Feedback Results

Your CompanyName Here

2024

Sample Employee

# Introduction

### What you will find in this report

This report includes the feedback results gathered for you. It is designed to assist you in recognizing your strengths, identifying areas for improvement, and understanding where your self-assessment may differ from the feedback providers' perspectives.

We trust that you will recall from your experiences the challenge of offering such feedback, remain receptive to different viewpoints, and be prepared to incorporate this feedback into your personal development.

### Goals of the 360 Degree Feedback

Multi-Source Feedback offers a comprehensive view of an individual's behavior and performance by incorporating diverse perspectives from the workplace. It provides recipients with valuable insights for their development and enriches reviewers with additional feedback.

Receiving feedback from various sources can enhance your self-awareness, illuminate how others perceive you across different roles, and contribute to your professional growth.

### Receiving Feedback

Feedback is a valuable tool for self-reflection. It helps us understand how others perceive us, which can differ from our own self-image. By reflecting on feedback, we can set specific goals for professional growth. It's important to view feedback as a perspective on how we can improve our performance and relationships. Seeking and receiving feedback is the only way to uncover our "blind spots" and learn about the unintended negative consequences of our actions.
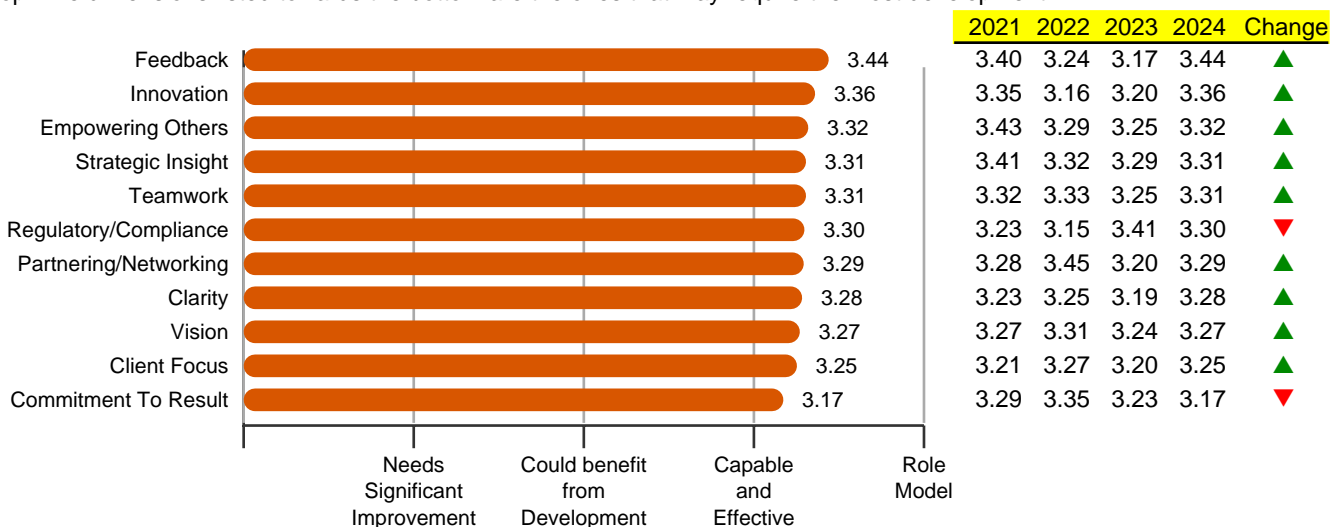
### What to Do with Your Feedback

