



---

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.

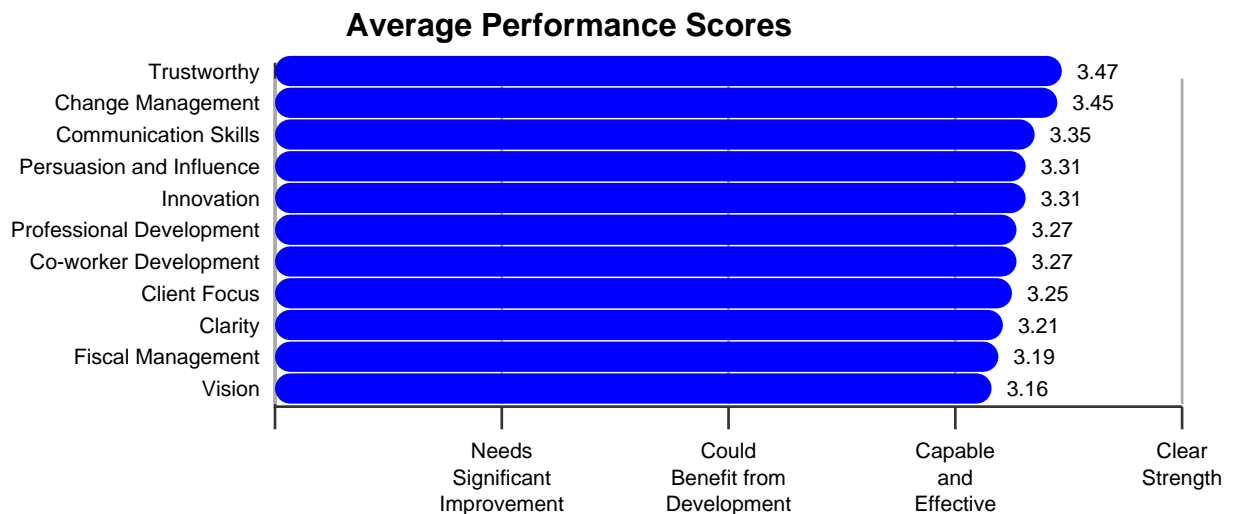
## What to Do with Your Feedback

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.



# 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. You demonstrate a sense of responsibility and commitment to public trust.	15	3.20	93.3	7%	67%		27%
2. You consistently keep commitments.	15	3.87	100.0	13%	87%		
3. You are a person others can count on.	15	3.33	93.3	7%	53%		40%
4. You are trustworthy; is someone that can be trusted.	15	3.60	93.3	7%	27%	67%	
5. You deliver on promises made.	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 demonstrate a sense of responsibility and commitment to public trust.	3.29	3.20	-0.09 ▼
2. You consistently keep commitments.	3.65	3.87	+0.22 ▲
3. You are a person others can count on.	3.18	3.33	+0.16 ▲
4. You are trustworthy; is someone that can be trusted.	3.41	3.60	+0.19 ▲
5. You deliver on promises made.	3.24	3.33	+0.10 ▲

## Comments:

- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- \_\_\_\_\_ not only values and listens to his staff he also gives them the support they need.
- \_\_\_\_\_ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- Always conducts himself in a professional manner.
- \_\_\_\_\_ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.
- Completes variance analysis and identifies corrective actions.

## Communication Skills

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. You check for understanding throughout conversations or group presentations/discussions	15	3.20	93.3	7%	60%	33%	
7. You present issues, ideas, and strategy concisely and clearly.	15	3.20	86.7	13%	53%	33%	
8. You address issues of key importance to stakeholders.	15	3.40	93.3	7%	47%	47%	
9. You an effective listener who is responsive to information needs.	15	3.47	93.3	7%	40%	53%	
10. You have the confidence to communicate effectively to all levels (from ceo down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	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 check for understanding throughout conversations or group presentations/discussions	3.24	3.20	-0.04 ▼
7. You present issues, ideas, and strategy concisely and clearly.	3.41	3.20	-0.21 ▼
8. You address issues of key importance to stakeholders.	3.24	3.40	+0.16 ▲
9. You an effective listener who is responsive to information needs.	3.18	3.47	+0.29 ▲
10. You have the confidence to communicate effectively to all levels (from ceo down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	3.35	3.47	+0.11 ▲

### Comments:

- \_\_\_\_\_ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- He solicits input and involves front line staff in his everyday work and is admired for his holistic, humble view.
- I often engage with members of his team and they are confident and knowledgeable of the work that is at hand. \_\_\_\_\_ and his staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- He does not ask for anything from his team that he is not willing to do, or has done himself.
- \_\_\_\_\_ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develop and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- He has been influential in our focus on the future.

