

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.

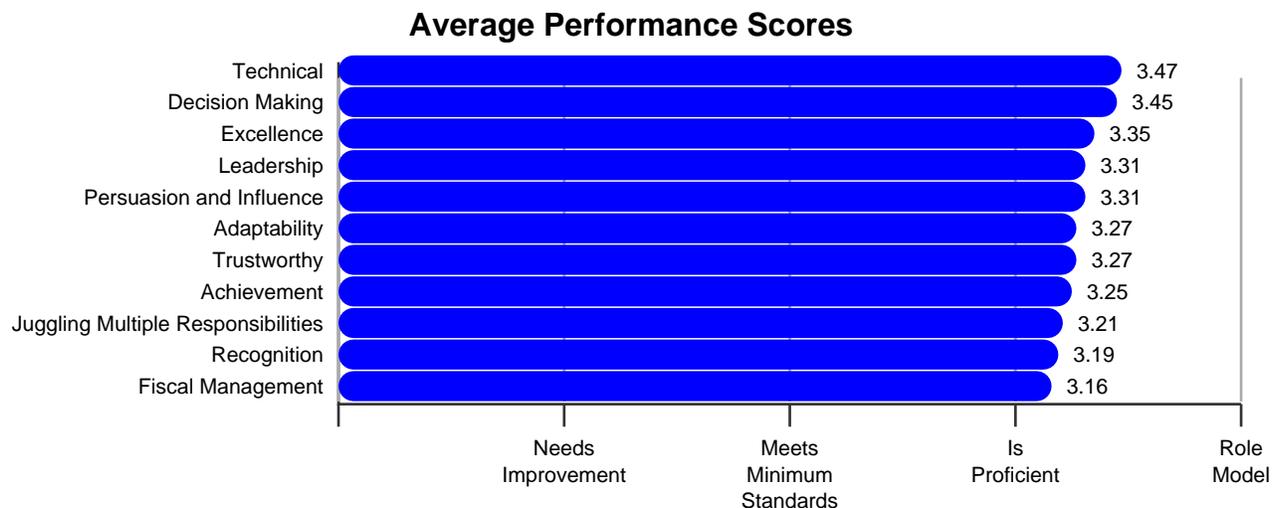
What to Do with Your Feedback

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.



Technical

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 1. You are knowledgeable of procedures or systems necessary for the job. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 2. You keep current with technical advances within your professional discipline; embrace and apply new techniques and practices | 15 | 3.87 | 100.0 | 13% | 87% | | |
| 3. You know how to produce high quality products/work. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 4. You willingly share information and expertise; sought out as resource by others | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 5. You demonstrate mastery of the technical competencies required in your work. | 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 are knowledgeable of procedures or systems necessary for the job. | 3.29 | 3.20 | -0.09 ▼ |
| 2. You keep current with technical advances within your professional discipline; embrace and apply new techniques and practices | 3.65 | 3.87 | +0.22 ▲ |
| 3. You know how to produce high quality products/work. | 3.18 | 3.33 | +0.16 ▲ |
| 4. You willingly share information and expertise; sought out as resource by others | 3.41 | 3.60 | +0.19 ▲ |
| 5. You demonstrate mastery of the technical competencies required in your work. | 3.24 | 3.33 | +0.10 ▲ |

Comments:

- ___ shines when it comes to teamwork and process improvement. Her ability to lead a team with collaboration and communication is amazing.
- ___ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- ___ has the talent to use different Leadership styles to fit the situation.
- She is very professional and caring in her job

Excellence

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|------|-------------------|-------------------------|---------------|------------|
| 6. You demonstrate the functional or technical skills necessary to do your job. | 15 | 3.20 | 93.3 | 7% | 60% | 33% | |
| 7. You take a lot of pride in your work. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 8. You can be counted on to add value wherever you are involved. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 9. You keep yourself and others focused on constant improvement. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 10. You are planful and organized. | 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 the functional or technical skills necessary to do your job. | 3.24 | 3.20 | -0.04 ▼ |
| 7. You take a lot of pride in your work. | 3.41 | 3.20 | -0.21 ▼ |
| 8. You can be counted on to add value wherever you are involved. | 3.24 | 3.40 | +0.16 ▲ |
| 9. You keep yourself and others focused on constant improvement. | 3.18 | 3.47 | +0.29 ▲ |
| 10. You are planful and organized. | 3.35 | 3.47 | +0.11 ▲ |

Comments:

- Dependability, with whatever is needed.
- I value ___ for so much more than her negotiating skills which are outstanding.
- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- ___ is a strong leader and continues to grow in her role. ___ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that ___ does especially well and seems to do with ease are bulleted below.
- She is a high energy individual, with a level of integrity that goes above and beyond.
- ___ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.