Use feedback to better understand yourself and set goals for improvement. Consider feedback as different perspectives on your strengths and weaknesses in specific areas where you want to be more effective.
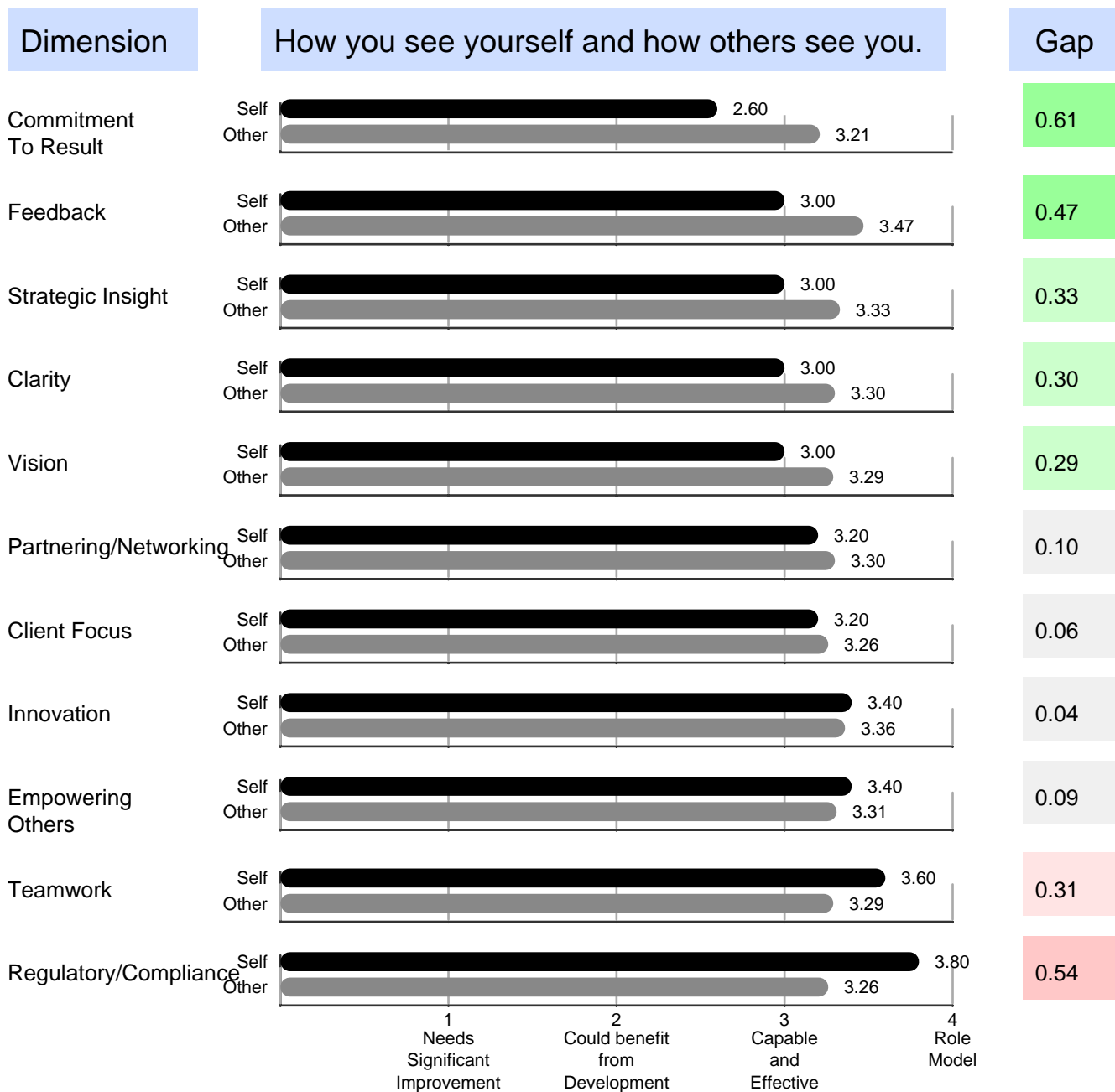
# Summary

In this feedback process, the questionnaire items prompted respondents to evaluate specific behaviors and competencies recognized by COMPANY's present leaders. These behaviors and competencies are categorized into 11 principal dimensions of leadership.

