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.
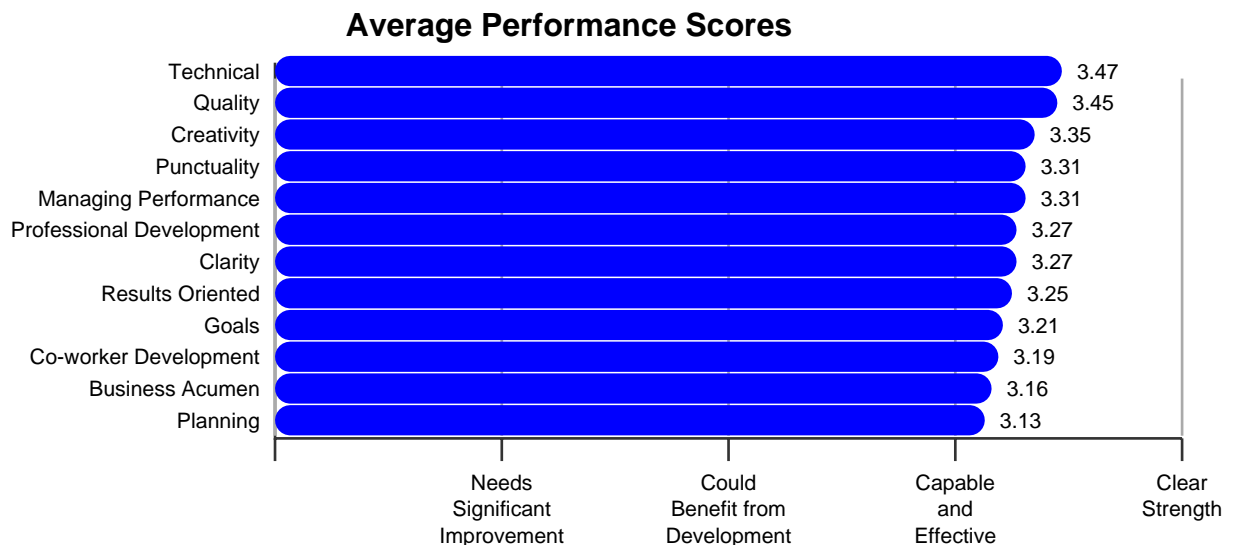
What to Do with Your Feedback

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.

Average Performance Scores

Dimension	Score
Technical	3.47
Quality	3.45
Creativity	3.35
Punctuality	3.31
Managing Performance	3.31
Professional Development	3.27
Clarity	3.27
Results Oriented	3.25
Goals	3.21
Co-worker Development	3.19
Business Acumen	3.16
Planning	3.13

Scale: Needs Significant Improvement — Could Benefit from Development — Capable and Effective — Clear Strength

Gap Analysis

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

Dimension	How you see yourself and how others see you.	Gap
Managing Performance	Self 2.60 / Other 3.36	0.76
Professional Development	Self 2.80 / Other 3.30	0.50
Goals	Self 2.80 / Other 3.24	0.44
Co-worker Development	Self 2.80 / Other 3.21	0.41
Business Acumen	Self 2.80 / Other 3.19	0.39
Creativity	Self 3.00 / Other 3.37	0.37
Punctuality	Self 3.00 / Other 3.33	0.33
Technical	Self 3.20 / Other 3.49	0.29
Quality	Self 3.20 / Other 3.47	0.27
Results Oriented	Self 3.00 / Other 3.27	0.27
Clarity	Self 3.20 / Other 3.27	0.07
Planning	Self 3.20 / Other 3.13	0.07

Scale:
1 Needs Significant Improvement
2 Could Benefit from Development
3 Capable and Effective
4 Clear Strength

