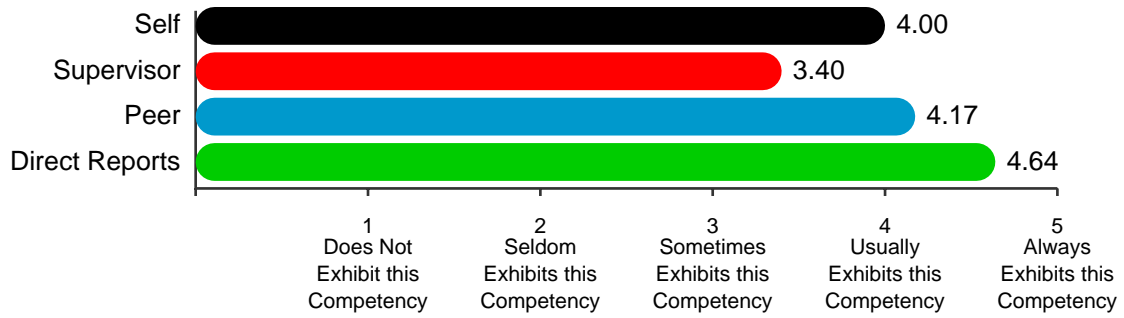
| Item | n | Avg | LOA | Does Not Exhibit this Competency | Seldom Exhibits this Competency | Sometimes Exhibits this Competency | Usually Exhibits this Competency | Always Exhibits this Competency |
|---|----|------|-------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 1. Uses patience and self-control in working with customers and associates. | 15 | 4.20 | 93.3 | 7% | | 67% | | 27% |
| 2. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding. | 15 | 4.87 | 100.0 | 13% | | 87% | | |
| 3. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger. | 15 | 4.27 | 93.3 | 7% | | 60% | | 33% |
| 4. Analyzes interpersonal problems instead of reacting to them. | 15 | 4.40 | 86.7 | 13% | 33% | | 53% | |
| 5. Does not allow own emotions to interfere with the performance of others. | 15 | 4.33 | 93.3 | 7% | | 53% | | 40% |

Comments:

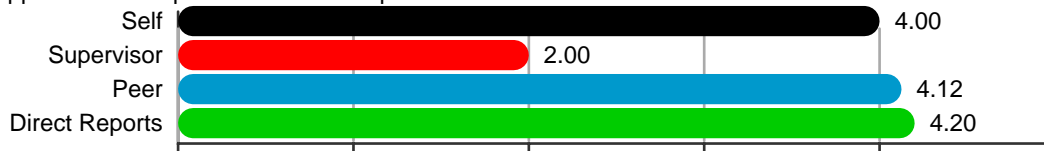
- ___'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- She would benefit from soliciting more feedback and pushing others to do more.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- She couldn't be more engaged if she tried.
- I cannot say if she challenges others.
- ___ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.

Professional Development

Summary Scores



6. Seeks opportunities for professional development.



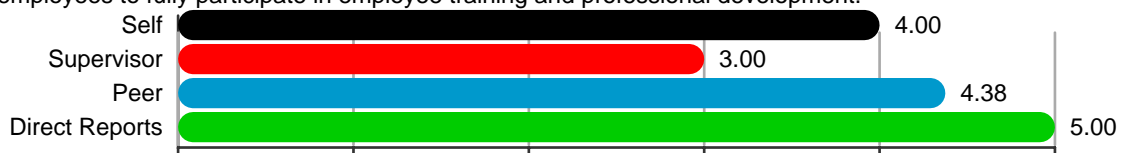
7. Quickly acquire and apply new knowledge and skills when needed



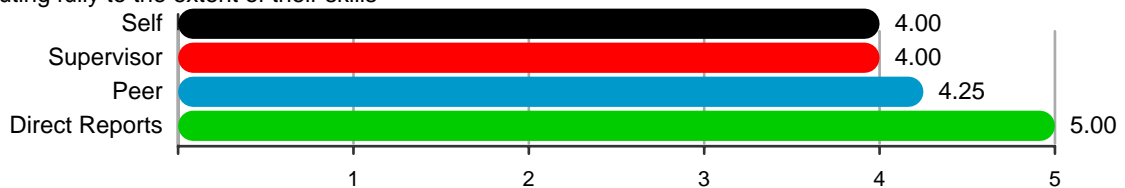
8. Seeks opportunities for continuous learning.