The summary scores for each dimension, displayed below, were derived by averaging the scores for all questions within that dimension from all respondents. These summary scores are arranged in descending order, with the highest scores at the top. The dimensions listed towards the bottom are the ones that may require the most development.

| | 2021 | 2022 | 2023 | 2024 | Change |
|---|---|---|---|---|---|
| Feedback | 3.40 | 3.24 | 3.17 | 3.44 | ▲ |
| Innovation | 3.35 | 3.16 | 3.20 | 3.36 | ▲ |
| Empowering Others | 3.43 | 3.29 | 3.25 | 3.32 | ▲ |
| Strategic Insight | 3.41 | 3.32 | 3.29 | 3.31 | ▲ |
| Teamwork | 3.32 | 3.33 | 3.25 | 3.31 | ▲ |
| Regulatory/Compliance | 3.23 | 3.15 | 3.41 | 3.30 | ▼ |
| Partnering/Networking | 3.28 | 3.45 | 3.20 | 3.29 | ▲ |
| Clarity | 3.23 | 3.25 | 3.19 | 3.28 | ▲ |
| Vision | 3.27 | 3.31 | 3.24 | 3.27 | ▲ |
| Client Focus | 3.21 | 3.27 | 3.20 | 3.25 | ▲ |
| Commitment To Result | 3.29 | 3.35 | 3.23 | 3.17 | ▼ |

Bar chart showing 2024 scores:
- Feedback: 3.44
- Innovation: 3.36
- Empowering Others: 3.32
- Strategic Insight: 3.31
- Teamwork: 3.31
- Regulatory/Compliance: 3.30
- Partnering/Networking: 3.29
- Clarity: 3.28
- Vision: 3.27
- Client Focus: 3.25
- Commitment To Result: 3.17

Scale: Needs Significant Improvement — Could benefit from Development — Capable and Effective — Role Model

# Gap Analysis

These charts graphically represent the "Gap" indicating the difference between your average self-assessment on each competency and the average rating given by other respondents. This visualization aids in identifying blind spots—areas where others rated you more favorably than you did yourself, indicated by varying shades of green. In contrast, it also highlights areas for improvement—where you rated yourself higher than others, shown in shades of red. The intensity of the color correlates with the size of the Gap. If a competency's Gap is not colored, it signifies consensus between your self-assessment and others' feedback.

| Dimension | How you see yourself and how others see you. | Gap |
|---|---|---|
| Commitment To Result | Self 2.60 / Other 3.21 | 0.61 |
| Feedback | Self 3.00 / Other 3.47 | 0.47 |
| Strategic Insight | Self 3.00 / Other 3.33 | 0.33 |
| Clarity | Self 3.00 / Other 3.30 | 0.30 |
| Vision | Self 3.00 / Other 3.29 | 0.29 |
| Partnering/Networking | Self 3.20 / Other 3.30 | 0.10 |
| Client Focus | Self 3.20 / Other 3.26 | 0.06 |
| Innovation | Self 3.40 / Other 3.36 | 0.04 |
| Empowering Others | Self 3.40 / Other 3.31 | 0.09 |
| Teamwork | Self 3.60 / Other 3.29 | 0.31 |
| Regulatory/Compliance | Self 3.80 / Other 3.26 | 0.54 |

Scale:
1 Needs Significant Improvement
2 Could benefit from Development
3 Capable and Effective
4 Role Model

# Vision

Vision is the ability to create a unifying strategic path for employees.   Vision can be aspirational and inspirational influencing employees toward a common goal. A vision may be implemented by a manager or delegated to the employees in the department/team for implementation. Vision must be communicated with clarity and consistency. A manager with vision may be prescient and able to more effectively solve problems.

## 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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|---|---|---|---|---|---|---|---|
| 1. Influences the attitudes and behaviors of subordinates to match the department's vision. | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |
| 2. Persuades others to follow the Company's vision. | 15 | 3.33 | 100.0 | | 67% | | 33% |
| 3. Expresses the Company vision in a way that is easily understood and adopted by employees. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 4. Provides a detailed schedule that specifies key milestones and deadlines, guiding the organization step-by-step towards achieving its long-term goals and overall vision. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 5. Defines an ideal image for what the department should look like in the future. | 14 | 3.21 | 85.7 | 14% | 50% | | 36% |

