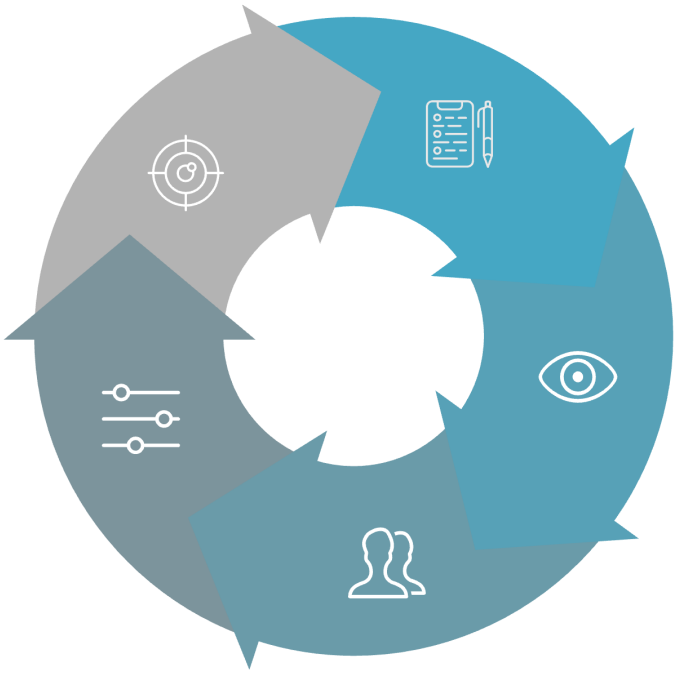
CLEARPOINT360

Steven Sample

June 24, 2026



Municipality Inc.

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Introduction

Welcome to your ClearPoint360 feedback report!

This detailed report is crafted to give you a well-rounded view of your professional strengths, areas where you can improve, and the overall impact you have on your team and colleagues across the organization. By carefully analyzing the insights provided, you'll be able to pinpoint key areas to prioritize for your ongoing professional development and career advancement. This report serves as a valuable tool to guide your growth, helping enhance your understanding of your leadership approach and potential impact.

Respondent Statistics

This section shows a summary of the # of Raters who were invited to provide input and # of Raters who responded in each Rater Group. Feedback is anonymous.

Rater Group	Completed/Invited	% Complete
City/County Council	3/3	100%
Senior Leadership Team	5/5	100%
Peers and Regional Partners	4/5	80%
Community and External Stakeholders	6/7	86%

Rating Scale and Points

Respondents are asked to answer questions in this instrument on a 0-7 point scale, as shown below.

0 - Not Observed

1 - Unsatisfactory

2 - Needs Improvement

3 - Adequate

4 - Developing Strength

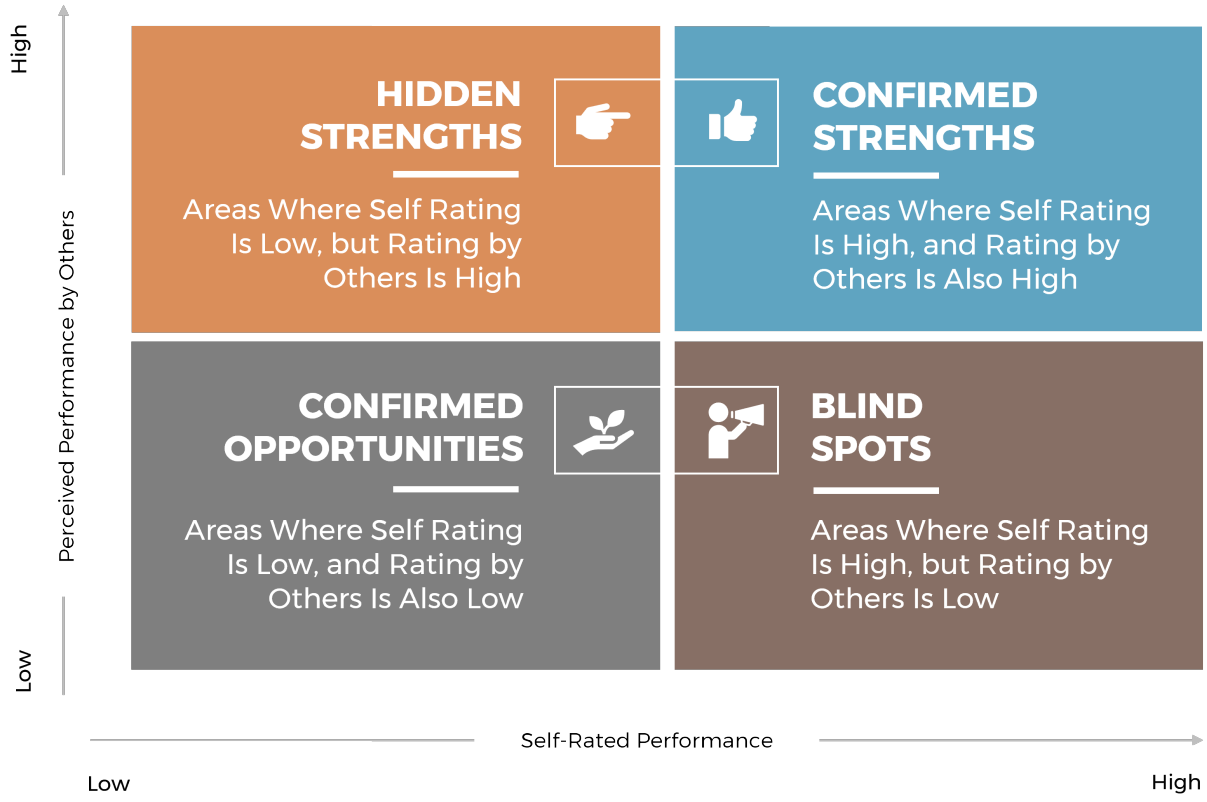
5 - Effective

6 - Highly Effective

7 - Exceptional

Executive Summary

The ClearPoint360 Report highlights your strengths and opportunities for growth. It categorizes each into areas you're aware of (Confirmed) and areas you're not (Hidden/Blind Spots). This structure makes it easy to pinpoint where to focus your development and recognize where you already excel.



