

360 Degree Feedback Survey

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Introduction





You recently participated in Employee 360 Feedback. The goal of Employee 360 Feedback is for your personal development, to help you grow and achieve more in your career. You and your nominees were asked to provide feedback on your effectiveness on various competencies.

Purpose

- Enable transparent communication with staff, peers, managers, etc.
- Identify one's strengths and weaknesses and plan on using them effectively.
- Improve one's overall performance.
- Obtain a holistic overview of one's behavior by incorporating the opinions and perspectives of others

Participants

The following is a summary of the group of respondents who were invited to participate and provide feedback for you.

RELATIONSHIP	NOMINATED	COMPLETED	COMPLETION RATE
S Self	1	1	 100%
P Peer	19	15	 78%
R Reportee	1	1	 100%
M Manager	1	1	 100%

Competency Summary

Overall Summary

This section will give you an idea on overall score of an employee

Your Score
4.3 /5

A AIT Leadership 360  4.3

AIT Leadership 360

Please be truthful. All responses are 100% anonymous. Your feedback will help this leader grow.

Your Score
4.3 /5

S Self  3.8

P Peer  4.3


































R Reportee  5.0






























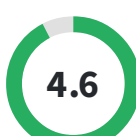



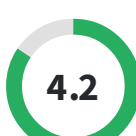


M Manager  4.8

Detailed Feedback

The detailed statement-wise rating provides your complete group-wise breakdown of your feedback on each statement.

AIT Leadership 360				4.3/5
QUESTIONS	SELF	PEER	REPORTEE	MANAGER
Makes you feel appreciated at work	4.0	4.8	5.0	5.0
Open to differences in thoughts, styles and backgrounds	5.0	4.5	5.0	5.0
Draws you in to feel included in meetings, discussions, outings	4.0	4.7	5.0	5.0
Actively builds a climate of trust within the team	4.0	4.6	5.0	5.0
Has courage to raise concerns	3.0	4.3	5.0	5.0
Leads by setting a positive example for all to follow	3.0	4.6	5.0	5.0
Works with integrity	4.0	4.7	5.0	5.0

Pays attention to details	 4.0	 4.2	 5.0	 5.0
Delegates effectively	 3.0	 4.1	 5.0	 4.0
Follows through on commitments	 3.0	 4.5	 5.0	 5.0
Anticipates what may happen and plans for it	 4.0	 3.8	 5.0	 3.0
Takes accountability for actions and mistakes	 4.0	 4.4	 5.0	 5.0
Is a strong collaborator with other teams	 4.0	 4.3	 5.0	 5.0
Is an active coach, mentor, and supporter	 4.0	 4.0	 5.0	 5.0
Listens to other viewpoints (really cares what other people think)	 3.0	 4.5	 5.0	 5.0
Communicates clearly	 3.0	 4.3	 5.0	 4.0

Provides honest and timely feedback				
Believes and displays our safety culture comes first				
Invests time to determine what matters most to each person on the team				
Creates an environment for quieter voices to be heard				
Outlines clear goals and expectations for the team				
Encourages innovation and creativity				
Open and receptive to change				
Easy to go to when there is a problem or concern				
Where would you rank this leader's current leadership skills?				

FEEDBACK

What qualities do you most admire in this leader?

 SELF

n/a

 PEER

Collaboration, enthusiasm, inclusivity

Always available to discuss an issue or problem.

Very affable/personable, genuinely makes you feel your voice and opinion matter

Kindness and practicality

the positivity and sense of empathy she has

Val is great facilitator and is able to engage all participants during meetings

(1) Positive attitude and approach to work and people. (2) Ability to take on new challenges. Some of the work is new work - we are learning/building a framework for how to think about ideas related to climate change for the first time, and Val's been open and excited about leading some of the work.

Val's project management skills are phenomenal. That, combined with her expertise in her field make her the best candidate for propelling change throughout the organization. In addition, Val's positive attitude and demeanor brighten every meeting and conversation.

Brings others to the table to collaborate and is not afraid to speak up in meetings, no matter who else is at the table.

Knowledge, communication skills, proximity, guidance

Val has the most amazing positive attitude and a deep appreciation for our industry as a fantastic company ambassador.

Kindness, fearlessness, empathy, creativity, work ethic, judgement

Val is a talented interpersonal communicator. She is able to apply strategic and critical thinking in her interactions but it does not come across as being too technical or "corporate". (corporate is not a word but I made it up for this instance). She is very open minded and applies creativity to solving problems. Other qualities I admire in Val is her dependability, strive to continually improve, and her authenticity.

Collaborates and really wants to consider everyone's input.

Trust Worthy, Energy, Passion, Follow Through

 REPORTEE

Val has tremendous level of energy and thoughtfulness to bring both internal and external team member to work towards a common goal.

 MANAGER

Motivated, organized, reliable, trustworthy, value oriented

What are two things this leader needs to continue doing?

SELF

Gaining technical knowledge of the operations and building relationships throughout the company

PEER

team integration, frequent communication with GMs

(1) Positive approach to work and people. (2) Take initiative on new work/ideas.

Valerie makes everyone feel included and heard. She is a strong team leader.

Continue focusing work activities

Continue pushing for meaningful metrics and objectives

Team-building, supporting members

1. Diligently managing initiatives and their impact on the organization

2. Ensuring all relevant voices are heard to best direct decisions and goals

Continue with great engagement tactics & documenting goals and tasks for all members

build stronger relationships with operations

Engagement with Environmental Team and Ops, Driving System Improvement

Absolutely continue soliciting candid feedback from ops; and always keep the friendly and welcoming personality!