9. Allows employees to fully participate in employee training and professional development.



10. Contributing fully to the extent of their skills



Level of Skill

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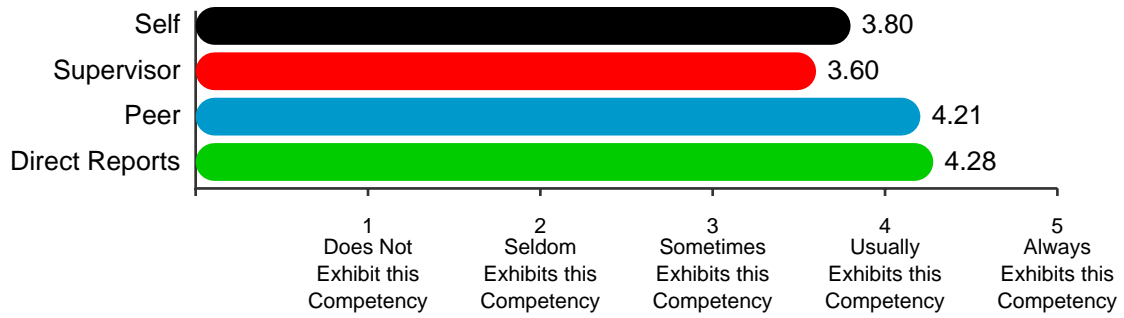
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|---|----|------|------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 6. Seeks opportunities for professional development. | 15 | 4.00 | 80.0 | 7% | 13% | 53% | 27% | |
| 7. Quickly acquire and apply new knowledge and skills when needed | 15 | 4.07 | 80.0 | | 20% | 53% | 27% | |
| 8. Seeks opportunities for continuous learning. | 15 | 4.33 | 93.3 | 7% | 47% | | 47% | |
| 9. Allows employees to fully participate in employee training and professional development. | 15 | 4.47 | 93.3 | 7% | 40% | | 53% | |
| 10. Contributing fully to the extent of their skills | 15 | 4.47 | 93.3 | 7% | 40% | | 53% | |

Comments:

- She is an outstanding manager.
- ___ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and ___ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- Despite the fact that ___ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- She won't settle for less.
- I don't often get a chance to see ___ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.

Emotional Intelligence

Summary Scores



11. Is able to express themselves clearly.



12. Accurately perceives the emotional reactions of others.



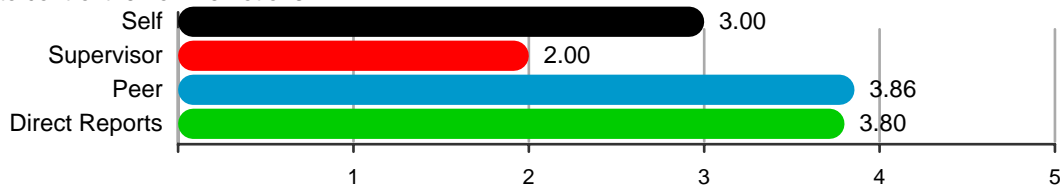
13. Able to understand others' points of view.



14. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.



15. Is able to control their own emotions.



Level of Skill

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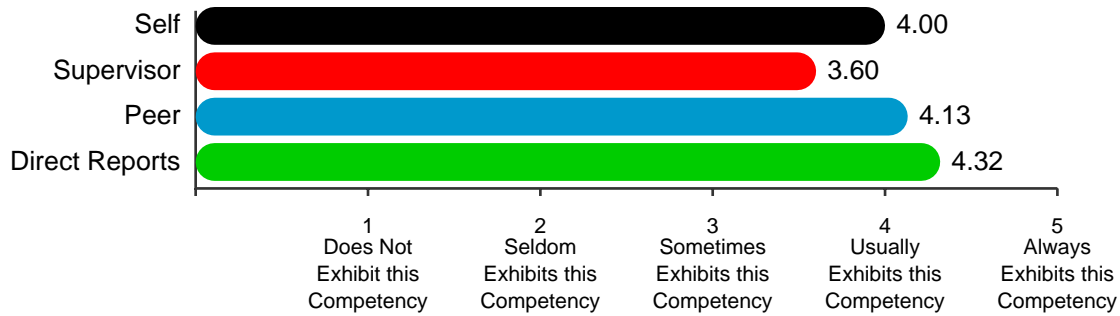
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|---|----|------|-------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 11. Is able to express themselves clearly. | 15 | 4.60 | 100.0 | | | 40% | 60% | |
| 12. Accurately perceives the emotional reactions of others. | 15 | 4.27 | 100.0 | | | 73% | | 27% |
| 13. Able to understand others' points of view. | 15 | 4.33 | 100.0 | | | 67% | | 33% |
| 14. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems. | 15 | 3.93 | 73.3 | | 27% | | 53% | 20% |
| 15. Is able to control their own emotions. | 14 | 3.64 | 57.1 | 14% | | 29% | 36% | 21% |

Comments:

- ___'s goes above and beyond in the areas of Professional Growth and Professionalism.
- ___ has brought a level of professionalism and marketing skill to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- ___ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.