## 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. You allow employees to fully participate in employee training and professional development.	15	3.53	100.0	47%	53%		
12. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.27	100.0	73%	27%		
13. You keep yourself up-to-date of technical/professional issues	15	3.33	100.0	67%	33%		
14. You seek opportunities for professional development.	15	3.13	86.7	13%	60%	27%	
15. You are contributing fully to the extent of your skills	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 allow employees to fully participate in employee training and professional development.	3.47	3.53	+0.06 ▲
12. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.47	3.27	-0.20 ▼
13. You keep yourself up-to-date of technical/professional issues	3.35	3.33	-0.02 ▼
14. You seek opportunities for professional development.	3.18	3.13	-0.04 ▼
15. You are contributing fully to the extent of your skills	3.00	3.07	+0.07 ▲

### Comments:

- I feel safe and comfortable going to him for any reason. I am very glad to have him for a Director, and also as a partner and teammate.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when \_\_\_\_\_ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- \_\_\_\_\_ takes pride in his department. His follow through is excellent. \_\_\_\_\_ leads by example.
- \_\_\_\_\_ is a great manager. Very supportive of his staff.
- He is a strength that supports department morale and work flow.
- \_\_\_\_\_ is a great leader and is committed to his role here at [CompanyName]!

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. You understand what others need.	15	3.40	93.3	7%	47%	47%	
17. You ensure stakeholders are involved in the decision making process.	15	3.27	93.3	7%	60%	33%	
18. You seek to obtain consensus or compromise.	14	3.00	92.9	7%	79%	14%	
19. You attempt to persuade others rather than simply control them.	15	3.47	100.0		53%	47%	
20. You are able to express own goals and needs.	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 understand what others need.	3.65	3.40	-0.25 ▼
17. You ensure stakeholders are involved in the decision making process.	3.47	3.27	-0.20 ▼
18. You seek to obtain consensus or compromise.	3.12	3.00	-0.12 ▼
19. You attempt to persuade others rather than simply control them.	3.59	3.47	-0.12 ▼
20. You are able to express own goals and needs.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_\_\_ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- Show others it is possible to understand both sides without having to agree all the time.
- \_\_\_\_\_ sets high standards for his team and ensures they perform professionally.
- It has been a wonderful having \_\_\_\_\_ as our manager so far, the future looks brighter!
- I can't think of a single thing \_\_\_\_\_ could improve upon.

## Innovation

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. You encourage open communication to ensure that all proposals are considered.	15	3.53	100.0	47%	53%		
22. You solve problems with insight and understanding.	15	3.00	80.0	20%	60%	20%	
23. You develop new products and services.	15	2.87	80.0	20%	73%	7%	
24. You offer constructive improvements to existing systems.	15	3.47	100.0	53%	47%		
25. You implement best practices within the department.	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 encourage open communication to ensure that all proposals are considered.	3.35	3.53	+0.18 ▲
22. You solve problems with insight and understanding.	3.00	3.00	
23. You develop new products and services.	2.88	2.87	-0.02 ▼
24. You offer constructive improvements to existing systems.	3.00	3.47	+0.47 ▲
25. You implement best practices within the department.	3.76	3.67	-0.10 ▼

### Comments:

- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- He could benefit from becoming more comfortable challenging others.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- \_\_\_\_\_ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, he has broadened his perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- \_\_\_\_\_ seems to have good knowledge and awareness of the strengths and talents of his direct reports (as well as their weaknesses). When in need, he picks the appropriate person to conquer a task or assignment. He is always good about seeking advice before proceeding.



# Change 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
26. You support the Company's efforts to implement changes.	15	3.40	93.3	7%	47%	47%	
27. You adopt changes to set and example for others to follow.	15	3.33	93.3	7%	53%	40%	
28. You work cooperatively with others to implement changes.	15	3.53	100.0		47%	53%	
29. You assist others in understanding changes to the organization.	15	3.67	100.0	33%		67%	
30. You support new initiatives for organizational changes to improve effectiveness.	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 support the Company's efforts to implement changes.	3.53	3.40	-0.13 ▼
27. You adopt changes to set and example for others to follow.	3.12	3.33	+0.22 ▲
28. You work cooperatively with others to implement changes.	3.41	3.53	+0.12 ▲
29. You assist others in understanding changes to the organization.	3.59	3.67	+0.08 ▲
30. You support new initiatives for organizational changes to improve effectiveness.	3.41	3.33	-0.08 ▼

### Comments:

- He supports each and every one of us and was very sensitive to how this was effecting every staff member.
- \_\_\_\_\_ does an exceptional job at running the department.
- \_\_\_\_\_ has a clear process for hiring which has aided his in building an amazing team.
- He could improve with a take charge attitude.
- \_\_\_\_\_ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- He will sit down with all parties involved before he makes a decision.