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 |
|--|----|------|-------|-------------------|-------------------------|---------------|------------|
| 11. You are able to recognize the potential benefits of change, and create an infrastructure which supports change. | 15 | 3.53 | 100.0 | 47% | 53% | | |
| 12. You recognize and implement changes to enhance efficiency and effectiveness. | 15 | 3.27 | 100.0 | 73% | 27% | | |
| 13. You are willing to change ideas or perceptions based on new information or contrary evidence which is presented. | 15 | 3.33 | 100.0 | 67% | 33% | | |
| 14. You are able to quickly learn new ways of performing your job. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 15. You are proactive and takes steps to prepare for changes in the workplace. | 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 are able to recognize the potential benefits of change, and create an infrastructure which supports change. | 3.47 | 3.53 | +0.06 ▲ |
| 12. You recognize and implement changes to enhance efficiency and effectiveness. | 3.47 | 3.27 | -0.20 ▼ |
| 13. You are willing to change ideas or perceptions based on new information or contrary evidence which is presented. | 3.35 | 3.33 | -0.02 ▼ |
| 14. You are able to quickly learn new ways of performing your job. | 3.18 | 3.13 | -0.04 ▼ |
| 15. You are proactive and takes steps to prepare for changes in the workplace. | 3.00 | 3.07 | +0.07 ▲ |

Comments:

- As a leader, I can clearly see that ___ is open to growth as she is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as she gains leadership experience and mentoring.
- ___, more than anyone, takes what she's learned with Core Competencies and implements them.
- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- ___ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- She also sees herself as a problem solver. The staff, however, experience being inundated with ideas and solutions that she presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- Experience, mentoring and self-confidence.

Leadership

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|-------|-------------------|-------------------------|---------------|------------|
| 16. You effectively lead others. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 17. You act decisively in implementing decisions. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 18. You give inspiring presentations or discussions. | 14 | 3.00 | 92.9 | 7% | 79% | 14% | |
| 19. You sit down regularly with employees to review your job performance. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 20. You motivate others to reach and exceed organizational goals and objectives. | 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 effectively lead others. | 3.65 | 3.40 | -0.25 ▼ |
| 17. You act decisively in implementing decisions. | 3.47 | 3.27 | -0.20 ▼ |
| 18. You give inspiring presentations or discussions. | 3.12 | 3.00 | -0.12 ▼ |
| 19. You sit down regularly with employees to review your job performance. | 3.59 | 3.47 | -0.12 ▼ |
| 20. You motivate others to reach and exceed organizational goals and objectives. | 3.29 | 3.40 | +0.11 ▲ |

Comments:

- ___ is a very clear communicator is always prepared for meetings and projects. She works with other team members throughout the organization to reach goals whether it is her department or someone else's department, she is willing to help in any capacity she can to help reach goals.
- 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.
- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- I have great respect and appreciation for ___. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.
- I will always welcome ___'s direct, honest, caring feedback.

Persuasion and Influence

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 21. You seek to obtain consensus or compromise. | 15 | 3.53 | 100.0 | 47% | 53% | | |
| 22. You understand what others need. | 15 | 3.00 | 80.0 | 20% | 60% | 20% | |
| 23. You develop a good rapport with others. | 15 | 2.87 | 80.0 | 20% | 73% | 7% | |
| 24. You have excellent influencing/negotiating skills. | 15 | 3.47 | 100.0 | 53% | 47% | | |
| 25. You attempt to persuade others rather than simply control them. | 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 seek to obtain consensus or compromise. | 3.35 | 3.53 | +0.18 ▲ |
| 22. You understand what others need. | 3.00 | 3.00 | |
| 23. You develop a good rapport with others. | 2.88 | 2.87 | -0.02 ▼ |
| 24. You have excellent influencing/negotiating skills. | 3.00 | 3.47 | +0.47 ▲ |
| 25. You attempt to persuade others rather than simply control them. | 3.76 | 3.67 | -0.10 ▼ |

Comments:

- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- ___ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.
- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- Seek and provide critical feedback.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.