Project Management

Summary Scores



16. Regularly reviews project performance and goals.



17. Develops action items, workplans, timelines, and criteria for projects.



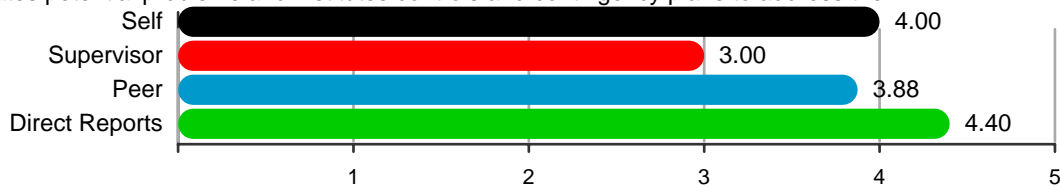
18. Inspires others to accomplish goals and objectives.



19. Maintains costs and expenses within budget limits.



20. Anticipates potential problems and institutes controls and contingency plans to address them.



Level of Skill

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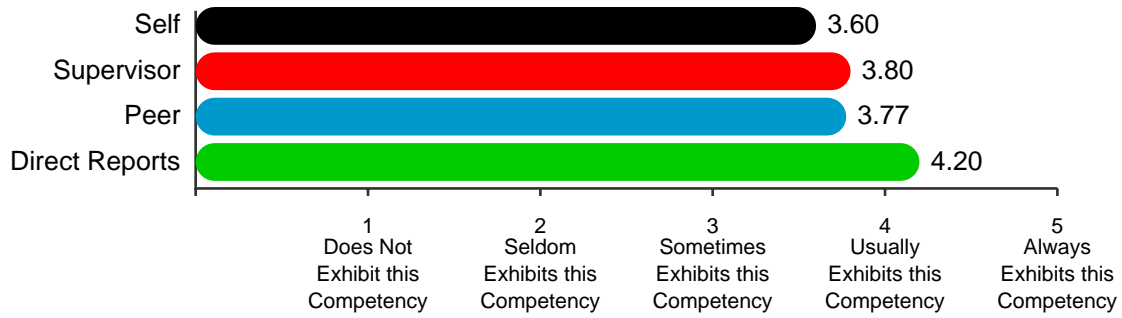
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|---|----|------|------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 16. Regularly reviews project performance and goals. | 15 | 4.33 | 86.7 | 13% | | 40% | 47% | |
| 17. Develops action items, workplans, timelines, and criteria for projects. | 15 | 4.27 | 93.3 | 7% | | 60% | 33% | |
| 18. Inspires others to accomplish goals and objectives. | 14 | 4.00 | 92.9 | 7% | | 86% | | 7% |
| 19. Maintains costs and expenses within budget limits. | 14 | 4.14 | 85.7 | 7% | 7% | 50% | 36% | |
| 20. Anticipates potential problems and institutes controls and contingency plans to address them. | 15 | 4.00 | 66.7 | 7% | 27% | 27% | 40% | |

Comments:

- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.
- The most important attribute that ___ demonstrates is making sure there is a solid, vibrant leadership team. When she meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. She pushes for honest opinions and decisions and she expects those decisions and opinions to be supportable with reason. At the same time, she somehow nurtures innovation that leads to improving process and outcomes.
- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ___ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.
- ___ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- ___ has been so busy with her daily work, and filling in the gaps of a shortage of employee's that she has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for her to be able to attend these functions.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.

Innovation

Summary Scores



21. Implements best practices within the department.



22. Searches for opportunities and innovative ways to improve the organization.



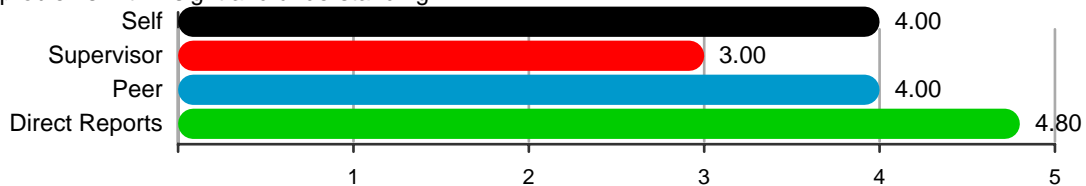
23. Fosters a creative and innovative work environment.