Your Confirmed Strengths

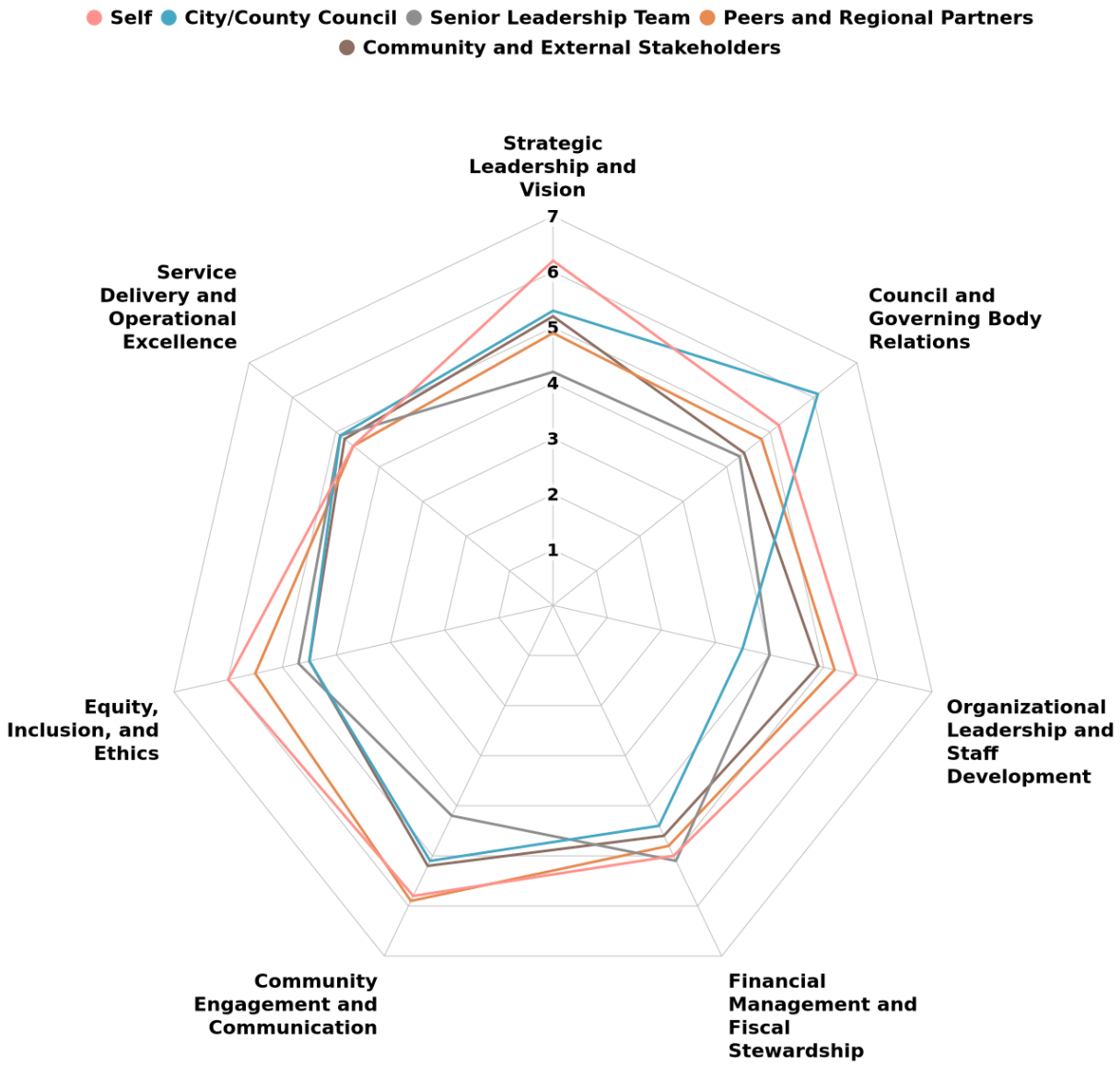
1. **Community Engagement and Communication -** Handles difficult or sensitive public issues with professionalism and composure
2. **Strategic Leadership and Vision -** Establishs and communicates a clear and compelling direction for the municipality that aligns with the community's long-term goals
3. **Organizational Leadership and Staff Development -** Fosters collaboration and breaks down silos between departments

Your Confirmed Opportunities

1. **Organizational Leadership and Staff Development -** Delegates effectively while maintaining appropriate oversight and accountability
2. **Financial Management and Fiscal Stewardship -** Develops and presents budgets that are transparent, prioritized, and aligned with community goals
3. **Service Delivery and Operational Excellence -** Uses data and performance measures to inform decisions and promote accountability

Performance Summary

On this page, the Performance Map summarizes visually the 360° data gathered across the competencies measured. Each spoke represents a specific competency. Data points along the spokes reflecting your average rating for the competency measured. Each color on the chart corresponds to your Rater Groups such as your Self, Peers, Direct Reports, Manager, etc. A Rater Group and Color legend is shown directly above the diagram for the Rater Groups included in your 360°.

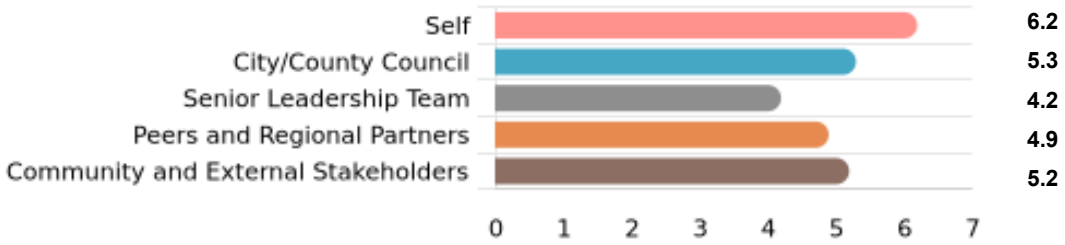


By comparing the shapes formed by these colored areas, you can see how your performance is perceived by each group. A larger, more expansive shape indicates stronger performance within that Rater Group or Competency. A smaller, more compact shape suggests opportunities for growth within that Rater Group or Competency. The Performance Map helps you easily identify both your strengths and opportunities for development across Competencies and Rater Groups.

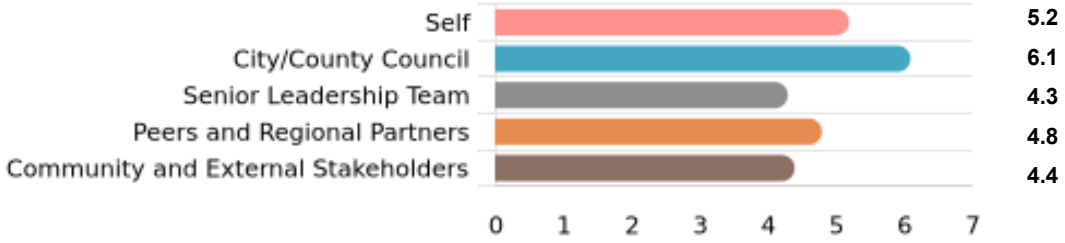
Competency Overview

The Competency Overview shows the Competencies and their average scores by Rater Group.