Decision Making

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|-------|-------------------|-------------------------|---------------|------------|
| 26. You break complex issues into manageable parts and organize them in a systematic way before making decisions | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 27. You exercise good judgment by making sound and informed decisions. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 28. You are able to make decisions quickly. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 29. You do not lose sight of the big picture when making decisions | 15 | 3.67 | 100.0 | | 33% | 67% | |
| 30. You seek input from key people who should be involved in, or will be affected by, decisions | 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 break complex issues into manageable parts and organize them in a systematic way before making decisions | 3.53 | 3.40 | -0.13 ▼ |
| 27. You exercise good judgment by making sound and informed decisions. | 3.12 | 3.33 | +0.22 ▲ |
| 28. You are able to make decisions quickly. | 3.41 | 3.53 | +0.12 ▲ |
| 29. You do not lose sight of the big picture when making decisions | 3.59 | 3.67 | +0.08 ▲ |
| 30. You seek input from key people who should be involved in, or will be affected by, decisions | 3.41 | 3.33 | -0.08 ▼ |

Comments:

- I find her to be a stellar asset to our team at [CompanyName].
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.
- ___ is a great manager and has nothing but the greatest interest for her employees and customers.
- She is passionate about providing the services necessary to meet the needs of our organization.
- She encourages individual and professional improvement and provides educational opportunities.

Juggling Multiple Responsibilities

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 31. You determine which tasks are critical and which tasks are optional. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 32. You switch attention to more urgent tasks when necessary. | 15 | 3.40 | 100.0 | | 60% | 40% | |
| 33. You assess current capabilities before committing to new requests from customers. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 34. You build in extra time in the schedule for unplanned events/occurrences. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 35. You can multitask while performing all of your other responsibilities and activities. | 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 determine which tasks are critical and which tasks are optional. | 3.18 | 3.20 | +0.02 ▲ |
| 32. You switch attention to more urgent tasks when necessary. | 3.35 | 3.40 | +0.05 ▲ |
| 33. You assess current capabilities before committing to new requests from customers. | 3.18 | 3.20 | +0.02 ▲ |
| 34. You build in extra time in the schedule for unplanned events/occurrences. | 2.88 | 3.27 | +0.38 ▲ |
| 35. You can multitask while performing all of your other responsibilities and activities. | 3.18 | 3.00 | -0.18 ▼ |

Comments:

- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- ___ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- She not only clearly communicates her desired outcomes but also follows up with her team members to ensure they understand. She is open for questions or feedback by everyone.
- ___'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.
- ___ is very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.
- I think ___ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.

Achievement

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|------|-------------------|-------------------------|---------------|------------|
| 36. You systematically work to improve the organization | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 37. You set ambitious standards of performance. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 38. You demonstrate a well-organized and timely approach to achieve desired results | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 39. You complete work to given time frame and to budget | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 40. You complete work promptly and efficiently. | 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 systematically work to improve the organization | 3.18 | 3.20 | +0.02 ▲ |
| 37. You set ambitious standards of performance. | 3.35 | 3.27 | -0.09 ▼ |
| 38. You demonstrate a well-organized and timely approach to achieve desired results | 3.24 | 3.27 | +0.03 ▲ |
| 39. You complete work to given time frame and to budget | 3.59 | 3.13 | -0.45 ▼ |
| 40. You complete work promptly and efficiently. | 3.29 | 3.40 | +0.11 ▲ |

Comments:

- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- ___ has excellent job and people skills.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- Her quality of work is good.
- I truly appreciate ___'s knowledge, her professionalism, and her reliability.

Trustworthy

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 41. You consistently keep commitments. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 42. You are a person others can count on. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 43. You demonstrate a sense of responsibility and commitment to public trust. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 44. You deliver on promises made. | 15 | 3.00 | 86.7 | 13% | 73% | 13% | |
| 45. You seek to mitigate grievances by clarifying intentions and finding suitable remedies. | 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 consistently keep commitments. | 3.29 | 3.33 | +0.04 ▲ |
| 42. You are a person others can count on. | 3.41 | 3.33 | -0.08 ▼ |
| 43. You demonstrate a sense of responsibility and commitment to public trust. | 3.35 | 3.13 | -0.22 ▼ |
| 44. You deliver on promises made. | 3.18 | 3.00 | -0.18 ▼ |
| 45. You seek to mitigate grievances by clarifying intentions and finding suitable remedies. | 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.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- ___ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- ___ continually devotes her attention to opportunities for process improvement and professional growth.
- ___ has very quickly re-invented the Technical Services division. She is now aggressively moving the team to become more mature and service oriented. Throughout this transition, ___ has been very successful in managing this difficult change.
- She always responds in a timely manner and stays organized.