## 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 | 2021 | 2022 | 2023 | 2024 | Change |
|---|---|---|---|---|---|
| 1. Influences the attitudes and behaviors of subordinates to match the department's vision. | 3.20 | 3.20 | 3.00 | 3.20 | +0.20 ▲ |
| 2. Persuades others to follow the Company's vision. | 3.27 | 3.40 | 3.40 | 3.33 | -0.07 ▼ |
| 3. Expresses the Company vision in a way that is easily understood and adopted by employees. | 3.40 | 3.40 | 3.27 | 3.33 | +0.07 ▲ |
| 4. Provides a detailed schedule that specifies key milestones and deadlines, guiding the organization step-by-step towards achieving its long-term goals and overall vision. | 3.47 | 3.33 | 3.40 | 3.27 | -0.13 ▼ |
| 5. Defines an ideal image for what the department should look like in the future. | 3.00 | 3.20 | 3.13 | 3.21 | +0.08 ▲ |

# Strategic Insight

Strategic Insight is defined as being observant, analytical and knowledgeable about factors impacting the company.   Interacting with employees and customers to get a deeper understanding of problems they are facing.   This insight is used to create innovative responses to meet their needs.

## 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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|---|---|---|---|---|---|---|---|
| 6. Inspires employees to adopt the strategic plan. | 15 | 3.47 | 100.0 | | 53% | | 47% |
| 7. Identifies potential problems before they become critical incidents. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 8. Allocates proper resources for employee training to meet future needs based on insight into employee skill levels. | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |
| 9. Adjusts strategic plans based on insights gathered from different points of view. | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 10. Analyzes unique issues or problems impacting the Company. | 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 | 2021 | 2022 | 2023 | 2024 | Change |
|---|---|---|---|---|---|
| 6. Inspires employees to adopt the strategic plan. | 3.40 | 3.13 | 3.07 | 3.47 | +0.40 ▲ |
| 7. Identifies potential problems before they become critical incidents. | 3.40 | 3.20 | 3.33 | 3.40 | +0.07 ▲ |
| 8. Allocates proper resources for employee training to meet future needs based on insight into employee skill levels. | 3.40 | 3.40 | 3.20 | 3.20 | |
| 9. Adjusts strategic plans based on insights gathered from different points of view. | 3.53 | 3.40 | 3.60 | 3.27 | -0.33 ▼ |
| 10. Analyzes unique issues or problems impacting the Company. | 3.33 | 3.47 | 3.27 | 3.20 | -0.07 ▼ |

# Feedback

Accepts and provides evaluative or corrective information to improve 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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|------|---|-----|-----|------|------|------|------|
| 11. Seeks feedback to enhance performance. | 15 | 3.67 | 100.0 | | | 33% | 67% |
| 12. Shares past experiences with others as learning opportunities. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 13. Considers other's opinion and suggestions. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 14. Actively seeks feedback from others. | 15 | 3.47 | 100.0 | | 53% | | 47% |
| 15. Asks others for their ideas and opinions. | 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 | 2021 | 2022 | 2023 | 2024 | Change |
|------|------|------|------|------|--------|
| 11. Seeks feedback to enhance performance. | 3.40 | 3.40 | 3.27 | 3.67 | +0.40 ▲ |
| 12. Shares past experiences with others as learning opportunities. | 3.53 | 3.20 | 3.00 | 3.40 | +0.40 ▲ |
| 13. Considers other's opinion and suggestions. | 3.20 | 3.21 | 3.40 | 3.13 | -0.27 ▼ |
| 14. Actively seeks feedback from others. | 3.20 | 3.13 | 3.00 | 3.47 | +0.47 ▲ |
| 15. Asks others for their ideas and opinions. | 3.67 | 3.27 | 3.20 | 3.53 | +0.33 ▲ |

# Innovation

Creates and introduces new ideas and processes/procedures.