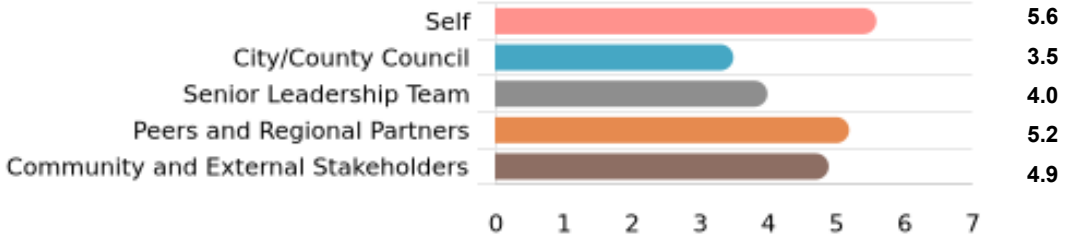
Strategic Leadership and Vision



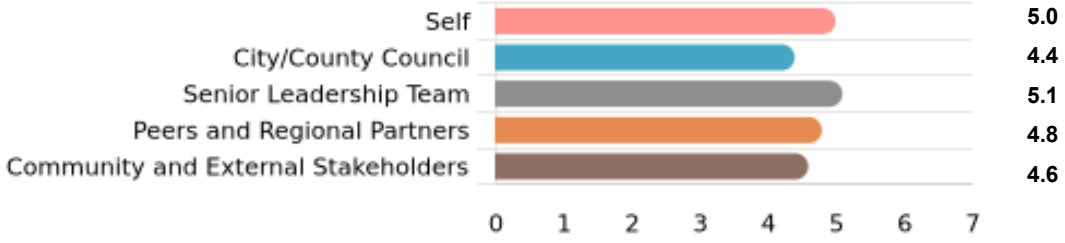
Council and Governing Body Relations



Organizational Leadership and Staff Development



Financial Management and Fiscal Stewardship



Community Engagement and Communication



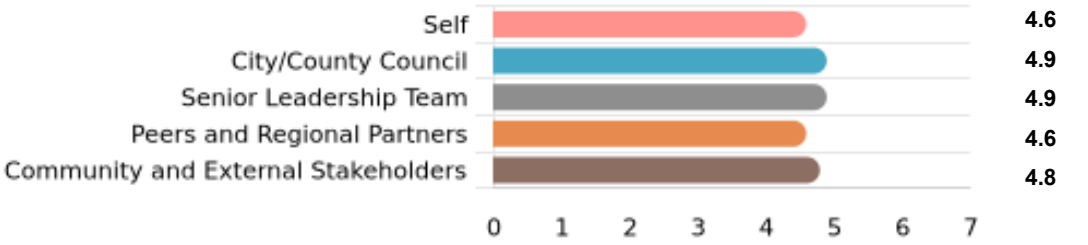
0 - Not Observed 1 - Unsatisfactory 2 - Needs Improvement 3 - Adequate 4 - Developing Strength 5 - Effective 6 - Highly Effective 7 - Exceptional

Competency Overview, Con't

Equity, Inclusion, and Ethics



Service Delivery and Operational Excellence



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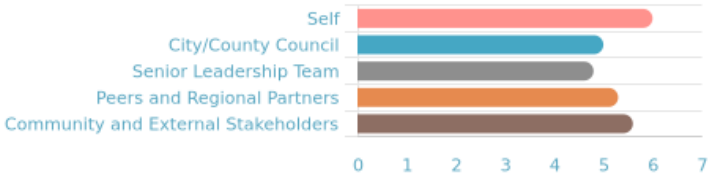
Competency Breakout

The Competency Breakout section of the report provides both the quantitative Findings on this Competency, as well as the Insights provided through open feedback. Findings shows measures of the Competency, with an Average Rating and High & Low Ratings for each Rater Group. This information helps you to understand which behaviors or practices demonstrating this competency are observed (or not) and by which rater groups.

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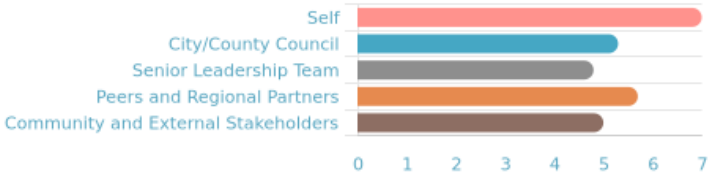
Strategic Leadership and Vision

Establishes and communicates a clear and compelling direction for the municipality that aligns with the community's long-term goals



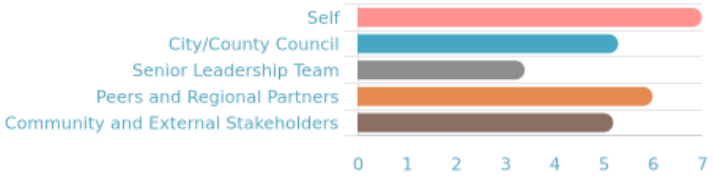
	A	H	L
Self	6.0	6	6
City/County Council	5.0	7	3
Senior Leadership Team	4.8	5	0
Peers and Regional Partners	5.3	6	0
Community and External Stakeholders	5.6	6	0

Anticipates emerging challenges and opportunities and adjusts the municipality's strategy accordingly



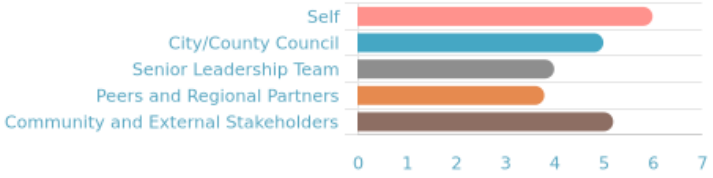
Self	7.0	7	7
City/County Council	5.3	7	4
Senior Leadership Team	4.8	6	0
Peers and Regional Partners	5.7	6	0
Community and External Stakeholders	5.0	6	2

Communicates the municipality's vision in a way that inspires confidence and commitment from staff and stakeholders



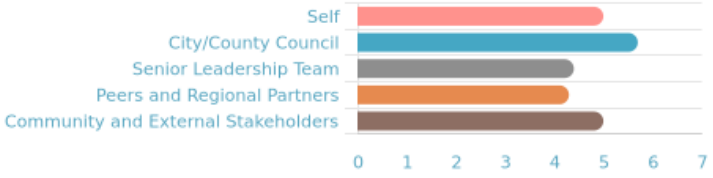
Self	7.0	7	7
City/County Council	5.3	6	5
Senior Leadership Team	3.4	7	1
Peers and Regional Partners	6.0	7	0
Community and External Stakeholders	5.2	6	2

Exercises sound judgment when making complex decisions involving competing priorities or values



Self	6.0	6	6
City/County Council	5.0	5	5
Senior Leadership Team	4.0	6	3
Peers and Regional Partners	3.8	6	1
Community and External Stakeholders	5.2	7	2

Translates the governing body's policy direction into coherent operational plans and priorities



Self	5.0	5	5
City/County Council	5.7	6	5
Senior Leadership Team	4.4	6	3
Peers and Regional Partners	4.3	6	2
Community and External Stakeholders	5.0	6	2

0 - Not Observed 1 - Unsatisfactory 2 - Needs Improvement 3 - Adequate 4 - Developing Strength 5 - Effective 6 - Highly Effective 7 - Exceptional

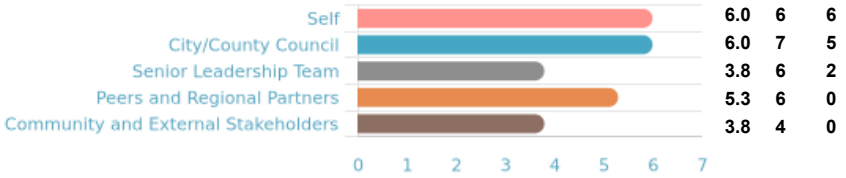
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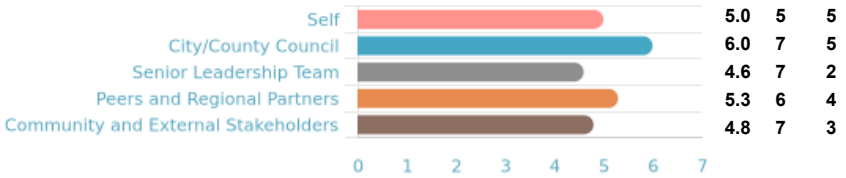
A - Average H - Highest Score L - Lowest Score

