

[REDACTED]

Employee Opinion Survey Results

[REDACTED], 2024

Confidential

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Draft Report

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I. Introduction

- [REDACTED] retained ChiGlobal Consulting LLC in June 2024 to conduct a 360-degree leadership evaluation of the [REDACTED]. The survey covered all [REDACTED] staff members plus the [REDACTED]. During the conduct of the evaluation, we completed the following work tasks:
 - Conducted individual interviews with the direct reports to obtain their assessment input.
 - Interviewed the [REDACTED] executives and the CEO to identify, select, and validate the competencies used for the executive assessment process.
 - Developed a tailored questionnaire for completion by invitees.
 - Uploaded the tailored questionnaire to an electronic platform.
 - Invite approximately 50 participants, including direct reports to complete the questionnaire.
 - Analyzed and summarized the results of the questionnaire.
 - Delivered a final report, which included the research analysis.
- This report summarizes ChiGlobal's survey methodology, findings, and conclusions.
- The survey focused on five (5) topical areas/questions. Each question contained six possible responses as below:
 - (0) Never
 - (1) Rarely
 - (2) Sometimes
 - (3) Half the time
 - (4) Usually
 - (5) Always
- We tabulated the responses by All Respondents, Direct Reports Only, and Indirect Reports Only to identify differences in employee perceptions.

II. Employee Assessment Findings

Overall Findings

- The summary statistics table indicates that:
 - Direct-report scores are consistently and substantially lower than indirect-report scores.
 - Direct-report scores have less variation ($SD=1.75$) than indirect-reports scores ($SD=1.92$). This indicates that there is a higher level of agreement and greater alignment among direct reports. This is not unusual since indirect reports are likely not as engaged with or as familiar with [REDACTED].

Summary Statistics



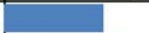




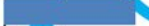
	Reports Directly	Reports Indirectly	All
number of observations	5	10	15
mode (<i>most frequent score</i>)	1	5	5
median (<i>midpoint score</i>)	1	2	2
mean (<i>average score</i>)	1.74	2.82	2.46
standard deviation	1.75	1.92	1.93

- Overall, [REDACTED] scored highest in *Technical Capability*, followed closely by *Mutual Respect and Support* and *Trustworthiness and Integrity*. When direct-report scores are assessed separately, these three categories resurface as [REDACTED] top three strengths. Among indirect reports, *Technical Capability* and *Mutual Respect and Support* still surface but not *Trustworthiness and Integrity*.
- Overall, [REDACTED] scored lowest in *Commitment to Competence and Development*, followed closely by *Communication*. These two categories resurface as [REDACTED] bottom two strengths when the two reporting groups (direct and indirect) are assessed separately.









II. Employee Assessment Findings

- A mean summary of all responses to all survey questions by employee groups are as follows:









All Respondents

Questions	Mean	Mean as a percent of possible score	
		0 20 40 60 80 100	
Q1. Accountability and Responsibility	2.51		50%
Q2. Mutual Respect and Support	2.75		55%
Q3. Communication	2.11		42%
Q4. Trustworthiness and Integrity	2.68		54%
Q5. ICC First with Energy and Commitment	2.60		52%
Q6. Responsible Management and Empowerment	2.51		50%
Q7. Commitment to Competence and Development	1.97		39%
Q8. Technical Capability	2.85		57%

Direct Reports Only

Questions	Mean	Mean as a percent of possible score	
		0 20 40 60 80 100	
Q1. Accountability and Responsibility	1.64		33%
Q2. Mutual Respect and Support	2.04		41%
Q3. Communication	1.33		27%
Q4. Trustworthiness and Integrity	2.16		43%
Q5. ICC First with Energy and Commitment	1.70		34%
Q6. Responsible Management and Empowerment	1.92		38%
Q7. Commitment to Competence and Development	1.29		26%
Q8. Technical Capability	2.00		40%
	0.33	stdev of averages	

Indirect Reports Only

Questions	Mean	Mean as a percent of possible score	
		0 20 40 60 80 100	
Q1. Accountability and Responsibility	2.94		59%
Q2. Mutual Respect and Support	3.10		62%
Q3. Communication	2.50		50%
Q4. Trustworthiness and Integrity	2.94		59%
Q5. ICC First with Energy and Commitment	3.05		61%
Q6. Responsible Management and Empowerment	2.81		56%
Q7. Commitment to Competence and Development	2.31		46%
Q8. Technical Capability	3.28		66%

The mean as a percent of the highest possible rating score (5) measures how the employee groups perceive the [REDACTED] relative to the most favorable responses.