## 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
31. You avoid stating unclear or conflicting goals.	15	3.20	86.7	13%	53%	33%	
32. You use appropriate grammar and tense in communications.	15	3.40	100.0		60%	40%	
33. You make sure employees understand why they were given certain assignments.	15	3.20	86.7	13%	53%	33%	
34. You avoid creating ambiguity or mixed messages.	15	3.27	93.3	7%	60%	33%	
35. You clearly define work objectives for employees.	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 avoid stating unclear or conflicting goals.	3.18	3.20	+0.02 ▲
32. You use appropriate grammar and tense in communications.	3.35	3.40	+0.05 ▲
33. You make sure employees understand why they were given certain assignments.	3.18	3.20	+0.02 ▲
34. You avoid creating ambiguity or mixed messages.	2.88	3.27	+0.38 ▲
35. You clearly define work objectives for employees.	3.18	3.00	-0.18 ▼

### Comments:

- Having a routine for schedule and coming to office more frequently
- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- \_\_\_\_\_ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.
- He is trustworthy, dependable, positive attitude, and team focused.

## Client 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
36. You obtain feedback to ensure client needs are being met.	15	3.20	93.3	7%	67%		27%
37. You maintain strong relationships with clients.	15	3.27	93.3	7%	60%		33%
38. You form strong client relationships	15	3.27	86.7	13%	47%		40%
39. You satisfy client needs.	15	3.13	86.7	13%	60%		27%
40. You ensure client commitments and requirements are met or exceeded	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 obtain feedback to ensure client needs are being met.	3.18	3.20	+0.02 ▲
37. You maintain strong relationships with clients.	3.35	3.27	-0.09 ▼
38. You form strong client relationships	3.24	3.27	+0.03 ▲
39. You satisfy client needs.	3.59	3.13	-0.45 ▼
40. You ensure client commitments and requirements are met or exceeded	3.29	3.40	+0.11 ▲

### Comments:

- He really wants the best for [CompanyName] and I see him consistently use that as a decision-making barometer.
- I think having \_\_\_\_\_ as a manager is one of the reasons I've been here 10 years. He has given me great space to grow -- to make mistakes and learn from them. He's taught me about budgets, evaluations, and policies, among other things. He's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when he's most engaged and focused on the specific issue before us.
- \_\_\_\_\_ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- I appreciate how \_\_\_\_\_ guides, supports, and direct staff.
- He has integrity, dependability, and a desire to constantly improve.
- Does above and beyond work consistently

## 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
41. You provide ongoing feedback to co-workers on your development progress	15	3.33	93.3	7%	53%	40%	
42. You take immediate action on poor performance	15	3.33	93.3	7%	53%	40%	
43. You set and clearly communicate expectations, performance goals, and measurements to others	15	3.13	86.7	13%	60%	27%	
44. You work to identify root causes of performance problems	15	3.00	86.7	13%	73%	13%	
45. You adapt coaching and mentoring approach to meet the style or needs of individuals	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 provide ongoing feedback to co-workers on your development progress	3.29	3.33	+0.04 ▲
42. You take immediate action on poor performance	3.41	3.33	-0.08 ▼
43. You set and clearly communicate expectations, performance goals, and measurements to others	3.35	3.13	-0.22 ▼
44. You work to identify root causes of performance problems	3.18	3.00	-0.18 ▼
45. You adapt coaching and mentoring approach to meet the style or needs of individuals	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_\_\_ is an effective leader and it shows with the annual score of departments he leads, resulting in upward trends of grand mean and Q1.
- \_\_\_\_\_ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.
- He always takes the time to listen to all of us and never gives you the impression that he's rushing you. He doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that he will really HEAR YOU!
- \_\_\_\_\_ is fully engaged with all of the leadership team. He makes himself 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.
- \_\_\_\_\_ leads by example in each of the areas noted above.
- He's very good at his job, Service and relationship development are talents at which he excels. My constructive feedback would be for \_\_\_\_\_ to speak up more in meetings and be more forthcoming in groups and with other leaders with his thoughts and opinions. I know he has them as he does share them with me aside, but but I would encourage him to share them more broadly.