Council and Governing Body Relations

Provides the governing body with clear, complete, and timely information to support effective decision-making



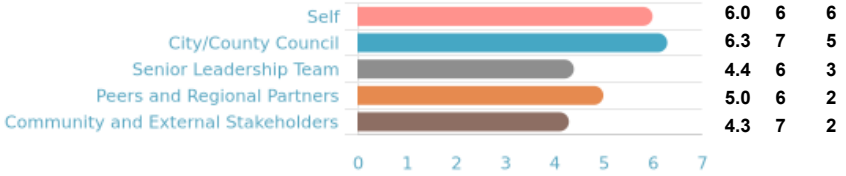
Respects the distinction between policy-making (the governing body's role) and administration (the CAO's role)



Builds constructive working relationships with elected officials across different perspectives and interests



Manages council agendas and meeting processes to support productive governance



Proactively advises the governing body of emerging issues before they become crises



0 - Not Observed 1 - Unsatisfactory 2 - Needs Improvement 3 - Adequate 4 - Developing Strength 5 - Effective 6 - Highly Effective 7 - Exceptional

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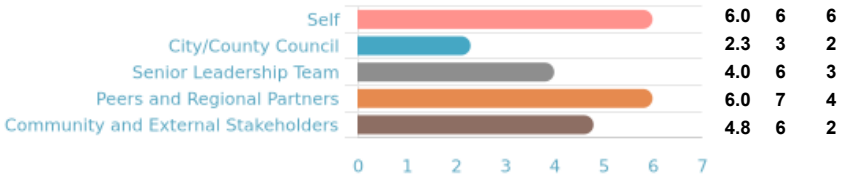
A - Average H - Highest Score L - Lowest Score

Organizational Leadership and Staff Development

Creates an organizational culture that attracts, retains, and develops high-performing employees



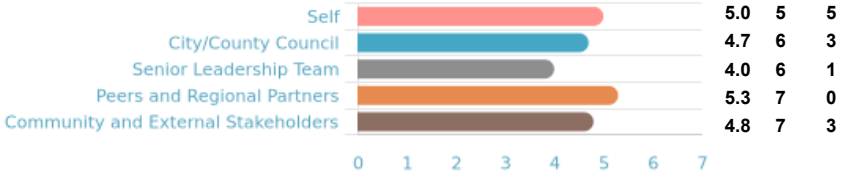
Holds department directors and senior staff accountable for results in a constructive and consistent manner



Delegates effectively while maintaining appropriate oversight and accountability



Support professional growth and development opportunities across the organization



Fosters collaboration and breaks down silos between departments



0 - Not Observed 1 - Unsatisfactory 2 - Needs Improvement 3 - Adequate 4 - Developing Strength 5 - Effective 6 - Highly Effective 7 - Exceptional

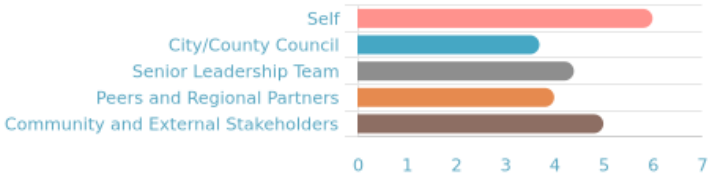
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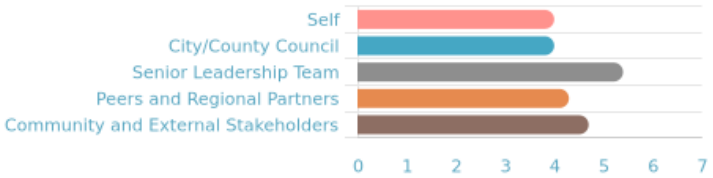
Financial Management and Fiscal Stewardship

Demonstrates a strong understanding of municipal finance, including budgeting, reserves, and long-term fiscal planning



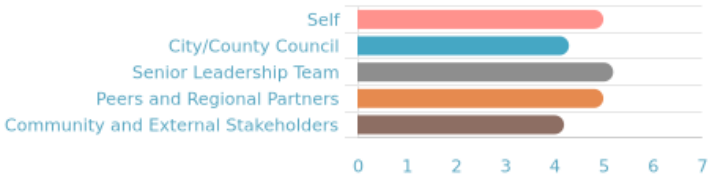
	A	H	L
Self	6.0	6	6
City/County Council	3.7	4	3
Senior Leadership Team	4.4	6	3
Peers and Regional Partners	4.0	6	1
Community and External Stakeholders	5.0	6	0

Develops and presents budgets that are transparent, prioritized, and aligned with community goals



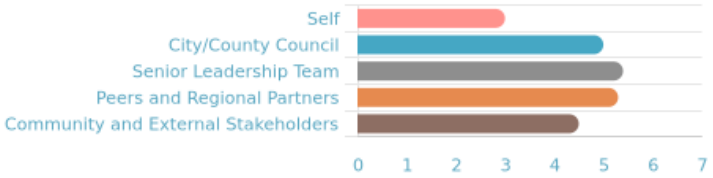
Self	4.0	4	4
City/County Council	4.0	5	3
Senior Leadership Team	5.4	7	4
Peers and Regional Partners	4.3	5	2
Community and External Stakeholders	4.7	7	3

Stewards public resources responsibly and ensure value for money in service delivery



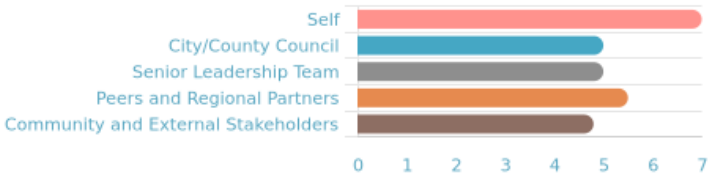
Self	5.0	5	5
City/County Council	4.3	6	2
Senior Leadership Team	5.2	7	3
Peers and Regional Partners	5.0	6	4
Community and External Stakeholders	4.2	7	2

Provides accurate and timely financial information to the governing body and the public



Self	3.0	3	3
City/County Council	5.0	5	0
Senior Leadership Team	5.4	7	4
Peers and Regional Partners	5.3	6	0
Community and External Stakeholders	4.5	6	2

Plans effectively for long-term infrastructure and capital investment needs



Self	7.0	7	7
City/County Council	5.0	5	5
Senior Leadership Team	5.0	7	3
Peers and Regional Partners	5.5	7	4
Community and External Stakeholders	4.8	7	2

0 - Not Observed 1 - Unsatisfactory 2 - Needs Improvement 3 - Adequate 4 - Developing Strength 5 - Effective 6 - Highly Effective 7 - Exceptional

