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Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

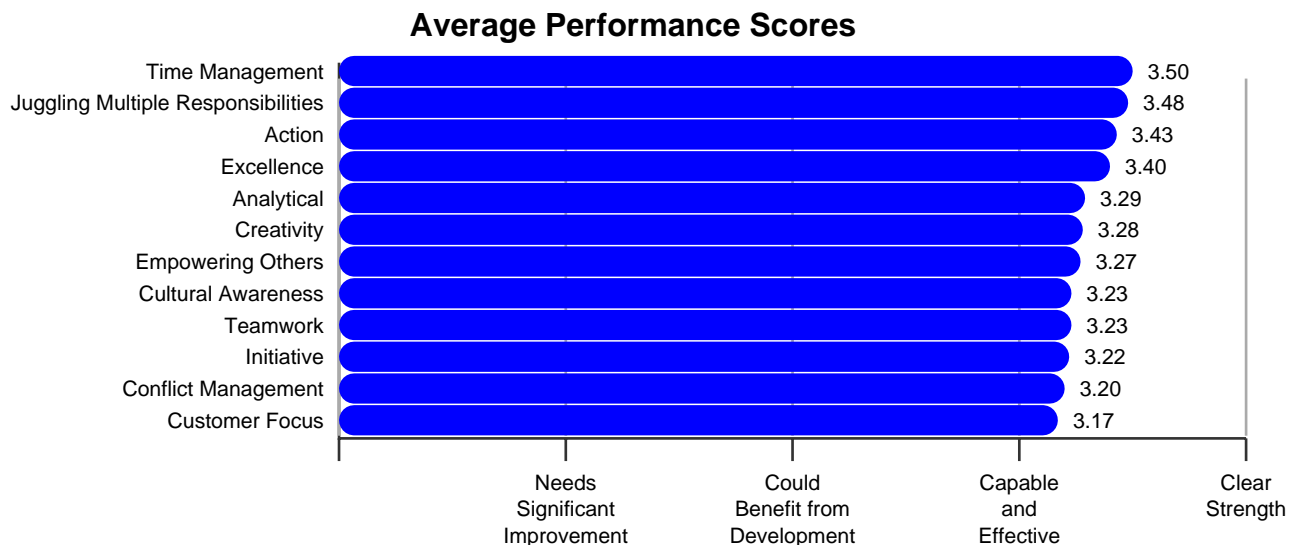
## What to Do with Your Feedback

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

# Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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



## Gap Analysis

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



## Time Management

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Makes time for developing plans and schedules.	15	3.20	93.3	7%	67%	27%	
2. Completes tasks ahead of schedule.	15	3.87	100.0	13%	87%		
3. Leaves time in the schedule for unplanned contingencies.	15	3.33	93.3	7%	53%	40%	
4. Uses agendas when chairing or facilitating meetings.	15	3.60	93.3	7%	27%	67%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
1. Makes time for developing plans and schedules.	3.29	3.20	-0.09 ▼
2. Completes tasks ahead of schedule.	3.65	3.87	+0.22 ▲
3. Leaves time in the schedule for unplanned contingencies.	3.18	3.33	+0.16 ▲
4. Uses agendas when chairing or facilitating meetings.	3.41	3.60	+0.19 ▲

#### Comments:

- She's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).
- \_\_\_ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. \_\_\_ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, she aims to meet the needs of our customers and staff both today and in our future.
- \_\_\_ has the talent to use different Leadership styles to fit the situation.
- \_\_\_ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.

## 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
5. Adds value to the department/organization.	15	3.33	93.3	7%	53%	40%	
6. Is creative.	15	3.20	93.3	7%	60%	33%	
7. Inspires creativity in their team.	15	3.20	86.7	13%	53%	33%	
8. Is creative and inspirational.	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
5. Adds value to the department/organization.	3.24	3.33	+0.10 ▲
6. Is creative.	3.24	3.20	-0.04 ▼
7. Inspires creativity in their team.	3.41	3.20	-0.21 ▼
8. Is creative and inspirational.	3.24	3.40	+0.16 ▲

### Comments:

- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- \_\_\_ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- I admire her ability to see the big picture (both within our walls and outside our walls).
- \_\_\_'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.