24. Suggests new ideas at meetings.



25. Solves problems with insight and understanding.



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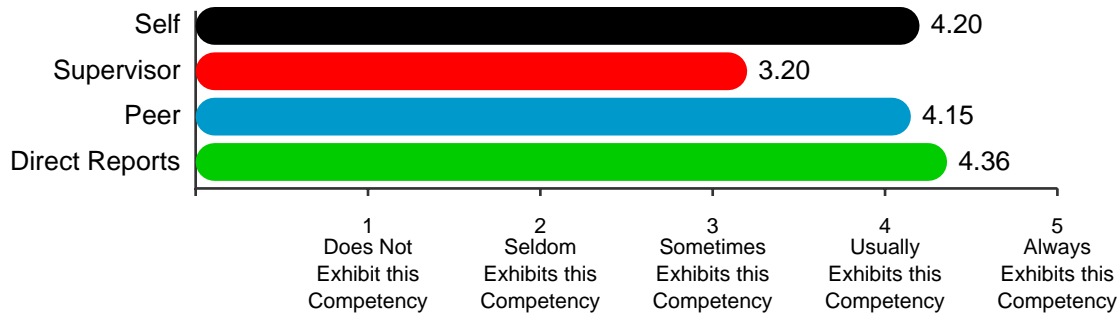
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|---|----|------|------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 21. Implements best practices within the department. | 15 | 4.00 | 66.7 | 13% | 20% | 20% | 47% | |
| 22. Searches for opportunities and innovative ways to improve the organization. | 15 | 3.47 | 53.3 | 13% | 33% | 47% | 7% | |
| 23. Fosters a creative and innovative work environment. | 15 | 3.60 | 66.7 | 13% | 20% | 60% | 7% | |
| 24. Suggests new ideas at meetings. | 15 | 4.27 | 86.7 | 7% | 7% | 40% | 47% | |
| 25. Solves problems with insight and understanding. | 15 | 4.20 | 80.0 | 7% | 13% | 33% | 47% | |

Comments:

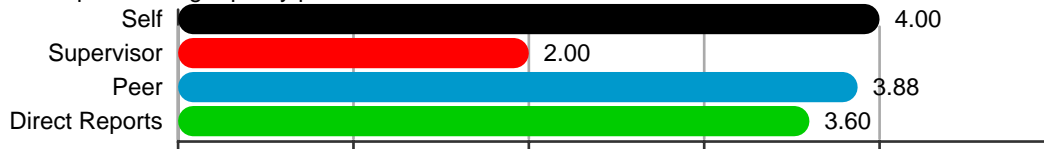
- Does well in most technical skills and is willing to learn anything that is new
- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- I enjoy working with _____. I feel she is honest and has a desire to see improvement in the organization as a whole. Her area is unique which, at times, allows _____ to give a whole new perspective on a subject.
- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- _____ excels at keeping in touch with all aspects of her, and our jobs.
- The work _____ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.

Technical

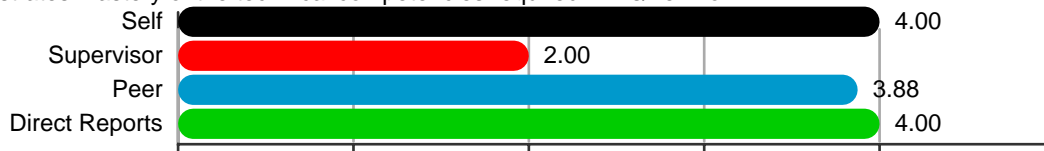
Summary Scores



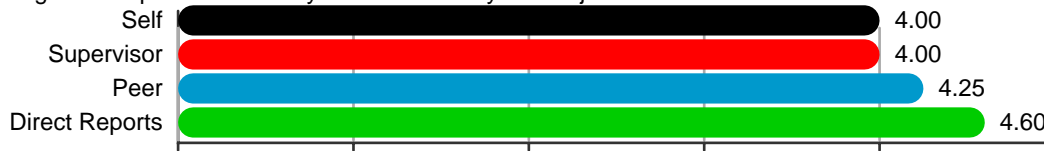
26. Knows how to produce high quality products/work.



27. Demonstrates mastery of the technical competencies required in his/her work.



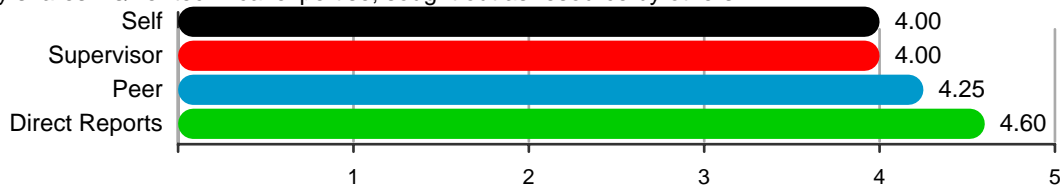
28. Is knowledgeable of procedures or systems necessary for the job.



29. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



30. Willingly shares his/her technical expertise; sought out as resource by others



Level of Skill

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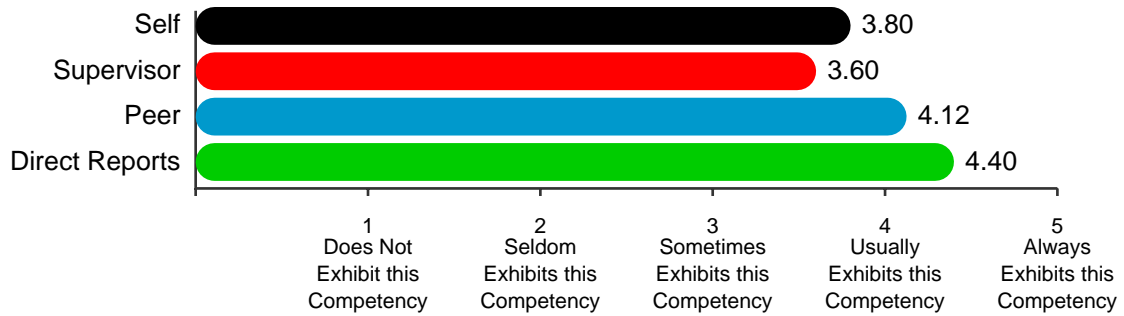
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|---|----|------|-------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 26. Knows how to produce high quality products/work. | 15 | 3.67 | 66.7 | 20% | 13% | 47% | 20% | |
| 27. Demonstrates mastery of the technical competencies required in his/her work. | 15 | 3.80 | 73.3 | 20% | 7% | 47% | 27% | |
| 28. Is knowledgeable of procedures or systems necessary for the job. | 15 | 4.33 | 86.7 | | 13% | 40% | 47% | |
| 29. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished. | 15 | 4.67 | 100.0 | | | 33% | 67% | |
| 30. Willingly shares his/her technical expertise; sought out as resource by others | 15 | 4.33 | 100.0 | | | 67% | 33% | |

Comments:

- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- ___ teams with others to improve communication and process.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.

Clarity

Summary Scores



31. Is clear about the roles and duties of team members.



32. Clarifies problems and their causes to help employees correct them.



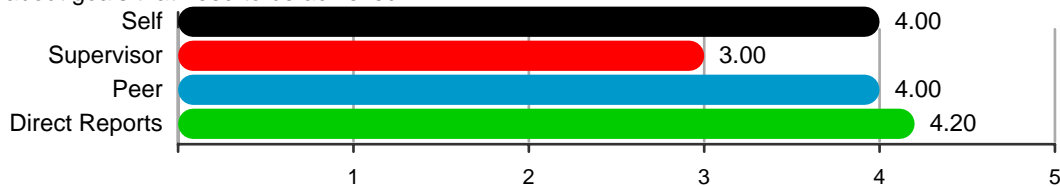
33. Clearly explains the vision and goals of the company.



34. Writes clear job descriptions for positions in the organization.



35. Is clear about goals that need to be achieved.



Level of Skill

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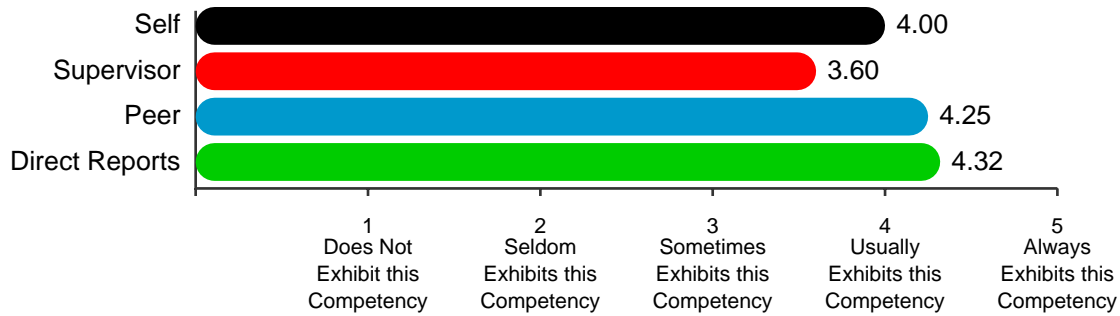
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|---|----|------|-------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 31. Is clear about the roles and duties of team members. | 15 | 4.07 | 80.0 | 20% | | 53% | | 27% |
| 32. Clarifies problems and their causes to help employees correct them. | 15 | 4.47 | 100.0 | | 53% | | 47% | |
| 33. Clearly explains the vision and goals of the company. | 15 | 4.13 | 80.0 | 20% | | 47% | | 33% |
| 34. Writes clear job descriptions for positions in the organization. | 15 | 4.13 | 86.7 | 13% | | 60% | | 27% |
| 35. Is clear about goals that need to be achieved. | 15 | 4.00 | 80.0 | 20% | | 60% | | 20% |

Comments:

- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what ___ has done with this but needs to be addressed and improved.
- ___ always has the customer at the center of focus.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- She is a great leader.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.