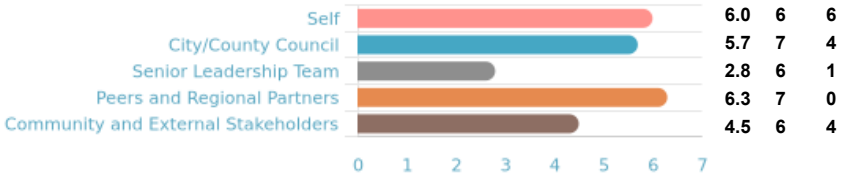
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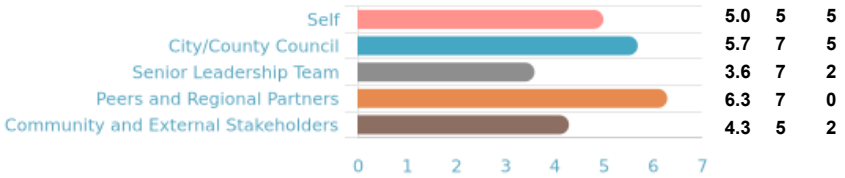
Community Engagement and Communication

Engages community members in decisions that affect them



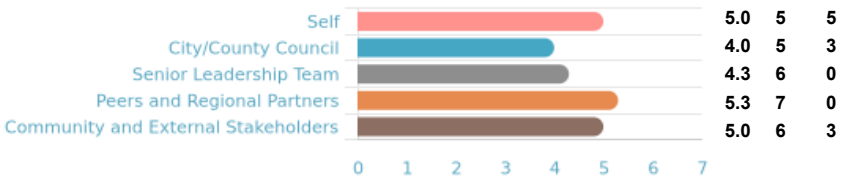
	A	H	L
Self	6.0	6	6
City/County Council	5.7	7	4
Senior Leadership Team	2.8	6	1
Peers and Regional Partners	6.3	7	0
Community and External Stakeholders	4.5	6	4

Communicates with the public in a manner that is clear, accessible, and transparent



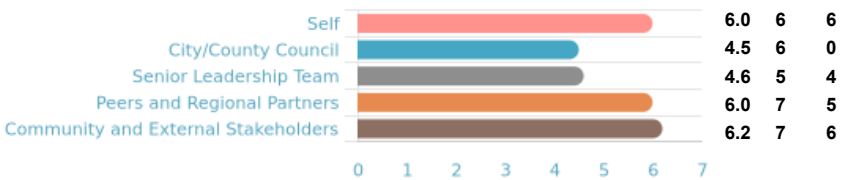
	A	H	L
Self	5.0	5	5
City/County Council	5.7	7	5
Senior Leadership Team	3.6	7	2
Peers and Regional Partners	6.3	7	0
Community and External Stakeholders	4.3	5	2

Builds productive relationships with community organizations, businesses, and stakeholders



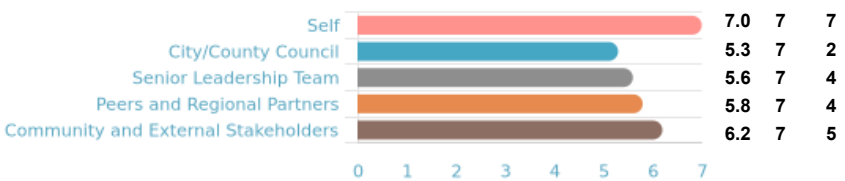
	A	H	L
Self	5.0	5	5
City/County Council	4.0	5	3
Senior Leadership Team	4.3	6	0
Peers and Regional Partners	5.3	7	0
Community and External Stakeholders	5.0	6	3

Handles difficult or sensitive public issues with professionalism and composure



	A	H	L
Self	6.0	6	6
City/County Council	4.5	6	0
Senior Leadership Team	4.6	5	4
Peers and Regional Partners	6.0	7	5
Community and External Stakeholders	6.2	7	6

Seeks diverse perspectives, including those of underrepresented residents and communities



	A	H	L
Self	7.0	7	7
City/County Council	5.3	7	2
Senior Leadership Team	5.6	7	4
Peers and Regional Partners	5.8	7	4
Community and External Stakeholders	6.2	7	5

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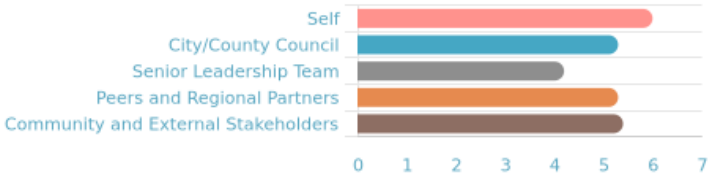
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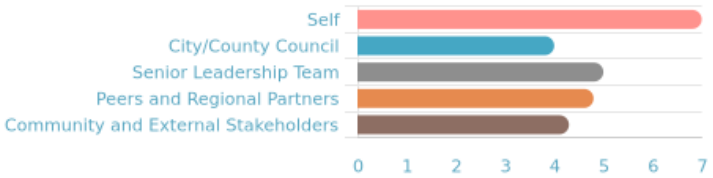
A - Average H - Highest Score L - Lowest Score

Equity, Inclusion, and Ethics

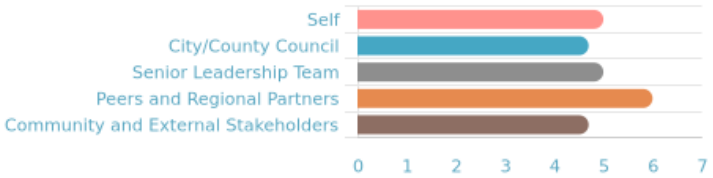
Demonstrates personal and professional integrity



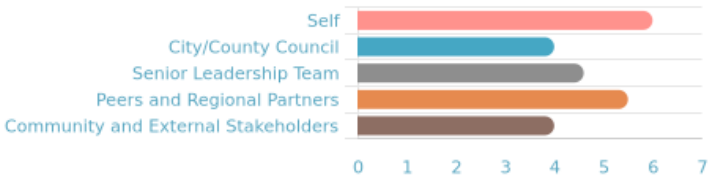
Ensures services are delivered equitably across all neighborhoods and populations



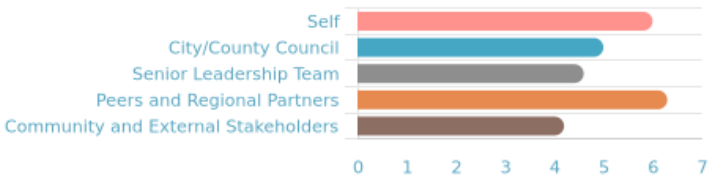
Proactively addresses barriers to inclusion within the organization and in service delivery



Creates an environment where staff feel safe to raise concerns, including concerns about ethics or misconduct



Demonstrates consistent impartiality and political neutrality while carrying out the CAO role



0 - Not Observed 1 - Unsatisfactory 2 - Needs Improvement 3 - Adequate 4 - Developing Strength 5 - Effective 6 - Highly Effective 7 - Exceptional

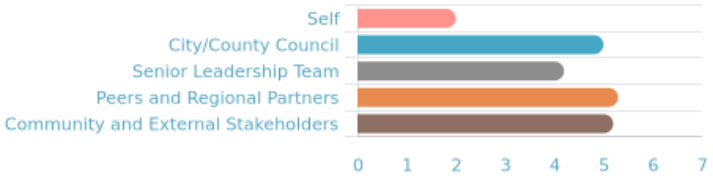
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The Competency Breakout section of the report provides both the quantitative Findings on this Competency, as well as the Insights provided through open feedback. Findings shows measures of the Competency, with an Average Rating and High & Low Ratings for each Rater Group. This information helps you to understand which behaviors or practices demonstrating this competency are observed (or not) and by which rater groups.