## Action

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
9. Displays high energy and enthusiasm on consistent basis.	15	3.47	93.3	7%	40%	53%	
10. Is not afraid to take corrective action when necessary.	15	3.47	93.3	7%	40%	53%	
11. Effectively makes decisions	15	3.53	100.0		47%	53%	
12. Does whatever it takes (within reason) to get the job done.	15	3.27	100.0		73%	27%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
9. Displays high energy and enthusiasm on consistent basis.	3.18	3.47	+0.29 ▲
10. Is not afraid to take corrective action when necessary.	3.35	3.47	+0.11 ▲
11. Effectively makes decisions	3.47	3.53	+0.06 ▲
12. Does whatever it takes (within reason) to get the job done.	3.47	3.27	-0.20 ▼

### Comments:

- \_\_\_ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.
- In one word I can summarize \_\_\_ in leadership skill. WOW!
- 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 worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- I feel as though I have a shared decision making relationship with \_\_\_ which makes me feel valued. She supports me and values my opinion.
- \_\_\_ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, \_\_\_ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.

## Cultural Awareness

### 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
13. Fosters a diverse workforce free from discrimination and harassment.	15	3.33	100.0		67%		33%
14. Recognizes and values individual and cultural differences.	15	3.13	86.7	13%	60%		27%
15. Shows respect in daily interactions	15	3.07	80.0	20%	53%		27%
16. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	3.40	93.3	7%	47%		47%

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
13. Fosters a diverse workforce free from discrimination and harassment.	3.35	3.33	-0.02 ▼
14. Recognizes and values individual and cultural differences.	3.18	3.13	-0.04 ▼
15. Shows respect in daily interactions	3.00	3.07	+0.07 ▲
16. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	3.65	3.40	-0.25 ▼

### Comments:

- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- \_\_\_ has been in her new role a short time, but I already am appreciating the higher level of expectations she is setting and the groundwork for quality improvement
- 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.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- just know going through the hiring process with her.
- I have observed that \_\_\_ is always professional and respectful towards myself and others. She asks for our input before making decisions.

## Analytical

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
17. Implements data validation techniques and methods.	15	3.27	93.3	7%	60%	33%	
18. Determines important parameters or issues to take into account when solving problems.	14	3.00	92.9	7%	79%	14%	
19. Performs checks on data accuracy and quality.	15	3.47	100.0		53%	47%	
20. Uses data from a variety of sources.	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
17. Implements data validation techniques and methods.	3.47	3.27	-0.20 ▼
18. Determines important parameters or issues to take into account when solving problems.	3.12	3.00	-0.12 ▼
19. Performs checks on data accuracy and quality.	3.59	3.47	-0.12 ▼
20. Uses data from a variety of sources.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- \_\_\_ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- \_\_\_ has been very effective with writing up the scheduling protocols for schedulers, using both perspectives from staff and a 'new' scheduler in order to make the protocols very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us who have not gone through all the training yet. I really appreciate \_\_\_ !
- Be being better organized. It would help with prioritizing.
- \_\_\_'s job performance exceeds all the elements.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.



## Initiative

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.53	100.0	47%		53%	
22. Takes the initiative to change the direction or course of events.	15	3.00	80.0	20%	60%		20%
23. Immediately works to complete goals well before their deadline.	15	2.87	80.0	20%	73%		7%
24. Takes action without being asked.	15	3.47	100.0	53%		47%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
21. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.35	3.53	+0.18 ▲
22. Takes the initiative to change the direction or course of events.	3.00	3.00	
23. Immediately works to complete goals well before their deadline.	2.88	2.87	-0.02 ▼
24. Takes action without being asked.	3.00	3.47	+0.47 ▲

#### Comments:

- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- Whenever \_\_\_ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if \_\_\_ was there). She also participated in interviews within my department and was a valuable member.
- \_\_\_ 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.
- When issues or questions are raised in the department, \_\_\_ follows thru to address them in a timely manner.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- \_\_\_ continues to be a great boss. She is available to us and always has time to help with anything.