Accountability

Summary Scores



36. Holds team accountable to meeting goals.



37. Develops goals and establishes objective measures of success.



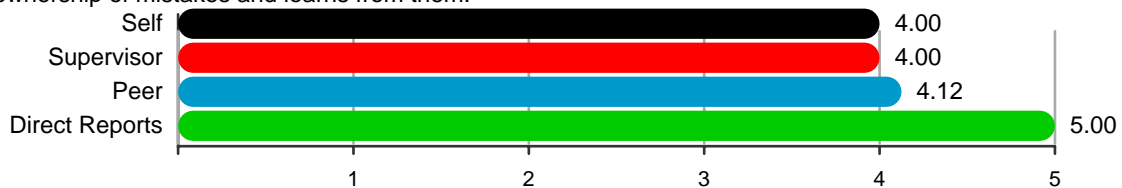
38. Is someone you can trust.



39. Creates a consistent process for prioritizing work.



40. Takes ownership of mistakes and learns from them.



Level of Skill

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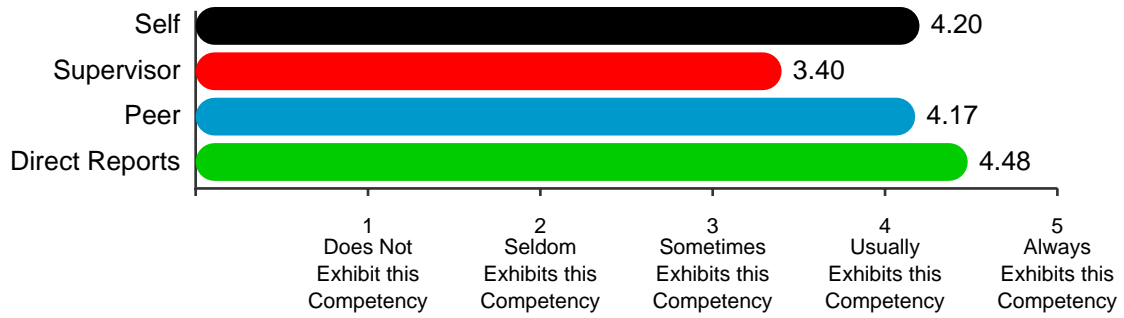
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|---|----|------|-------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 36. Holds team accountable to meeting goals. | 15 | 4.33 | 100.0 | 67% | | | | 33% |
| 37. Develops goals and establishes objective measures of success. | 15 | 3.93 | 80.0 | 13% | 7% | 53% | | 27% |
| 38. Is someone you can trust. | 15 | 4.27 | 86.7 | 13% | | 47% | | 40% |
| 39. Creates a consistent process for prioritizing work. | 15 | 4.13 | 86.7 | 13% | | 60% | | 27% |
| 40. Takes ownership of mistakes and learns from them. | 15 | 4.40 | 93.3 | 7% | 47% | | 47% | |

Comments:

- ___ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- I enjoy working with ___ and look forward to future opportunities for collaboration.
- I know that ___ would want me to include suggestions on how she could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader. Maybe allow Christmas decor before December?
- I think ___ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when ___ took over and I feel ___ has risen to the occasion and handled herself well.
- She is determined to find the answer to any problem or obstacle in her way.
- ___ is a wonderful person to work for.

Coaching

Summary Scores



41. Addresses employee behavior problems effectively.



42. Develops the skills and capabilities of others.



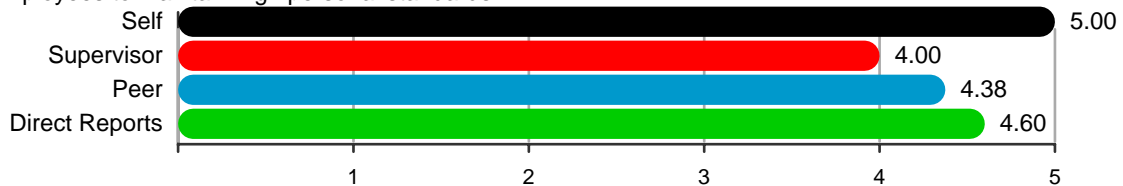
43. Coaches employees in how to strengthen knowledge and skills to improve work performance.