A - Average H - Highest Score L - Lowest Score

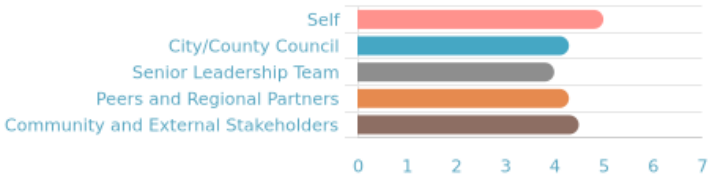
Service Delivery and Operational Excellence

Drives continuous improvement in the quality and efficiency of municipal services



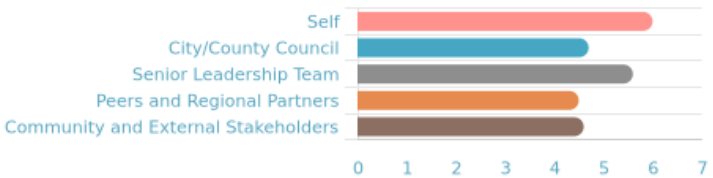
	A	H	L
Self	2.0	2	2
City/County Council	5.0	5	0
Senior Leadership Team	4.2	6	2
Peers and Regional Partners	5.3	6	4
Community and External Stakeholders	5.2	6	3

Uses data and performance measures to inform decisions and promote accountability



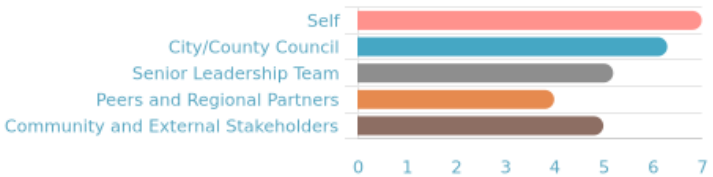
Self	5.0	5	5
City/County Council	4.3	6	2
Senior Leadership Team	4.0	5	3
Peers and Regional Partners	4.3	6	3
Community and External Stakeholders	4.5	6	3

Ensures effective coordination across departments to deliver integrated services to residents



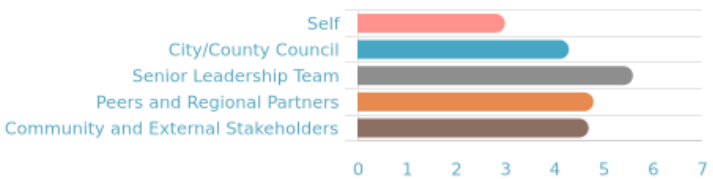
Self	6.0	6	6
City/County Council	4.7	5	4
Senior Leadership Team	5.6	7	4
Peers and Regional Partners	4.5	7	2
Community and External Stakeholders	4.6	6	0

Manages risk effectively and maintains preparedness for emergencies and disruptions



Self	7.0	7	7
City/County Council	6.3	7	5
Senior Leadership Team	5.2	7	3
Peers and Regional Partners	4.0	7	1
Community and External Stakeholders	5.0	7	0

Embraces and effectively implements technology and innovation in service delivery



Self	3.0	3	3
City/County Council	4.3	5	3
Senior Leadership Team	5.6	7	4
Peers and Regional Partners	4.8	5	4
Community and External Stakeholders	4.7	6	2

0 - Not Observed 1 - Unsatisfactory 2 - Needs Improvement 3 - Adequate 4 - Developing Strength 5 - Effective 6 - Highly Effective 7 - Exceptional

Competency Breakout - Insights

The Competency Breakout - Insights is a summary of open feedback on your performance of this Competency. This information enables you to understand directly from your Raters who work with you day to day how they observe and experience your performance of this competency.

Overall Feedback Feedback

What does Steven do particularly well that has a positive impact on the municipality and its community?

- Steven is approachable, listens well, and genuinely cares about the concerns of residents. - (SLT)
- Steven has an exceptional ability to bring people together around common goals. Whether working with council, staff, community groups, or residents, he builds positive relationships that help move important initiatives forward. - (SLT)
- Steven is always willing to listen to different perspectives before making decisions. This inclusive approach helps build trust and ensures community voices are heard. - (SLT)
- Steven genuinely cares about the long-term success of the municipality and works tirelessly to ensure residents receive quality services and support. - (SLT)
- He is dependable, accountable, and consistently delivers on what he says he will do. - (SLT)
- He consistently demonstrates strong leadership while keeping the needs of the community at the forefront of his decision-making. - (CaES)
- He is a thoughtful problem solver who remains calm under pressure. - (CaES)
- His professionalism and integrity set a strong example for others. - (CaES)
- Steven's commitment to community well-being is evident in every aspect of his work. He approaches challenges with a solutions-focused mindset and continually looks for ways to improve outcomes for residents, businesses, and municipal staff. - (CaES)
- He brings a positive attitude and steady leadership to every situation. - (CaES)
- Steven excels at building partnerships that create lasting benefits for the municipality and its residents. - (CaES)
- He is highly responsive and follows through on commitments. - (PaRP)
- Steven communicates clearly and transparently, helping residents better understand municipal decisions and priorities. - (PaRP)
- Steven has a remarkable ability to navigate complex issues while maintaining positive relationships with stakeholders. His collaborative style creates an environment where people feel respected and motivated to contribute to solutions that benefit the entire community. - (PaRP)
- He is proactive and often identifies opportunities for improvement before others do. - (CC)
- Steven is an effective communicator who takes the time to explain decisions, answer questions, and engage with residents. His openness and transparency help strengthen public confidence in local government. - (CC)

Competency Breakout - Insights, Con't

Overall Feedback Feedback

What is the most important area where Steven could grow or develop to be more effective in his role?

- Steven could further enhance his effectiveness by delegating more responsibilities, allowing others to grow while ensuring he remains focused on the highest-priority strategic initiatives. - (SLT)
- Steven is highly committed and often takes on a great deal himself. Continuing to empower others and distribute ownership across the organization could help increase overall capacity and strengthen succession planning. - (SLT)
- He could seek additional opportunities to engage directly with residents and community groups. - (SLT)
- He could challenge himself to be more comfortable with calculated risks when pursuing new opportunities. - (SLT)
- He could spend more time mentoring and coaching future leaders within the municipality. - (SLT)
- At times, he could benefit from communicating decisions and expectations earlier in the process. - (CaES)
- Steven has high standards, which contribute to strong results. At times, however, allowing projects to move forward with "good enough" rather than striving for perfection could improve efficiency. - (CaES)
- While Steven is an effective communicator, providing more frequent updates on major projects and initiatives could help keep stakeholders informed and engaged throughout the process. - (CaES)
- He could be more intentional about seeking feedback from a wider range of perspectives. - (CaES)
- Steven is a strong and capable leader. The greatest opportunity for growth may be continuing to shift from being heavily involved in operational details toward an even more strategic leadership role focused on long-term community outcomes, organizational development, and future opportunities. - (CaES)
- Steven consistently delivers results, but there may be opportunities to further improve work-life balance and sustainability by focusing efforts on the areas where he can have the greatest strategic impact. - (CaES)
- Steven's desire to thoroughly evaluate issues can sometimes slow decision-making. In certain situations, moving more quickly with the available information may create greater momentum. - (PaRP)
- He could spend more time celebrating successes and recognizing accomplishments along the way. - (PaRP)
- He could continue developing emerging leaders within the organization to ensure knowledge and responsibilities are shared more broadly. - (PaRP)
- Steven is highly solution-focused. Continuing to create opportunities for broader consultation before decisions are finalized may strengthen buy-in from stakeholders and community members. - (PaRP)
- As the municipality continues to evolve, Steven could further strengthen his impact by dedicating more time to long-term strategic planning and future-focused initiatives. - (CC)
- He could benefit from carving out more time for strategic relationship-building outside of day-to-day operations. - (CC)
- At times, Steven's strong sense of accountability may lead him to carry too much responsibility personally. Delegating more and trusting others with greater ownership could increase organizational effectiveness and resilience. - (CC)