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.20	93.3	7%	67%		27%
2. Willingly shares his/her technical expertise; sought out as resource by others	15	3.87	100.0	13%		87%	
3. Knows how to produce high quality products/work.	15	3.33	93.3	7%	53%		40%
4. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.60	93.3	7%	27%	67%	
5. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	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. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.29	3.20	-0.09	▼
2. Willingly shares his/her technical expertise; sought out as resource by others	3.65	3.87	+0.22	▲
3. Knows how to produce high quality products/work.	3.18	3.33	+0.16	▲
4. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.41	3.60	+0.19	▲
5. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.24	3.33	+0.10	▲

Comments:
- _____ is excellent about offering support if needed but he also allows us to work and he does not micro manage.
- _____ has made a lot of headway in transforming his team this last year.   A number of changes to structure and job descriptions have been made.
- _____ is very approachable. He is able to get people to follow through and engage in their daily work.
- We have made improvements in our documentation and have decreased duplicate reporting.
- He consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. He shows integrity in his approach, always striving to add value, improve quality, and spend resources wisely.
- I feel _____ is really listening when you talk to him. He always repeats back what he thinks he's hearing, so there is no misunderstanding.

Creativity

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. Inspires creativity in their team.	15	3.20	93.3	7%	60%		33%
7. Develops solutions to challenging problems.	15	3.20	86.7	13%	53%		33%
8. Creates a lot of new ideas.	15	3.40	93.3	7%	47%		47%
9. Is creative and inspirational.	15	3.47	93.3	7%	40%		53%
10. Conceives, implements and evaluates ideas.	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. Inspires creativity in their team.	3.24	3.20	-0.04 ▼
7. Develops solutions to challenging problems.	3.41	3.20	-0.21 ▼
8. Creates a lot of new ideas.	3.24	3.40	+0.16 ▲
9. Is creative and inspirational.	3.18	3.47	+0.29 ▲
10. Conceives, implements and evaluates ideas.	3.35	3.47	+0.11 ▲

Comments:
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- _____'s leadership in finance and strategy is exemplary.   However, his ability to use his team and discuss direction is an area where he can improve.
- _____ is a hands on leader in our program.
- _____ is an excellent employee, I do not know of any areas that need improvement.
- Taking everything into consideration, _____ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- I know he is busy, but the information requests or answers to emailed questions can slow things down.   Communicate more directly and more often.

Professional Development

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. Allows employees to fully participate in employee training and professional development.	15	3.53	100.0		47%		53%
12. Keep themselves up-to-date of technical/professional issues	15	3.27	100.0		73%		27%
13. Quickly acquire and apply new knowledge and skills when needed	15	3.33	100.0		67%		33%
14. Seeks opportunities for continuous learning.	15	3.13	86.7	13%	60%		27%
15. Seeks opportunities for professional development.	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. Allows employees to fully participate in employee training and professional development.	3.47	3.53	+0.06 ▲
12. Keep themselves up-to-date of technical/professional issues	3.47	3.27	-0.20 ▼
13. Quickly acquire and apply new knowledge and skills when needed	3.35	3.33	-0.02 ▼
14. Seeks opportunities for continuous learning.	3.18	3.13	-0.04 ▼
15. Seeks opportunities for professional development.	3.00	3.07	+0.07 ▲

Comments:
- _____ is a great manager, committed to each employee in our department.
- _____ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- His work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- I have not had any issues with _____ since I have been working for him.
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- _____ has been a tremendous resource for my own professional development in this department and in recruitment.   He openly provides feedback, talks through issues/questions, and engages me in the entire process. He finds opportunities for team to utilize our own strengths in order to contribute to the larger team.