## 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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|------|---|-----|-----|---|---|---|---|
| 16. Analyzes current procedures and identifies opportunities for improvement. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 17. Searches for opportunities and innovative ways to improve the organization. | 15 | 2.93 | 73.3 | 27% | 53% | | 20% |
| 18. Offers constructive improvements to existing systems. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 19. Challenges current procedures to develop other alternatives. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 20. Solves problems with insight and understanding. | 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 | 2021 | 2022 | 2023 | 2024 | Change |
|------|------|------|------|------|--------|
| 16. Analyzes current procedures and identifies opportunities for improvement. | 3.33 | 3.00 | 3.07 | 3.47 | +0.40 ▲ |
| 17. Searches for opportunities and innovative ways to improve the organization. | 3.40 | 3.20 | 3.33 | 2.93 | -0.40 ▼ |
| 18. Offers constructive improvements to existing systems. | 3.47 | 3.53 | 3.20 | 3.40 | +0.20 ▲ |
| 19. Challenges current procedures to develop other alternatives. | 3.13 | 2.87 | 3.53 | 3.53 | |
| 20. Solves problems with insight and understanding. | 3.40 | 3.20 | 2.87 | 3.47 | +0.60 ▲ |

# Commitment To Result

Committed to successfully achieving results.   Goes above and beyond as needed.

## 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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|------|---|-----|-----|------|------|------|------|
| 21. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service. | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |
| 22. Willing to do whatever it takes-not afraid to have to put in extra effort. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 23. Coordinates all department activities into a cohesive team effort. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 24. Encourages commitment in others to obtain results. | 15 | 3.13 | 80.0 | 7% 13% | 40% | 40% | |
| 25. Maintains persistence and dedication to achieving results. | 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 | 2021 | 2022 | 2023 | 2024 | Change |
|------|------|------|------|------|--------|
| 21. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service. | 3.47 | 3.13 | 3.20 | 3.00 | -0.20 ▼ |
| 22. Willing to do whatever it takes-not afraid to have to put in extra effort. | 3.20 | 3.33 | 3.07 | 3.53 | +0.47 ▲ |
| 23. Coordinates all department activities into a cohesive team effort. | 3.20 | 3.47 | 3.27 | 3.13 | -0.13 ▼ |
| 24. Encourages commitment in others to obtain results. | 3.33 | 3.47 | 3.33 | 3.13 | -0.20 ▼ |
| 25. Maintains persistence and dedication to achieving results. | 3.27 | 3.33 | 3.27 | 3.07 | -0.20 ▼ |

# Clarity

Is clear in written documents, public speaking, instructions, and performance evaluations.
Able to express ideas effectively.

## 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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|------|---|-----|-----|------|------|------|------|
| 26. Uses appropriate grammar and tense in communications. | 15 | 3.20 | 93.3 | 7% | 60% | | 33% |
| 27. Adjusts communication methods to the needs of the audience. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 28. Clearly explains the vision and goals of the company. | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 29. Clearly explains responsibilities to individuals. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 30. Makes sure employees understand why they were given certain assignments. | 14 | 3.00 | 92.9 | 7% | 79% | 14% | |

## 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 | 2021 | 2022 | 2023 | 2024 | Change |
|------|------|------|------|------|--------|
| 26. Uses appropriate grammar and tense in communications. | 3.53 | 3.33 | 3.33 | 3.20 | -0.13 ▼ |
| 27. Adjusts communication methods to the needs of the audience. | 3.20 | 3.33 | 2.93 | 3.40 | +0.47 ▲ |
| 28. Clearly explains the vision and goals of the company. | 3.33 | 3.13 | 3.40 | 3.60 | +0.20 ▲ |
| 29. Clearly explains responsibilities to individuals. | 3.21 | 3.20 | 3.20 | 3.20 | |
| 30. Makes sure employees understand why they were given certain assignments. | 2.87 | 3.27 | 3.07 | 3.00 | -0.07 ▼ |

# Regulatory/Compliance

Regulatory and Compliance are the actions taken by organizations to ensure they adhere to laws, regulations, and standards relevant to their industry, thereby mitigating risks, maintaining ethical standards, and protecting the interests of stakeholders. Individuals performing this work must be proactive and responsive. It is crucial to establish robust frameworks and reporting systems to ensure compliance, alongside continuous training and education for employees.