Confirmed Strengths

Here are your Confirmed Strengths. These strengths are areas where your performance is stronger and aligned between your own observations and those of your Raters. Use these insights to continue building on what you already do well.

Rank	Competency	Item	Self	Rater Average	Gap
1	Community Engagement and Communication	Handles difficult or sensitive public issues with professionalism and composure	6.0	5.5	-0.5
2	Strategic Leadership and Vision	Establishs and communicates a clear and compelling direction for the municipality that aligns with the community's long-term goals	6.0	5.2	-0.8
3	Organizational Leadership and Staff Development	Fosters collaboration and breaks down silos between departments	6.0	5.1	-0.9
4	Council and Governing Body Relations	Respects the distinction between policy-making (the governing body's role) and administration (the CAO's role)	5.0	5.1	0.1
5	Equity, Inclusion, and Ethics	Proactively addresses barriers to inclusion within the organization and in service delivery	5.0	5.1	0.1

Confirmed Opportunities

These are your Confirmed Opportunities for growth. These areas have been consistently highlighted as key opportunities for improvement, both by yourself and others. Focusing on these items will help you enhance your effectiveness and continue your professional development.

Rank	Competency	Item	Self	Rater Average	Gap
1	Organizational Leadership and Staff Development	Delegates effectively while maintaining appropriate oversight and accountability	4.0	4.1	0.1
2	Financial Management and Fiscal Stewardship	Develops and presents budgets that are transparent, prioritized, and aligned with community goals	4.0	4.7	0.7
3	Service Delivery and Operational Excellence	Uses data and performance measures to inform decisions and promote accountability	5.0	4.3	-0.7
4	Community Engagement and Communication	Communicates with the public in a manner that is clear, accessible, and transparent	5.0	4.7	-0.3
5	Community Engagement and Communication	Builds productive relationships with community organizations, businesses, and stakeholders	5.0	4.7	-0.3

Hidden Strengths

Here are your Hidden Strengths, which represent areas where others recognize your performance is stronger, but you may not be fully aware of them yourself. Uncovering these hidden strengths can be incredibly valuable, as it allows you to leverage untapped potential and build confidence in areas you may have overlooked. By exploring and embracing these strengths, you can further enhance your impact and contribute even more effectively to your team and organization.

Rank	Competency	Item	Self	Rater Average	Gap
1	Service Delivery and Operational Excellence	Drives continuous improvement in the quality and efficiency of municipal services	2.0	4.9	2.9
2	Financial Management and Fiscal Stewardship	Provides accurate and timely financial information to the governing body and the public	3.0	5.0	2
3	Service Delivery and Operational Excellence	Embraces and effectively implements technology and innovation in service delivery	3.0	4.9	1.9
4	Council and Governing Body Relations	Builds constructive working relationships with elected officials across different perspectives and interests	3.0	4.5	1.5

Blind Spots

These are your Blind Spots, which highlight areas for growth that others have observed but may not be on your radar yet. Recognizing and addressing these Blind Spots can be a powerful step in your development, as it opens up new avenues for improvement that you might not have considered. By becoming aware of these areas and actively working on them, you can enhance your overall performance and achieve greater success in your role and beyond.

Rank	Competency	Item	Self	Rater Average	Gap
1	Organizational Leadership and Staff Development	Creates an organizational culture that attracts, retains, and develops high-performing employees	7.0	4.1	-2.9
2	Equity, Inclusion, and Ethics	Ensures services are delivered equitably across all neighborhoods and populations	7.0	4.6	-2.4
3	Strategic Leadership and Vision	Communicates the municipality's vision in a way that inspires confidence and commitment from staff and stakeholders	7.0	4.8	-2.2
4	Strategic Leadership and Vision	Anticipates emerging challenges and opportunities and adjusts the municipality's strategy accordingly	7.0	5.1	-1.9
5	Service Delivery and Operational Excellence	Manages risk effectively and maintains preparedness for emergencies and disruptions	7.0	5.1	-1.9

Competency Index

The Competency Index Summary shows you the average rating from each rater group by item. Here you can compare your self-rating with the average ratings from your Rater groups. In addition, the largest difference from your self-rating is highlighted.

S - Self **CC -** City/County Council **SL -** Senior Leadership Team **PA -** Peers and Regional Partners **CA -** Community and External Stakeholders **RA-**Rater Average

Confirmed Strengths Confirmed Opportunities Hidden Strengths Blind Spots

	S	CC	SL	PA	CA	RA
Strategic Leadership and Vision - Establishs and communicates a clear and compelling direction for the municipality that aligns with the community's long-term goals	6.0	5.0	4.8	5.3	5.6	5.2
Strategic Leadership and Vision - Anticipates emerging challenges and opportunities and adjusts the municipality's strategy accordingly	7.0	5.3	4.8	5.7	5.0	5.1
Strategic Leadership and Vision - Communicates the municipality's vision in a way that inspires confidence and commitment from staff and stakeholders	7.0	5.3	3.4	6.0	5.2	4.8
Strategic Leadership and Vision - Exercises sound judgment when making complex decisions involving competing priorities or values	6.0	5.0	4.0	3.8	5.2	4.5
Strategic Leadership and Vision - Translates the governing body's policy direction into coherent operational plans and priorities	5.0	5.7	4.4	4.3	5.0	4.8
Council and Governing Body Relations - Provides the governing body with clear, complete, and timely information to support effective decision-making	6.0	6.0	3.8	5.3	3.8	4.5
Council and Governing Body Relations - Respects the distinction between policy-making (the governing body's role) and administration (the CAO's role)	5.0	6.0	4.6	5.3	4.8	5.1
Council and Governing Body Relations - Builds constructive working relationships with elected officials across different perspectives and interests	3.0	6.0	4.4	4.0	4.2	4.5
Council and Governing Body Relations - Manages council agendas and meeting processes to support productive governance	6.0	6.3	4.4	5.0	4.3	4.8
Council and Governing Body Relations - Proactively advises the governing body of emerging issues before they become crises	6.0	6.3	4.4	4.8	4.8	4.9
Organizational Leadership and Staff Development - Creates an organizational culture that attracts, retains, and develops high-performing employees	7.0	1.5	4.0	5.0	4.5	4.1
Organizational Leadership and Staff Development - Holds department directors and senior staff accountable for results in a constructive and consistent manner	6.0	2.3	4.0	6.0	4.8	4.4
Organizational Leadership and Staff Development - Delegates effectively while maintaining appropriate oversight and accountability	4.0	2.7	4.0	3.8	5.0	4.1
Organizational Leadership and Staff Development - Support professional growth and development opportunities across the organization	5.0	4.7	4.0	5.3	4.8	4.6
Organizational Leadership and Staff Development - Fosters collaboration and breaks down silos between departments	6.0	5.7	3.8	5.8	5.3	5.1