II. Employee Assessment Findings

Accountability and Responsibility

- Q1.1. The person surfaces issues openly, directly, and responsibly, in an effort to resolve potential conflicts and avoid letting things simmer under the surface and cause trouble.
- Q1.2. The person engages authentically in discussion prior to decisions, providing timely, respectful, and clear expression of differences of opinion.
- Q1.3. Once a decision is properly made, the person acts and speaks in a manner that supports the team's or supervisor's decision.
- Q1.4. The person meets deadlines, and performs tasks in a manner that demonstrates pro-active professional responsibility.
- Q1.5. The person fulfills all areas of their own responsibility and does not cross over or take over other peoples' responsibilities.

Questions	Reporting	Mean	Mean as a percent of possible score	(0) Never	(1) Rarely	(2) Sometimes	(3) Half the time	(4) Usually	(5) Always
			0 20 40 60 80 100						
Q1.1	Direct	1.40	28%	1	3	0	0	1	0
	Indirect	3.00	60%	1	2	1	1	2	3
	All	2.47	49%	2	5	1	1	3	3
Q1.2	Direct	1.20	24%	3	1	0	0	0	1
	Indirect	2.60	52%	2	2	1	1	1	3
	All	2.13	43%	5	3	1	1	1	4
Q1.3	Direct	1.60	32%	1	3	0	0	0	1
	Indirect	3.00	60%	0	4	0	2	0	4
	All	2.53	51%	1	7	0	2	0	5
Q1.4	Direct	2.80	56%	0	1	2	0	1	1
	Indirect	3.60	72%	0	1	1	2	3	3
	All	3.33	67%	0	2	3	2	4	4
Q1.5	Direct	1.20	24%	2	2	0	0	1	0
	Indirect	2.50	50%	1	4	1	0	1	3
	All	2.07	41%	3	6	1	0	2	3

	Direct	Indirect	All
number of observations	5	10	15
mode	1	5	1
median	1	3	2
mean	1.64	2.94	2.00
standard deviation	1.72	1.80	1.88

FINDINGS

- There is a general consensus among direct and indirect reports that *meeting deadlines* (Q1.4) may be [REDACTED] strongest *Accountability and Responsibility* attribute and *fulfills all areas of their own responsibility and does not cross over or take over other peoples' responsibilities* (Q1.5) is the weakest *Accountability and Responsibility* attribute.
- In the other four categories, direct reports and indirect reports indicate very different opinions about [REDACTED] *Accountability and Responsibility* attribute. The average direct-report score is roughly half that of the average indirect-report score.

II. Employee Assessment Findings

Mutual Respect and Support

Q2.1. The person publicly supports colleagues, both verbally and non-verbally.

Q2.2. The person privately, behind closed doors, shows support with constructive feedback and inquiry.

Q2.3. The person shows respect in speaking with others, in language and tone of voice.

Q2.4. The person shows respect by being appropriately responsive to the requests of others.

Q2.5. The person shows respect for other peoples' time, and in particular practices punctuality and precision in their productivity for others.

Questions	Reporting	Mean	Mean as a percent of possible score	(0)	(1)	(2)	(3)	(4)	(5)
			0 20 40 60 80 100	Never	Rarely	Sometimes	Half the time	Usually	Always
Q2.1	Direct	2.00	40%	0	2	2	0	1	0
	Indirect	3.00	60%	0	3	2	1	0	4
	All	2.67	53%	0	5	4	1	1	4
Q2.2	Direct	1.60	32%	2	1	1	0	0	1
	Indirect	2.80	56%	1	3	0	2	1	3
	All	2.40	48%	3	4	1	2	1	4
Q2.3	Direct	2.00	40%	0	3	1	0	0	1
	Indirect	3.60	72%	0	1	1	3	1	4
	All	3.07	61%	0	4	2	3	1	5
Q2.4	Direct	2.40	48%	0	2	1	1	0	1
	Indirect	3.30	66%	1	0	3	1	1	4
	All	3.00	60%	1	2	4	2	1	5
Q2.5	Direct	2.20	44%	0	2	2	0	0	1
	Indirect	2.80	56%	1	3	1	1	0	4
	All	2.60	52%	1	5	3	1	0	5