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
25. Uses software scheduler to keep track of projects.	15	3.67	100.0	33%	67%		
26. Uses a scheduler/planner to keep tasks organized and on time.	15	3.40	93.3	7%	47%	47%	
27. Ensures that assignments are prioritized according to the needs of the department/company.	15	3.33	93.3	7%	53%	40%	
28. Delegates tasks to others when needed.	15	3.53	100.0	47%	53%		

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
25. Uses software scheduler to keep track of projects.	3.76	3.67	-0.10 ▼
26. Uses a scheduler/planner to keep tasks organized and on time.	3.53	3.40	-0.13 ▼
27. Ensures that assignments are prioritized according to the needs of the department/company.	3.12	3.33	+0.22 ▲
28. Delegates tasks to others when needed.	3.41	3.53	+0.12 ▲

### Comments:

- \_\_\_ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- She cares deeply for what she does and it shows.
- \_\_\_ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask \_\_\_ and get an honest response.
- 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.
- \_\_\_ does not beat around the bush nor does she have hidden agendas.
- \_\_\_ works with a very diverse group and treats everyone the same while respecting that diversity.

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
29. Demonstrates the functional or technical skills necessary to do their job.	15	3.67	100.0	33%	67%		
30. Keeps themselves and others focused on constant improvement.	15	3.33	100.0		67%		33%
31. Is planful and organized.	15	3.20	86.7	13%	53%		33%
32. Demonstrates the analytical skills to do their job.	15	3.40	100.0		60%		40%

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
29. Demonstrates the functional or technical skills necessary to do their job.	3.59	3.67	+0.08 ▲
30. Keeps themselves and others focused on constant improvement.	3.41	3.33	-0.08 ▼
31. Is planful and organized.	3.18	3.20	+0.02 ▲
32. Demonstrates the analytical skills to do their job.	3.35	3.40	+0.05 ▲

#### Comments:

- Stay focused more on the agenda for meetings.
- I think staff would respect \_\_\_ more as a leader in the department if she would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging her to finish something.
- \_\_\_'s team loves and respects her, the organization highly values her, others outside of HR seek her out for assistance, and I think even those outside of [CompanyName] look to her for guidance. I don't know how she does it!
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- \_\_\_ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- I will always welcome \_\_\_'s direct, honest, caring feedback.

## Customer Focus

### 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
33. Does not hesitate to address customer concerns or complaints.	15	3.20	86.7	13%	53%	33%	
34. Develops strong customer relationships.	15	3.27	93.3	7%	60%	33%	
35. Ensures all customer commitments and requirements are met or exceeded.	15	3.00	80.0	20%	60%	20%	
36. Considers customers point of view when making decisions.	15	3.20	93.3	7%	67%	27%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
33. Does not hesitate to address customer concerns or complaints.	3.18	3.20	+0.02 ▲
34. Develops strong customer relationships.	2.88	3.27	+0.38 ▲
35. Ensures all customer commitments and requirements are met or exceeded.	3.18	3.00	-0.18 ▼
36. Considers customers point of view when making decisions.	3.18	3.20	+0.02 ▲

### Comments:

- \_\_\_ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- \_\_\_ 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.
- \_\_\_ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. \_\_\_ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. \_\_\_ is a role model for communication with staff, customers as well as community members.
- \_\_\_ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.
- \_\_\_ is very responsive and provides great support service.
- Very knowledgeable and always steps up if help is needed.

## Empowering Others

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
37. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.	15	3.27	93.3	7%	60%	33%	
38. Allows the employees to have flexible work schedules.	15	3.27	86.7	13%	47%	40%	
39. Lets employees make their own decisions.	15	3.13	86.7	13%	60%	27%	
40. Encourages employees to solve problems on their own.	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
37. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.	3.35	3.27	-0.09 ▼
38. Allows the employees to have flexible work schedules.	3.24	3.27	+0.03 ▲
39. Lets employees make their own decisions.	3.59	3.13	-0.45 ▼
40. Encourages employees to solve problems on their own.	3.29	3.40	+0.11 ▲

#### Comments:

- I think staff would respect \_\_\_ more as a leader in the department if she would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging her to finish something.
- \_\_\_ is a steady leader who maintains her objectivity during stressful times.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- Building relationships of trust to enhance safety is an important part of our approach.
- \_\_\_'s team loves and respects her, the organization highly values her, others outside of HR seek her out for assistance, and I think even those outside of [CompanyName] look to her for guidance. I don't know how she does it!