Recognition

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|------|-------------------|-------------------------|---------------|------------|
| 46. You let employees know when they have done well | 15 | 3.00 | 86.7 | 13% | 73% | | 13% |
| 47. You reinforce and reward employees for accomplishing necessary goals. | 15 | 3.20 | 93.3 | 7% | 60% | | 33% |
| 48. You compliment other people when they do good work | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 49. You say "thank you" to show appreciation for work of others. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 50. You offer recognition in a timely manner. | 15 | 3.13 | 80.0 | 7% | 13% | 40% | 40% |

Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

| Item | 2022 | 2023 | Change |
|---|------|------|---------|
| 46. You let employees know when they have done well | 3.24 | 3.00 | -0.24 ▼ |
| 47. You reinforce and reward employees for accomplishing necessary goals. | 3.00 | 3.20 | +0.20 ▲ |
| 48. You compliment other people when they do good work | 3.18 | 3.20 | +0.02 ▲ |
| 49. You say "thank you" to show appreciation for work of others. | 3.35 | 3.40 | +0.05 ▲ |
| 50. You offer recognition in a timely manner. | 3.29 | 3.13 | -0.16 ▼ |

Comments:

- Please know that stress can occasionally slow down progress.
- I appreciate how ___ guides, supports, and direct staff.
- I was excited to come on board under ___'s leadership when she hired me, and I began working here in March of this year.
- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.
- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.

Fiscal 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 |
|---|----|------|------|-------------------|-------------------------|---------------|------------|
| 51. You ensure others follow the correct rules and regulations on fiscal matters. | 14 | 3.14 | 92.9 | 7% | 71% | | 21% |
| 52. You keep excellent records for financial transparency. | 14 | 3.21 | 85.7 | 14% | 50% | | 36% |
| 53. You provide budgeting and accounting support to the Company. | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 54. You monitor expenses and verify the need for items purchased. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 55. You effectively manage appropriations, reporting, purchases, expenditures, payrolls, and staff. | 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 ensure others follow the correct rules and regulations on fiscal matters. | 3.24 | 3.14 | -0.09 ▼ |
| 52. You keep excellent records for financial transparency. | 3.06 | 3.21 | +0.16 ▲ |
| 53. You provide budgeting and accounting support to the Company. | 3.59 | 3.27 | -0.32 ▼ |
| 54. You monitor expenses and verify the need for items purchased. | 2.94 | 3.13 | +0.19 ▲ |
| 55. You effectively manage appropriations, reporting, purchases, expenditures, payrolls, and staff. | 2.88 | 3.07 | +0.18 ▲ |

Comments:

- She has taken the initiative to always be finding new ways to grow both professionally and personally.
- ___ 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.
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- ___ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.
- ___ does not beat around the bush nor does she have hidden agendas.

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's a very hard worker and always helping out when needed.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- My only constructive feedback would be better communication on what she's doing and why and how it may impact others would be appreciated.
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- I would like to see her expand personal long-term goals at the company.

What do you like best about working with this individual?

- Lean on team to help reduce burden and establish clear expectations.
- ___ does a great job investigating an issue thinking it through before she takes action.
- ___ 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 humanly 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.
- I admire her ability to see the big picture (both within our walls and outside our walls).
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- ___ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. ___ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. ___ is a great mentor and example to those she supervises.

What do you like least about working with this individual?

- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- I appreciate her commitment in this area.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- ___ has excellent communication skills.
- She has consistently been a strong advocate for me and my team.
- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.

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

- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- Improvement should come over time. There is potential which is present.
- ___ has nothing but [CompanyName]'s best interest at heart.
- ___ is collaborative in everything she does and inspires a collaborative approach in others.
- ___ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.

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

- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally received.
- What I like is her standard line what resources do you need from me to make this work?
- ___ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- She strives to be an effective and available leader.
- Where do I even start to articulate how much I value about working with ___? I learn something every time I have the opportunity to work with her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: him/her] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as ___ is.
- She could benefit from understanding about how to create resolution and clarity.

Any final comments?

- ___ does a great job investigating an issue thinking it through before she takes action.
- I admire her ability to think constructively and to always wanting to make sure what she is doing is the right thing and yet open to small tests of change, when warranted.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- She easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- Strive for excellence. Willing to learn. Implement advice from others.
- ___'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.