## 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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|------|---|-----|-----|------|------|------|------|
| 31. Works quickly to implement changes in regulations. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 32. Develops a confidential reporting system to enable employees to anonymously report safety violations. | 14 | 3.29 | 100.0 | | 71% | | 29% |
| 33. Creates and distributes code of ethics and code of conduct. | 15 | 3.27 | 100.0 | | 73% | | 27% |
| 34. Submits complete applications for necessary certifications. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 35. Establishes a governance body to monitor and guide the organization's activities. | 15 | 3.13 | 86.7 | 13% | 60% | | 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 | 2021 | 2022 | 2023 | 2024 | Change |
|------|------|------|------|------|--------|
| 31. Works quickly to implement changes in regulations. | 3.13 | 3.07 | 3.47 | 3.33 | -0.13 ▼ |
| 32. Develops a confidential reporting system to enable employees to anonymously report safety violations. | 3.40 | 3.07 | 3.60 | 3.29 | -0.31 ▼ |
| 33. Creates and distributes code of ethics and code of conduct. | 3.07 | 3.33 | 3.33 | 3.27 | -0.07 ▼ |
| 34. Submits complete applications for necessary certifications. | 3.33 | 3.00 | 3.53 | 3.47 | -0.07 ▼ |
| 35. Establishes a governance body to monitor and guide the organization's activities. | 3.20 | 3.27 | 3.13 | 3.13 | |

# Client Focus

Prioritizing the client's needs, expectations interactions above all else.   Understanding and addressing client needs, providing excellent service.   Consistently delivering value to clients. A client-focused approach involves fostering a company culture dedicated to enhancing client satisfaction and building strong client relationships.

## 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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|------|---|-----|-----|-----|-----|-----|-----|
| 36. Makes sure team members understand the issues faced by the client. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 37. Addresses client complaints immediately. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 38. Takes the initiative in solving difficult client issues. | 15 | 3.07 | 86.7 | 13% | 67% | | 20% |
| 39. Obtains feedback to ensure client needs are being met. | 15 | 3.33 | 100.0 | | 67% | | 33% |
| 40. Sets an example for excellent client relations. | 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 | 2021 | 2022 | 2023 | 2024 | Change | |
|------|------|------|------|------|--------|---|
| 36. Makes sure team members understand the issues faced by the client. | 3.53 | 3.20 | 3.33 | 3.20 | -0.13 | ▼ |
| 37. Addresses client complaints immediately. | 3.20 | 3.27 | 3.07 | 3.33 | +0.26 | ▲ |
| 38. Takes the initiative in solving difficult client issues. | 3.13 | 3.40 | 3.33 | 3.07 | -0.27 | ▼ |
| 39. Obtains feedback to ensure client needs are being met. | 3.20 | 3.27 | 3.00 | 3.33 | +0.33 | ▲ |
| 40. Sets an example for excellent client relations. | 3.00 | 3.20 | 3.27 | 3.33 | +0.07 | ▲ |

# Empowering Others

Empowering individuals means granting them the freedom to make decisions and take ownership of their work. Allowing for flexibility in work hours or remote work arrangements empowers employees to manage their time effectively. Empowerment includes providing growth opportunities and encouraging employees to share their ideas, perspectives, and solutions.

## 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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|------|---|-----|-----|------|------|------|------|
| 41. Assigns important tasks to subordinates. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 42. Sets goals to allow the employee to have more autonomy over their work. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 43. Provides opportunities for employee development and growth. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 44. Helps employees advance their skills so that they can have more autonomy. | 15 | 3.27 | 100.0 | | 73% | 27% | |
| 45. Encourages employees to think outside the box. | 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 | 2021 | 2022 | 2023 | 2024 | Change |
|------|------|------|------|------|--------|
| 41. Assigns important tasks to subordinates. | 3.47 | 3.20 | 2.93 | 3.33 | +0.40 ▲ |
| 42. Sets goals to allow the employee to have more autonomy over their work. | 3.27 | 3.53 | 3.13 | 3.40 | +0.27 ▲ |
| 43. Provides opportunities for employee development and growth. | 3.87 | 3.13 | 3.20 | 3.13 | -0.07 ▼ |
| 44. Helps employees advance their skills so that they can have more autonomy. | 3.33 | 3.27 | 3.87 | 3.27 | -0.60 ▼ |
| 45. Encourages employees to think outside the box. | 3.20 | 3.33 | 3.13 | 3.47 | +0.33 ▲ |