Punctuality

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. Responds to requests for information in a timely manner.	15	3.40	93.3	7%	47%		47%
17. Arrives to meetings on time.	15	3.27	93.3	7%	60%		33%
18. Starts the workday when scheduled.	14	3.00	92.9	7%	79%		14%
19. Starts meetings on time.	15	3.47	100.0		53%		47%
20. Avoids making personal phone calls during working hours.	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. Responds to requests for information in a timely manner.	3.65	3.40	-0.25 ▼
17. Arrives to meetings on time.	3.47	3.27	-0.20 ▼
18. Starts the workday when scheduled.	3.12	3.00	-0.12 ▼
19. Starts meetings on time.	3.59	3.47	-0.12 ▼
20. Avoids making personal phone calls during working hours.	3.29	3.40	+0.11 ▲

Comments:
- Shows curiosity.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- _____ has improved on his quick assessment of situations and as a result it has helped me improve also
- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- _____ continually devotes his attention to opportunities for process improvement and professional growth.
- When in meetings in _____'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring their is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.

Managing Performance

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. Examines the most effective ways for accomplishing goals.	15	3.53	100.0		47%	53%	
22. Measures performance of goals and objectives.	15	3.00	80.0	20%	60%		20%
23. Makes sure the team's goals are met.	15	2.87	80.0	20%	73%		7%
24. Sets long and short term goals.	15	3.47	100.0		53%	47%	
25. Plans and sets work expectations.	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. Examines the most effective ways for accomplishing goals.	3.35	3.53	+0.18 ▲
22. Measures performance of goals and objectives.	3.00	3.00	
23. Makes sure the team's goals are met.	2.88	2.87	-0.02 ▼
24. Sets long and short term goals.	3.00	3.47	+0.47 ▲
25. Plans and sets work expectations.	3.76	3.67	-0.10 ▼

Comments:
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- Demonstrates a focus on the business goals through task prioritization.
- He is a strong leader complemented with sound judgement
- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.
- 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].

Quality

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Reflects on what is working and what could be improved.	15	3.40	93.3	7%	47%		47%
27. Holds employees accountable for their quality of work.	15	3.33	93.3	7%	53%		40%
28. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	3.53	100.0		47%		53%
29. Encourages others to achieve high quality standards.	15	3.67	100.0		33%		67%
30. Corrects issues in a timely manner.	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. Reflects on what is working and what could be improved.	3.53	3.40	-0.13 ▼
27. Holds employees accountable for their quality of work.	3.12	3.33	+0.22 ▲
28. Analyze what occurred and re-adjusts accordingly when goals are not met.	3.41	3.53	+0.12 ▲
29. Encourages others to achieve high quality standards.	3.59	3.67	+0.08 ▲
30. Corrects issues in a timely manner.	3.41	3.33	-0.08 ▼

Comments:
- I appreciate _____ being open to suggestions, and available when concerns brought to him.
- He is a firm believer that all decisions and important discussion is filtered through his direct report and committees with front line staff representation and solicits input and involves front line staff in his everyday work.
- _____ has an impressive vision for the company.
- The Core Competency Training has been a great success. _____ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- He does not settle- but will continue a search until the right fit is found.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.

Goals

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Achieves goals.	15	3.20	86.7	13%	53%		33%
32. Establishes and documents goals and objectives.	15	3.40	100.0		60%		40%
33. Makes sure that team members have a clear idea of our group's goals.	15	3.20	86.7	13%	53%		33%
34. Conducts timely follow-up; keeps others informed on a need to know basis.	15	3.27	93.3	7%	60%		33%
35. Makes sure that I have a clear idea of our group's goals.	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. Achieves goals.	3.18	3.20	+0.02 ▲
32. Establishes and documents goals and objectives.	3.35	3.40	+0.05 ▲
33. Makes sure that team members have a clear idea of our group's goals.	3.18	3.20	+0.02 ▲
34. Conducts timely follow-up; keeps others informed on a need to know basis.	2.88	3.27	+0.38 ▲
35. Makes sure that I have a clear idea of our group's goals.	3.18	3.00	-0.18 ▼

Comments:
- _____ has great insights regarding individuals and relationships, as well as good ideas about processes.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- _____ is incredibly talented and very smart. His attention to detail is unparalleled.
- _____ is very committed to the growth of [CompanyName] and adaptable to the various changes within.