44. Conducts regular performance appraisals and feedback.



45. Helps employees to maintain high personal standards.



Level of Skill

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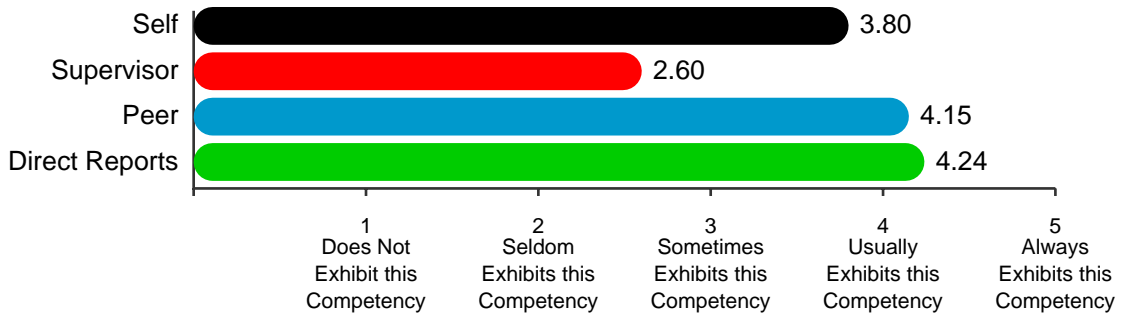
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|--|----|------|------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 41. Addresses employee behavior problems effectively. | 15 | 4.33 | 93.3 | 7% | 53% | 40% | | |
| 42. Develops the skills and capabilities of others. | 15 | 4.20 | 80.0 | 20% | 40% | 40% | | |
| 43. Coaches employees in how to strengthen knowledge and skills to improve work performance. | 15 | 4.13 | 86.7 | 13% | 60% | 27% | | |
| 44. Conducts regular performance appraisals and feedback. | 15 | 4.00 | 86.7 | 13% | 73% | 13% | | |
| 45. Helps employees to maintain high personal standards. | 15 | 4.47 | 93.3 | 7% | 40% | 53% | | |

Comments:

- Always has the company's best interest at heart.
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- ___ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- ___ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- ___ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- ___ 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.

Fiscal Management

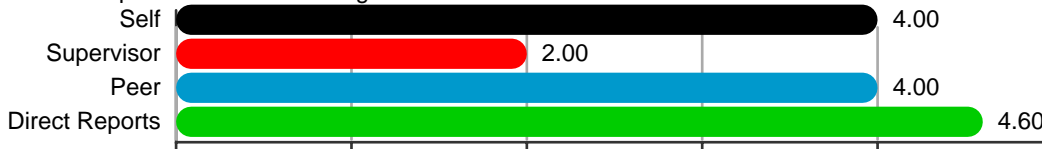
Summary Scores



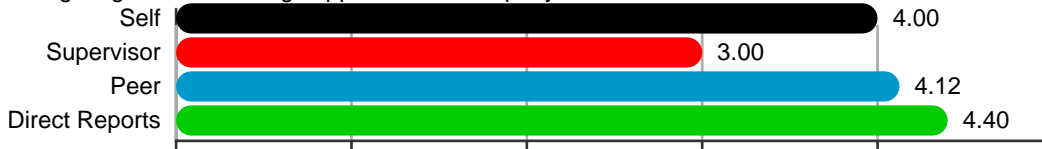
46. Ensures others follow the correct rules and regulations on fiscal matters.



47. Develops of the department's annual budget.



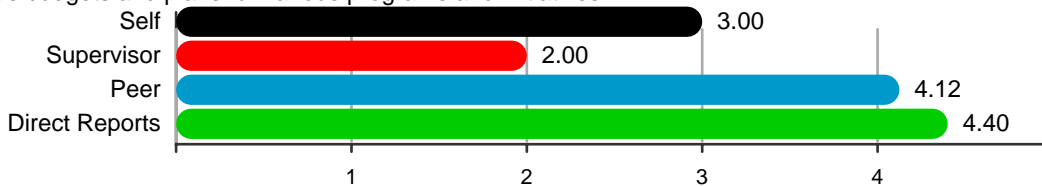
48. Provides budgeting and accounting support to the Company.



49. Monitors expenses and verifies the need for items purchased.



50. Develops budgets and plans for various programs and initiatives.



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).