# Partnering/Networking

Partnering/Networking involves expanding associations with individuals and organizations to enhance business operations. This competency includes building alliances, collaborating with industry peers, growing one's network, and forming new relationships by finding common ground, sharing information, and pooling resources. It often involves partnering with those who offer complementary services or working across organizational boundaries.

## 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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|---|---|---|---|---|---|---|---|
| 46. Builds alliances between departments and teams. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 47. Maintains a network of partners and suppliers to facilitate global operations. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 48. Expands network of colleagues to include others who may contribute to the department's success. | 15 | 3.20 | 93.3 | 7% | 60% | | 33% |
| 49. Networks with clients to determine improvements in operations. | 15 | 3.47 | 100.0 | | 53% | | 47% |
| 50. Leverages core competencies of partners to the benefit of both parties. | 15 | 3.20 | 86.7 | 13% | 53% | | 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 | 2021 | 2022 | 2023 | 2024 | Change |
|---|---|---|---|---|---|
| 46. Builds alliances between departments and teams. | 3.27 | 3.40 | 3.20 | 3.40 | +0.20 ▲ |
| 47. Maintains a network of partners and suppliers to facilitate global operations. | 3.33 | 3.40 | 3.20 | 3.20 | |
| 48. Expands network of colleagues to include others who may contribute to the department's success. | 3.60 | 3.33 | 3.20 | 3.20 | |
| 49. Networks with clients to determine improvements in operations. | 3.00 | 3.47 | 3.13 | 3.47 | +0.33 ▲ |
| 50. Leverages core competencies of partners to the benefit of both parties. | 3.20 | 3.67 | 3.27 | 3.20 | -0.07 ▼ |

# Teamwork

Teamwork Skills are the wide range of abilities that facilitate working together as a team including: communication, listening, interpersonal skills, collaboration, and team building. To make decisions, teams require flexibility to coordinate activities of multiple individuals. Individual contributors to the team can serve as role models for other team members. Some teams have a specified leader to help supervise or coach other team members.

## 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 (Role Model).

| Item | n | Avg | LOA | Needs Significant Improvement | Could benefit from Development | Capable and Effective | Role Model |
|------|---|-----|-----|-------------------------------|-------------------------------|-----------------------|------------|
| 51. Is able to accurately paraphrase and summarize what other team members have said. | 15 | 3.53 | 100.0 | | 47% | | 53% |
| 52. Actively participates as a team member | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 53. Emphasizes the importance of getting individuals to work as a team | 15 | 3.33 | 100.0 | | 67% | | 33% |
| 54. Committed to the successful completion of team goals. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 55. Identifies and resolves conflicts within the team to increase team effectiveness | 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 | 2021 | 2022 | 2023 | 2024 | Change |
|------|------|------|------|------|--------|
| 51. Is able to accurately paraphrase and summarize what other team members have said. | 3.47 | 3.47 | 3.13 | 3.53 | +0.40 ▲ |
| 52. Actively participates as a team member | 3.47 | 3.00 | 3.60 | 3.27 | -0.33 ▼ |
| 53. Emphasizes the importance of getting individuals to work as a team | 3.20 | 3.20 | 3.13 | 3.33 | +0.20 ▲ |
| 54. Committed to the successful completion of team goals. | 3.20 | 3.60 | 3.13 | 3.40 | +0.27 ▲ |
| 55. Identifies and resolves conflicts within the team to increase team effectiveness | 3.27 | 3.40 | 3.27 | 3.00 | -0.27 ▼ |