	Direct	Indirect	All
number of observations	5	10	15
mode	1	5	5
median	2	3	2
mean	2.04	3.10	2.75
standard deviation	1.54	1.75	1.75

FINDINGS

- [REDACTED] direct-report scores are considerably lower than his indirect-report scores.
- Among direct reports, [REDACTED] strongest *Mutual Respect and Support* attribute is *showing respect by being appropriately responsive to the requests of others* (Q2.4). Note, however, that Q2.4 and the other four questions have below average direct-report scores.
- Among indirect reports, [REDACTED] strongest *Mutual Respect and Support* attribute is *showing respect in speaking with others, in language and tone of voice* (Q2.3), followed by Q2.4 (the top attribute for direct reports).
- For both groups, *showing support privately/behind closed doors* (Q.2) is [REDACTED] weakest *Mutual Respect and Support* attribute.

II. Employee Assessment Findings

Communication

- Q3.1. The person actively listens to others, trying to find out the intent and meaning of the words of the other person's agenda.
- Q3.2. The person communicates openly, honestly, directly, and in a timely manner.
- Q3.3. The person communicates up, down, and across the organization in an appropriate manner to keep people informed.
- Q3.4. The person clearly communicates decisions and the context for these decisions to all appropriate and relevant people.
- Q3.5. The person offers constructive feedback in a manner that helps each of us do a better job achieving our mission.
- Q3.6. The person is courageous in telling the truth.

Questions	Reporting	Mean	Mean as a percent of possible score 0 20 40 60 80 100	(0)	(1)	(2)	(3)	(4)	(5)
				Never	Rarely	Sometimes	Half the time	Usually	Always
Q3.1	Direct	1.60	32%	1	3	0	0	0	1
	Indirect	2.60	52%	1	4	1	0	0	4
	All	2.27	45%	2	7	1	0	0	5
Q3.2	Direct	1.40	28%	2	1	1	0	1	0
	Indirect	2.80	56%	1	2	2	1	1	3
	All	2.33	47%	3	3	3	1	2	3
Q3.3	Direct	1.20	24%	3	1	0	0	0	1
	Indirect	2.30	46%	2	3	1	0	2	2
	All	1.93	39%	5	4	1	0	2	3
Q3.4	Direct	1.40	28%	2	1	1	0	1	0
	Indirect	2.30	46%	2	3	1	0	2	2
	All	2.00	40%	4	4	2	0	3	2
Q3.5	Direct	1.40	28%	2	1	1	0	1	0
	Indirect	2.40	48%	3	1	2	0	1	3
	All	2.07	41%	5	2	3	0	2	3
Q3.6	Direct	1.00	20%	3	1	0	0	1	0
	Indirect	2.60	52%	3	0	2	1	1	3
	All	2.07	41%	6	1	2	1	2	3

	Direct	Indirect	All
number of observations	5	10	15
mode	0	1	0
median	1	2	1
mean	1.33	2.50	2.11
standard deviation	1.64	1.95	1.93

FINDINGS

- [REDACTED] direct-report scores are considerably lower than [REDACTED] indirect-report scores.
- Among direct reports, [REDACTED] strongest *Communication* attribute is *actively listening* (Q3.1). Do note that this Q3.1 score is well below average. [REDACTED] weakest *Communication* attribute is *being courageous in telling the truth* (Q3.6).
- Among indirect reports, [REDACTED] strongest *Communication* attribute is *communicating openly, directly, and in a timely manner* (Q3.2) and [REDACTED] weakest *Communication* attribute is *communicating up, down, and across the organization in an appropriate manner to*

II. Employee Assessment Findings

keep people informed (Q3.3) and clearly communicating decisions and the context for these decisions to all appropriate and relevant people (Q3.4).

Trustworthiness and Integrity

Q4.1. The person says what they mean, rather than communicating in an overly political or abstract or evasive.

Q4.2. The person does what they say they will do.

Q4.3. The person is true to their word and commitment.

Q4.4. The person treats others as he/she would like to be treated.

Q4.5. The person works to help other peoples' agendas as well as their own.