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. You develop budgets and plans for various programs and initiatives.	15	3.00	86.7	13%	73%		13%
47. You are effective in using company's resources.	15	3.20	93.3	7%	60%		33%
48. You provide budgeting and accounting support to the Company.	15	3.20	93.3	7%	67%		27%
49. You keep excellent records for financial transparency.	15	3.40	93.3	7%	47%		47%
50. You effectively manage appropriations, reporting, purchases, expenditures, payrolls, and staff.	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 develop budgets and plans for various programs and initiatives.	3.24	3.00	-0.24 ▼
47. You are effective in using company's resources.	3.00	3.20	+0.20 ▲
48. You provide budgeting and accounting support to the Company.	3.18	3.20	+0.02 ▲
49. You keep excellent records for financial transparency.	3.35	3.40	+0.05 ▲
50. You effectively manage appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.29	3.13	-0.16 ▼

### Comments:

- \_\_\_\_\_ is always looking for ways to improve our workflow and values input from the team members. On a personal note, he has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- I think \_\_\_\_\_ is off to a very good start with the new division. He is engaging key players and helping form vision with his leadership team.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.
- He consistently involves employees in shared decision making.
- Has one of the strongest work ethics I've ever encountered in a team member.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.

## Vision

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
51. You clearly articulate a vision for your work and inspires others to support it	14	3.14	92.9	7%	71%		21%
52. You demonstrate consistency between words and actions	14	3.21	85.7	14%	50%		36%
53. You work to support the strategy of [Company]	15	3.27	86.7	13%	47%		40%
54. You express the Company vision in a way that is easily understood and adopted by employees.	15	3.13	86.7	13%	60%		27%
55. You behave in a way that is consistent with business values & code of conduct	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 clearly articulate a vision for your work and inspires others to support it	3.24	3.14	-0.09 ▼
52. You demonstrate consistency between words and actions	3.06	3.21	+0.16 ▲
53. You work to support the strategy of [Company]	3.59	3.27	-0.32 ▼
54. You express the Company vision in a way that is easily understood and adopted by employees.	2.94	3.13	+0.19 ▲
55. You behave in a way that is consistent with business values & code of conduct	2.88	3.07	+0.18 ▲

### Comments:

- As a leader, I can clearly see that \_\_\_\_\_ is open to growth as he 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 he gains leadership experience and mentoring.
- He interacts effectively with our most difficult customers.
- 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.
- He is sensitive to his employees needs and is creative in accommodating their needs.
- I think he is the kind of manager our department has needed and will continue to need.
- \_\_\_\_\_ has been excellent about obtaining feedback and our opinions about system and program changes.

## 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 such an inspiration and role model to me, I feel empowered by him to make sound decisions.
- 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.
- Appreciate \_\_\_\_\_'s calm approach
- Always available to give us what we need to succeed.
- \_\_\_\_\_ has been very supportive as a supervisor.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what \_\_\_\_\_ has done with this but needs to be addressed and improved.

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

- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- I thoroughly enjoy working with \_\_\_\_\_ and he has been very helpful with the rework IS did with their job descriptions.
- \_\_\_\_\_ 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.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- I have enjoyed working with \_\_\_\_\_ and will miss his support and direction.
- He maintains focus, displays confidence and is the definition of tenacity because he keeps [CompanyName]'s best interests always at center.

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

- \_\_\_\_\_ is the absolute definition of team player.
- \_\_\_\_\_ has improved on his quick assessment of situations and as a result it has helped me improve also
- I have not seen a lot of shared decision making. What I have see is his telling them what he needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again he has not had a lot of time to do this.
- Norm made an excellent choice by selecting \_\_\_\_\_ to lead [CompanyName].
- He is respectful of the people he works with regardless of the level in the organization.
- \_\_\_\_\_ routinely goes out of his way to make work a more engaging experience.

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

- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.
- \_\_\_\_\_ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- \_\_\_\_\_ manages everyone else time very well. he puts everything out there, his soul, his time and his energy all to ensure a good outcome.
- 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].
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- \_\_\_\_\_ needs to remove himself 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.

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

- Since we all have things we need to be aware of, he is protective and proud of his staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. He may want to be aware of this when asking for feedback.
- I am still learning how to work with \_\_\_\_\_ so sometimes I have at difficulty understanding where he is coming from and in the process of working through this it there is some uncertainty that is created.
- \_\_\_\_\_ uses his available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- \_\_\_\_\_ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- I think he is an asset to the department.
- \_\_\_\_\_ continually is analyzing our current states and identifying areas that we can improve.

### Any final comments?

- \_\_\_\_\_ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- \_\_\_\_\_ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- Even tempered with a wealth of experience, he has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- When dealing with HR issues my HR business partner is always involved.
- I feel safe and comfortable going to him for any reason. I am very glad to have him for a Director, and also as a partner and teammate.
- I think \_\_\_\_\_ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!