## Conflict Management

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Deals effectively with employee grievances.	15	3.33	93.3	7%	53%	40%	
42. Identifies and takes steps to prevent potential confrontations.	15	3.33	93.3	7%	53%	40%	
43. Clearly expresses expectations to others.	15	3.13	86.7	13%	60%	27%	
44. Tries to understand others' point of view before making judgments	15	3.00	86.7	13%	73%	13%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
41. Deals effectively with employee grievances.	3.29	3.33	+0.04 ▲
42. Identifies and takes steps to prevent potential confrontations.	3.41	3.33	-0.08 ▼
43. Clearly expresses expectations to others.	3.35	3.13	-0.22 ▼
44. Tries to understand others' point of view before making judgments	3.18	3.00	-0.18 ▼

### Comments:

- I have worked on several performance improvement projects with \_\_\_ and have appreciated her knowledge and reliability with collaboration.
- She allows self-starter employees to take ownership of tasks/improvements and doesn't hover, but is available when you need her. She has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- \_\_\_ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- \_\_\_ is a valued member of the department.
- She has taken her team to the next level.
- \_\_\_'s leadership far exceeds the expectations of this organization and is a style that should be recognized.

## Teamwork

### 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
45. Encourages open communication	15	3.53	100.0		47%	53%	
46. Encourages teamwork and collaboration.	15	3.00	86.7	13%	73%		13%
47. Communicates a clear message that teamwork and collaboration are expected.	15	3.20	93.3	7%	60%		33%
48. Contributes to and supports team decision-making process	15	3.20	93.3	7%	67%		27%

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
45. Encourages open communication	3.35	3.53	+0.18 ▲
46. Encourages teamwork and collaboration.	3.24	3.00	-0.24 ▼
47. Communicates a clear message that teamwork and collaboration are expected.	3.00	3.20	+0.20 ▲
48. Contributes to and supports team decision-making process	3.18	3.20	+0.02 ▲

#### Comments:

- \_\_\_ is an excellent manager.
- Additional feedback and communication.
- She could benefit from becoming more comfortable challenging others.
- \_\_\_ does a great job investigating an issue thinking it through before she takes action.
- She had done amazingly well considering all of the global threats to the product line.
- She engages the staff and I feel the department is in the best shape it ever has been in.

## 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?

- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.
- \_\_\_ consistently asks how the day is going, if she can help us at all.
- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- \_\_\_ has excellent job and people skills.
- She is a pleasure to work with and an asset to [CompanyName].

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

- Please know that stress can occasionally slow down progress.
- She is all the above and more, have never worked with a more engaged leader. Her shoes will be difficult to fill.
- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!
- \_\_\_ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- When \_\_\_ was tapped for the VP position I was very pleased as she was a very good director.

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

- I feel as though \_\_\_ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- We are lucky to have her here at [CompanyName].
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.

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

- \_\_\_'s department has changed considerably over the last year, yet she still managed to serve her customers.
- I value \_\_\_'s insight, knowledge and assistance on complex issues. She is a great team member.
- When dealing with HR issues my HR business partner is always involved.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- \_\_\_ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.
- The few problems we have experienced during these changes is a reflection of \_\_\_'s leadership.



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

- She has confidence in leading and making decisions improving rapidly.
- She is eager to learn and eager to share knowledge.
- she is open and willing to share her vision for the team.
- \_\_\_ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- Team-oriented and goal focused. Shows continuous desire for improvement.
- \_\_\_ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.

### Any final comments?

- I envy her versatility in working with a wide variety of issues and topics.
- She is very effective and she has learned so much about our product.
- Professionalism is an area where I feel \_\_\_ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.
- \_\_\_ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.
- When in meetings in \_\_\_'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- \_\_\_ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.