Continue to believe in yourself as a leader of the company and see yourself growing beyond your current role here by taking on opportunities to showcase all that you're accomplishing within the environmental team and beyond

being a great Coeur collaborator coaching by example

Delegate to direct reports

Communication with support departments

Drive the company's vision and inspire change

Taking on leadership/mentoring roles.

Voicing out of the box ideas and opinions

REPORTEE

Keep being a trusted leader to facilitate transparent communication.

MANAGER

Grow knowledge base of operations and build confidence

If this leader could be programmed like a computer, what three upgrades would you establish to help him/her be a more successful operating system?

 SELF

1) time management; 2) memorizing; 3) Spanish communication

 PEER

1) Be a voice for the sites when new corp directives are being developed/pushed down. 2) Visit the operating sites at least once per year. 3) Don't be hesitant to verbalize your own experiences and ideas.

Assertiveness

Finance and Operations Knowledge

Less fear of projecting confidence

Team Building, Strategic Thinking, Messaging

Speak up in difficult situations, instill a sense of acceptance in large groups, notice those who are not participating and encourage them to contribute.

Increased decisiveness, clear communication, independence

develop better strategic communications to connect the dots with operations and influence change within the organization

Less flexibility, more roughness

(1) Project management - clarity on scope, schedule, accountabilities and coordination.
(2) Critical feedback - provide others clear critical feedback on ideas. Push back.

Openness to new/different ideas

Time to learn pertinent information

Embracing existing processes (e.g. Intalex)

NA

Increased technical skills in US environmental programs

not sure how to answer this question

Detailed understanding of mining and processing at the different operations, to detect environmental opportunities.

Timelier email responses even if you don't have answer, it is okay to say you don't know but I will get back to you. Every other point of contact has been really great.

Delegate more

Hone in on who fits what role for projects and consult, inform, etc. accordingly

 REPORTEE

I don't see anything needing to be upgraded.

 MANAGER

1) Greater processing bandwidth (ie resource support), 2) a larger monitor to showcase her work, 3) centralized program for better tool usage

What advice does this leader need to hear?

 SELF

n/a

The best piece of advice I have is that the environmental departments across sites need to meet more often. Right now, many meetings that include everyone can turn into a brain dump. I believe your leadership will be more effective when conversations can be more focused as a result of meeting more frequently and there are less things left unsaid.

I do not think she needs to improve her leadership skills, she is a great leader.

Remember that small progressive movements can equal big change

Steve, you cannot do everything! Your direct reports need to take more of the burden off of your plate. You have started to try and break down silos within your departments, but I still see significant silos almost everyday between them all, maybe a team building exercise of some sort is needed for your departments.

Val joined the corporate team at a great time to push on new initiatives as they relate to Climate Resilience and improved compliance (through MOS review and reinforcement efforts). She has a lot of experience and ideas and is a great collaborator. All of this puts her in a great position to take the lead and own some of these workstreams. She should take ownership of some of these workstreams and lead the work.

Don't be afraid to step out of your comfort zone by taking on more beyond the environmental team and think about asking for opportunities to get more exposure to upper leadership with all you're doing

Keep up the good work. Continue with engaging all departments in the new environmental programs and systems.

continue being yourself because you are amazing

There's no substitute for seeing site challenges firsthand, both in terms of hands-on actions as well as time/resource limitations.

You are doing great! Keep your good work!

Valerie is a joy to work with and her energy draws the best out of her team members. I admire her passion. Only feedback I have is to provide timelier responses to emails even if it is letting an individual know she needs more time to get back to you.

Val is one of the smartest and most creative people I know, when she has an idea, she should share it unabashedly

Keep on doing what you are doing. You are a leader! Remember to gather a group of mentors and learn from them. Manage up, because that is where you need to be.

At times clear communication of team priorities and clear direction is a more effective leadership approach than pure collaboration. Try to be flexible with leadership styles as the situation warrants.

You're passion, knowledge and expertise is obvious, but to make organizational change you must have everyone rowing in the same direction, influence and build your team. Don't fade away from what you know is right, you must influence upwards. Be clear in your messaging.

 MANAGER

Continue to grow on pragmatic approaches to resolve complex problems

Do you like working with or around this leader, why or why not?

 SELF

n/a

 PEER

Very much so!

absolutely

I enjoy working with Steve. He always has a cheery demeanor and is pleasant to be around. If you have troubles, he's always willing to listen without judgement. If you genuinely have an issue and reach out to him, he will follow through and help you to the best of his ability.

Yes, for a while I was a little dispersed with little direction. Since this leader started working I feel we are moving in the right direction.

Yes. I love how Val always has clear directions and steps that need to be accomplished in order to successfully complete a project. I also love how Val really is a safe space and there are no dumb questions, concerns, or fear of lack of knowledge. Val is always a safe bet to get information, clarification, or guidance from. Her knowledge of the industry and her professional space adds to her proven capabilities of being a great leader.

Val's kindness and enthusiasm is contagious. Any group or activity with her involved has a head start, and I would always choose to work around her.

Yes, she is a team player who follows through on her commitments and produces quality work.

Yes, I find Val thought provoking and a source of energy. I trust and value her opinion!

Yes, she is passionate, friendly, and brings out the best in her team members.

I do. She has been a great coworker, has helped integrating, learning from the company and leading by example.

Val is one of my favorite colleagues. She tackles difficult tasks with ease, is a team player, and holds herself and her team accountable for their commitments.

Absolutely love working with Val because she listens, asks great questions and is a positive force.

Yes, this leader is very personable and easy to work around.

Yes. She is good collaborator.

Yes, she is very open, helpful, and driven.



REPORTEE

I do like working with her. I feel the team is receiving adequate support and guidance from Val, but still retain the appropriate level of autonomy to go about their everyday business.



MANAGER

Yes - full of positive energy that is motivating, friendly, reliable, instills trust and assurance