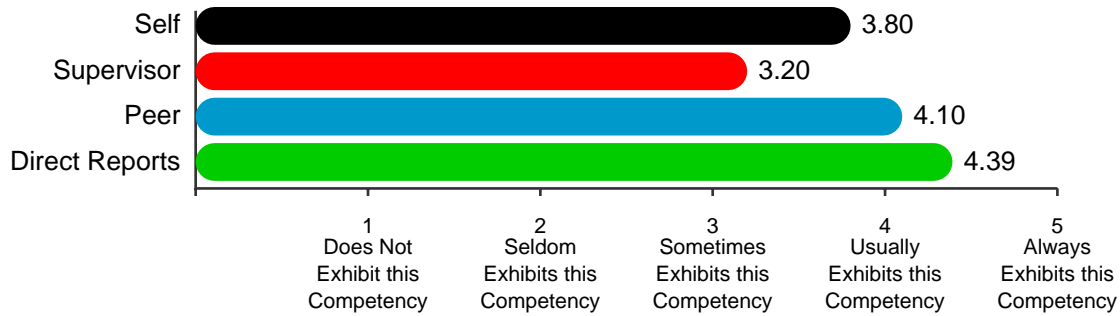
| Item | n | Avg | LOA | Does Not Exhibit this Competency | Seldom Exhibits this Competency | Sometimes Exhibits this Competency | Usually Exhibits this Competency | Always Exhibits this Competency |
|--|----|------|------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 46. Ensures others follow the correct rules and regulations on fiscal matters. | 15 | 3.87 | 80.0 | 7% | 13% | 67% | 13% | |
| 47. Develops of the department's annual budget. | 15 | 4.07 | 86.7 | 13% | | 53% | 33% | |
| 48. Provides budgeting and accounting support to the Company. | 15 | 4.13 | 86.7 | | 13% | 60% | 27% | |
| 49. Monitors expenses and verifies the need for items purchased. | 15 | 4.20 | 86.7 | 7% | 7% | 47% | 40% | |
| 50. Develops budgets and plans for various programs and initiatives. | 15 | 4.00 | 73.3 | 13% | 13% | 33% | 40% | |

Comments:

- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- ___ continually devotes her attention to opportunities for process improvement and professional growth.
- She supports each and every one of us and was very sensitive to how this was effecting every staff member.
- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- ___ is always working to include staff in a shared decision making processes.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.

Vision

Summary Scores



51. Clearly articulates a vision for his/her work and inspires others to support it



52. Creates a common vision for others.



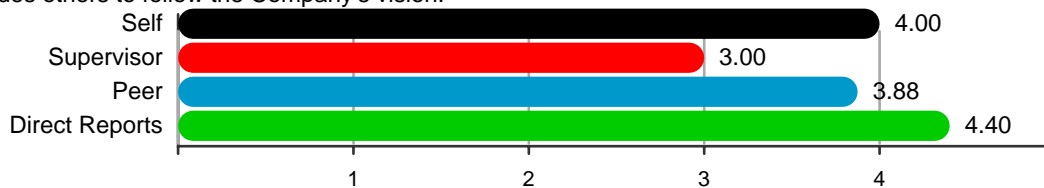
53. Demonstrates consistency between words and actions



54. Behaves in a way that is consistent with business values & code of conduct



55. Persuades others to follow the Company's vision.



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 |
|---|----|------|------|----------------------------------|---------------------------------|------------------------------------|----------------------------------|---------------------------------|
| 51. Clearly articulates a vision for his/her work and inspires others to support it | 14 | 4.14 | 92.9 | 7% | | 71% | | 21% |
| 52. Creates a common vision for others. | 14 | 4.21 | 85.7 | 14% | | 50% | | 36% |
| 53. Demonstrates consistency between words and actions | 15 | 4.13 | 80.0 | 20% | | 47% | | 33% |
| 54. Behaves in a way that is consistent with business values & code of conduct | 15 | 4.07 | 80.0 | 20% | | 53% | | 27% |
| 55. Persuades others to follow the Company's vision. | 15 | 4.00 | 80.0 | 20% | | 60% | | 20% |

Comments:

- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- ___ has a lot of knowledge in competency models and is passing that on to her teams.
- She encourages individual and professional improvement and provides educational opportunities.
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- Manager is always interested in our views, and continually works at implementing our suggestions.

Comments

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

What would help make you a more effective leader?

- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- She is covering areas that she has not done for a long time or totally new to her so needs to learn these areas.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which ___ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- 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.
- Increase in confidence. Being willing to lean into the uncomfortable.
- Always available to give us what we need to succeed.

What do you like best about working with this individual?

- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- ___ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- ___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.

What do you like least about working with this individual?

- ___ has a calm and professional style.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- ___ takes people where they want to go and pushes them to be their own success.
- Information is given concisely at meetings, and her explanations of all information is very clear.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- ___ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with. I am on a committee that she runs and she is an excellent meeting facilitator.

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

- ___'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- You can count on ___ to give you the most honest feedback even if it is information you may not want to hear.
- ___ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- ___ is a "One of a kind" She is a great manager.
- 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.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what ___ has done with this but needs to be addressed and improved.

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

- ___ is a strong leader & mentor.
- Thoroughness, accuracy, professionalism.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- Great addition to the department!
- ___ is collaborative in everything she does and inspires a collaborative approach in others.
- ___ is an excellent manager, our dept. is a good place to work with her as a boss

Any final comments?

- ___ excels at looking at other people's strengths and building upon them for the good of the department.
- I know that ___ cares about me as a total individual not just as a professional.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- ___ has continued to have some bumps this year along the lines of teamwork and collaboration.