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
36. Directs team in prioritizing daily work activities	15	3.20	93.3	7%	67%		27%
37. Provides clear expectations for employees.	15	3.27	93.3	7%	60%		33%
38. Works toward achievement of goals even when confronted with obstacles.	15	3.27	86.7	13%	47%		40%
39. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	3.13	86.7	13%	60%		27%
40. Stays focused on meeting the needs of customers.	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. Directs team in prioritizing daily work activities	3.18	3.20	+0.02	▲
37. Provides clear expectations for employees.	3.35	3.27	-0.09	▼
38. Works toward achievement of goals even when confronted with obstacles.	3.24	3.27	+0.03	▲
39. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	3.59	3.13	-0.45	▼
40. Stays focused on meeting the needs of customers.	3.29	3.40	+0.11	▲

Comments:
- _____ is the consummate professional and pleasure to work with.
- _____ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- I admire _____'s decision making skills when it comes to hiring new employees for our department.
- _____ is a wonderful team member. . .has the gift of empathy and encouragement.   He has a can do attitude when faced with projects/issues.
- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.
- I appreciate _____'s reputation in the community and his advocation for the programs and initiatives implemented here at [CompanyName].

Clarity

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. Attends to the important details of a job or task.	15	3.33	93.3	7%	53%	40%	
42. Is clear about goals that need to be achieved.	15	3.33	93.3	7%	53%	40%	
43. Communicates ideas and facts clearly and effectively in writing.	15	3.13	86.7	13%	60%	27%	
44. Clarifies problems and their causes to help employees correct them.	15	3.00	86.7	13%	73%		13%
45. Clearly explains the vision and goals of the company.	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. Attends to the important details of a job or task.	3.29	3.33	+0.04	▲
42. Is clear about goals that need to be achieved.	3.41	3.33	-0.08	▼
43. Communicates ideas and facts clearly and effectively in writing.	3.35	3.13	-0.22	▼
44. Clarifies problems and their causes to help employees correct them.	3.18	3.00	-0.18	▼
45. Clearly explains the vision and goals of the company.	3.35	3.53	+0.18	▲

Comments:
- He has always encouraged others and provided tools for the employee to do so.
- I enjoy working with _____ and look forward to future opportunities for collaboration.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- _____ is able to manage an ever-changing work load.   His time management has improved over the last year, to promote a work-life balance.
- _____ is very approachable. He is able to get people to follow through and engage in their daily work.
- His work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.

Co-worker Development

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. Gives others development opportunities through project assignments and increased job responsibilities	15	3.00	86.7	13%	73%		13%
47. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.20	93.3	7%	60%		33%
48. Works to identify root causes of performance problems	15	3.20	93.3	7%	67%		27%
49. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.40	93.3	7%	47%		47%
50. Provides ongoing feedback to co-workers on their development progress	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. Gives others development opportunities through project assignments and increased job responsibilities	3.24	3.00	-0.24	▼
47. Sets and clearly communicates expectations, performance goals, and measurements to others	3.00	3.20	+0.20	▲
48. Works to identify root causes of performance problems	3.18	3.20	+0.02	▲
49. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.35	3.40	+0.05	▲
50. Provides ongoing feedback to co-workers on their development progress	3.29	3.13	-0.16	▼

Comments:
- He has the desire and effort to get it right and continuously improve self and culture.
- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- He follows up on questions and he is easily accessible. I think he is doing a great job!
- I may not always agree with his decisions but I understand why they were made because he takes the time to explain them.   The things he does for our department and me are immeasureable
- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.
- Again, _____ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.