S - Self **CC -** City/County Council **SL -** Senior Leadership Team **PA -** Peers and Regional Partners **CA -** Community and External Stakeholders **RA-**Rater Average

Confirmed Strengths | Confirmed Opportunities | Hidden Strengths | Blind Spots

	S	CC	SL	PA	CA	RA
Financial Management and Fiscal Stewardship - Demonstrates a strong understanding of municipal finance, including budgeting, reserves, and long-term fiscal planning	6.0	3.7	4.4	4.0	5.0	4.4
Financial Management and Fiscal Stewardship - Develops and presents budgets that are transparent, prioritized, and aligned with community goals	4.0	4.0	5.4	4.3	4.7	4.7
Financial Management and Fiscal Stewardship - Stewards public resources responsibly and ensure value for money in service delivery	5.0	4.3	5.2	5.0	4.2	4.7
Financial Management and Fiscal Stewardship - Provides accurate and timely financial information to the governing body and the public	3.0	5.0	5.4	5.3	4.5	5
Financial Management and Fiscal Stewardship - Plans effectively for long-term infrastructure and capital investment needs	7.0	5.0	5.0	5.5	4.8	5.1
Community Engagement and Communication - Engages community members in decisions that affect them	6.0	5.7	2.8	6.3	4.5	4.5
Community Engagement and Communication - Communicates with the public in a manner that is clear, accessible, and transparent	5.0	5.7	3.6	6.3	4.3	4.7
Community Engagement and Communication - Builds productive relationships with community organizations, businesses, and stakeholders	5.0	4.0	4.3	5.3	5.0	4.7
Community Engagement and Communication - Handles difficult or sensitive public issues with professionalism and composure	6.0	4.5	4.6	6.0	6.2	5.5
Community Engagement and Communication - Seeks diverse perspectives, including those of underrepresented residents and communities	7.0	5.3	5.6	5.8	6.2	5.8
Equity, Inclusion, and Ethics - Demonstrates personal and professional integrity	6.0	5.3	4.2	5.3	5.4	5
Equity, Inclusion, and Ethics - Ensures services are delivered equitably across all neighborhoods and populations	7.0	4.0	5.0	4.8	4.3	4.6
Equity, Inclusion, and Ethics - Proactively addresses barriers to inclusion within the organization and in service delivery	5.0	4.7	5.0	6.0	4.7	5.1
Equity, Inclusion, and Ethics - Creates an environment where staff feel safe to raise concerns, including concerns about ethics or misconduct	6.0	4.0	4.6	5.5	4.0	4.5
Equity, Inclusion, and Ethics - Demonstrates consistent impartiality and political neutrality while carrying out the CAO role	6.0	5.0	4.6	6.3	4.2	4.8
Service Delivery and Operational Excellence - Drives continuous improvement in the quality and efficiency of municipal services	2.0	5.0	4.2	5.3	5.2	4.9

S - Self **CC -** City/County Council **SL -** Senior Leadership Team **PA -** Peers and Regional Partners **CA -** Community and External Stakeholders **RA-**Rater Average

Confirmed Strengths Confirmed Opportunities Hidden Strengths Blind Spots

	S	CC	SL	PA	CA	RA
Service Delivery and Operational Excellence - Uses data and performance measures to inform decisions and promote accountability	5.0	4.3	4.0	4.3	4.5	4.3
Service Delivery and Operational Excellence - Ensures effective coordination across departments to deliver integrated services to residents	6.0	4.7	5.6	4.5	4.6	4.9
Service Delivery and Operational Excellence - Manages risk effectively and maintains preparedness for emergencies and disruptions	7.0	6.3	5.2	4.0	5.0	5.1
Service Delivery and Operational Excellence - Embraces and effectively implements technology and innovation in service delivery	3.0	4.3	5.6	4.8	4.7	4.9

Processing Your 360-Degree Feedback

Receiving 360-degree feedback can be both enlightening and challenging. It’s natural to feel a range of emotions as you review the insights provided by your peers, direct reports, and managers. However, to make the most of this feedback, it's important to approach it with an open mind and a willingness to learn. Here are some best practices and suggestions to help you process your feedback effectively:

- **Acknowledge Your Initial Reactions:** It’s common to have an emotional response to feedback, especially if it’s unexpected or critical. Take a moment to recognize how you’re feeling without reacting impulsively. This emotional awareness will help you approach the feedback more objectively.

- **Balance Positive and Constructive Feedback:** People often tend to focus more on negative or constructive feedback, sometimes at the expense of overlooking positive feedback. Make sure to give equal weight to both. Your strengths are just as important as your areas for improvement and can serve as a foundation for further growth.

- **Avoid Dismissing Feedback You Disagree With:** It’s tempting to disregard feedback that doesn’t align with your self-perception. Instead of dismissing it, take time to reflect on it. Ask yourself why someone might see you in that light and whether there’s an opportunity to learn from their perspective.

- **Look for Patterns and Themes:** Pay attention to recurring themes in your feedback. If multiple raters are pointing out the same strengths or opportunities, this is a clear signal that these areas are significant to your overall performance. Patterns can also help you prioritize which areas to focus on first.

- **Seek Clarification When Needed:** If there are aspects of the feedback that are unclear or surprising, consider discussing them with your manager or a trusted colleague. Sometimes additional context can provide a deeper understanding and help you better interpret the feedback.

Next Steps

Now that you've reviewed the report it's important to harness your energy around the feedback and start identifying your priorities you wish to translate into action. Here are some best practices and suggestions to help you organize your thoughts into effective and actionable steps:

1. **Take Time to Reflect:** After reading through the feedback, step away for a short period. This break allows you to process your initial emotional reactions and come back with a clearer mindset.

2. **Review the Feedback Holistically:** Go through the entire report once again, focusing on both strengths and areas for development. Look at the feedback from different rater groups to understand the diverse perspectives.

3. **Identify Key Takeaways:** Highlight the most important points, particularly those that are repeated across different sections or rater groups. These are likely the areas that need your attention the most.

4. **Create an Action Plan:** Based on the feedback, develop a plan to capitalize on your strengths and address your opportunities for growth. Set specific, measurable goals with timelines to help you stay on track.

5. **Follow Up:** Share your action plan with your manager or a mentor and seek their support in your development journey. Regularly check in on your progress and adjust your plan as needed based on ongoing feedback and self-reflection.

By following these steps and embracing a growth mindset, you can turn your 360-degree feedback into a powerful tool for exponential personal and professional growth. Remember, receiving feedback is an opportunity to elevate your performance and potential. How you choose to respond to it will significantly shape your future success. May you find inspiration in this simple yet powerful quote from William James – a renowned thought leader in psychology and philosophy - "Act as if what you do makes a difference. It does."