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. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	14	3.14	92.9	7%	71%		21%
52. Asks the 'right' questions to size up or evaluate situations.	14	3.21	85.7	14%	50%		36%
53. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.27	86.7	13%	47%		40%
54. Understands complex issues and problems.	15	3.13	86.7	13%	60%		27%
55. Applies the knowledge of work processes to influence the achievement of business goals	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. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.24	3.14	-0.09 ▼
52. Asks the 'right' questions to size up or evaluate situations.	3.06	3.21	+0.16 ▲
53. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.59	3.27	-0.32 ▼
54. Understands complex issues and problems.	2.94	3.13	+0.19 ▲
55. Applies the knowledge of work processes to influence the achievement of business goals	2.88	3.07	+0.18 ▲

Comments:
- He consistently conducts himself with professionalism and represents our unit well.
- _____ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- _____ is an excellent employee, I do not know of any areas that need improvement.
- _____ is a great leader and understands when he is needed the most. He is fair in his changes and tries his hardest to be equal to everyone.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.

Planning

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. Works in an organized manner	15	2.93	73.3	27%	53%		20%
57. Delegates role to team members to accomplish goals.	15	3.20	93.3	7%	67%		27%
58. Able to identify the needs of the department before a major change.	15	3.20	93.3	7%	67%		27%
59. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	3.13	93.3	7%	67%		27%
60. Anticipates obstacles and ways to overcome them.	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. Works in an organized manner	2.88	2.93	+0.05 ▲
57. Delegates role to team members to accomplish goals.	3.18	3.20	+0.02 ▲
58. Able to identify the needs of the department before a major change.	3.24	3.20	-0.04 ▼
59. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	3.18	3.13	-0.04 ▼
60. Anticipates obstacles and ways to overcome them.	3.47	3.20	-0.27 ▼

Comments:
- I have appreciated _____'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- _____ listens to his staff and delegates responsibilities as appropriate.
- _____ is an outstanding leader in this organization. He has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments he leads.
- _____ has very quickly re-invented the Technical Services division. He 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.
- I feel as though I have a shared decision making relationship with _____ which makes me feel valued.   He supports me and values my opinion.
- _____ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support _____ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by _____ without his bringing them before the team for discussion.

Comments

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

What would help make you a more effective leader?

- _____ is a dynamic and busy individual. At times he over commits himself and then has to cancel his participation as he cannot be in two places at once.   It can inadertently give off the aura that he is not engaged in the project meeting that was missed.
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- He is a real advocate for the customers. Excellent department and computer skills
- I appreciate _____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- _____ has made a lot of headway in transforming his team this last year.   A number of changes to structure and job descriptions have been made.
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.

What do you like best about working with this individual?

- He has done great work to help the organization deal with its financial challenges.   The only area of improvement is around communication style.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- We are a department in need of structure and I feel he 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.
- _____ does a great job at demonstrating the value of his team to the organization.
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- He is truly a great example of Competency improvement as he continuously improves his skills and abilities.

What do you like least about working with this individual?

- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- You can count on _____ to give you the most honest feedback even if it is information you may not want to hear.
- _____ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- He removes barriers so that we can do our job to the best of our ability.
- Taking everything into consideration, _____ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.

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

- When dealing with HR issues my HR business partner is always involved.
- _____ 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.
- He is showing more comfort in providing and receiving critical feedback.
- We are so lucky to have his a Manager. He is so attentive when anyone needs to talk to her, he is quick to respond to the needs of our unit or the individual.
- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- Always has the company's best interest at heart.

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

- I admire _____'s decision making skills when it comes to hiring new employees for our department.
- Demonstrates an ability to remain focused on outcomes.
- _____ is a strong leader. He encourages those reporting under him to make decisions and supports each one of us. He discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- I do not have knowledge of _____'s own department and how he hires, assigns, or fits with his team.
- _____ has implemented using certain times of the day for email.   He is consistently encouraging staff to keep emails brief and too the point.
- _____ is very clear about his expectations and I appreciate this.

Any final comments?

- _____ models teamwork; he is always wiling to go the extra mile to assist on a project or help a co-worker.
- He often uses lengthy power points distributed at the last minute which is not effective.   Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- _____ sets high standards for his team and ensures they perform professionally.
- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- He has incredible strengths in most of these areas.   I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- _____ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.