Questions	Reporting	Mean	Mean as a percent of possible score 0 20 40 60 80 100	(0)	(1)	(2)	(3)	(4)	(5)
				Never	Rarely	Sometimes	Half the time	Usually	Always
Q4.1	Direct	1.40	28%	2	2	0	0	0	1
	Indirect	2.40	48%	1	4	1	0	2	2
	All	2.07	41%	3	6	1	0	2	3
Q4.2	Direct	2.20	44%	1	1	1	1	0	1
	Indirect	3.40	68%	0	0	4	2	0	4
	All	3.00	60%	1	1	5	3	0	5
Q4.3	Direct	3.20	64%	0	1	1	0	2	1
	Indirect	3.10	62%	0	1	5	0	0	4
	All	3.13	63%	0	2	6	0	2	5
Q4.4	Direct	2.20	44%	1	1	1	1	0	1
	Indirect	3.00	60%	0	3	2	1	0	4
	All	2.73	55%	1	4	3	2	0	5
Q4.5	Direct	1.80	36%	1	2	1	0	0	1
	Indirect	2.80	56%	2	2	1	0	1	4
	All	2.47	49%	3	4	2	0	1	5

	Direct	Indirect	All
number of observations	5	10	15
mode	1	5	5
median	2	2	2
mean	2.16	2.94	2.68
standard deviation	1.80	1.76	1.81

FINDINGS

- Direct and indirect reports agree that [redacted] strongest *Trustworthiness and Integrity* measure is being true to [redacted] word and commitment (Q4.3). This is the **only** measure in the entire survey for which direct reports scored [redacted] higher than indirect reports, and the **first** measure thus far where a direct-report score is above average. Overall, direct-report scores are substantially lower than indirect-report scores.
- Indirect reports also score highly their perception that [redacted] does what [redacted] says [redacted] will do (Q4.3).

ICC First with Energy and Commitment

II. Employee Assessment Findings

Q5.1. The person demonstrates their genuine commitment to achieving ICC's mission and goals, by linking their actions and behavior to the evolving needs of the organization.

Q5.2. The person puts ICC's agenda first, their division's second, their department's third, and their own last.

Q5.3. The person encourages others to do the same, and works to be a leader of people.

Q5.4. The person exemplifies commitment, passion, and follow-through in pursuit of ICC's objectives.

Questions	Reporting	Mean	Mean as a percent of possible score	(0) Never	(1) Rarely	(2) Sometimes	(3) Half the time	(4) Usually	(5) Always
			0 20 40 60 80 100						
Q5.1	Direct	2.40	48%	0	2	1	1	0	1
	Indirect	3.70	74%	0	1	1	2	2	4
	All	3.27	65%	0	3	2	3	2	5
Q5.2	Direct	1.60	32%	2	1	0	1	1	0
	Indirect	3.10	62%	2	1	0	2	1	4
	All	2.60	52%	4	2	0	3	2	4
Q5.3	Direct	1.20	24%	3	1	0	0	0	1
	Indirect	2.50	50%	4	0	0	2	1	3
	All	2.07	41%	7	1	0	2	1	4
Q5.4	Direct	1.60	32%	2	1	1	0	0	1
	Indirect	2.90	58%	0	3	2	1	1	3
	All	2.47	49%	2	4	3	1	1	4

	Direct	Indirect	All
number of observations	5	10	15
mode	0	5	5
median	1	3	3
mean	1.70	3.05	2.60
standard deviation	1.79	1.86	1.94

FINDINGS

- Direct and indirect reports agree that [REDACTED] is *genuinely committed to achieving ICC's mission and goals* (Q5.1). This is his strongest ICC First attribute.
- Both groups also agree that [REDACTED] weakest ICC First attribute is *encouraging others and working to be a leader* (Q5.3).
- Across all four ICC First measures, direct-report scores are substantially lower than indirect-report scores.

Responsible Management and Empowerment

Q6.1. The person demonstrates their understanding of and appreciation for the need for empowerment in a collaborative environment instead of just following their own autonomy.

Q6.2. The person takes initiative and demonstrates a sense of ownership for ICC as a whole.

Q6.3. The person appropriately respects the hierarchy and the strategic framework for decisions and allocation of resources within ICC.

Q6.4. The person avoids egoistic self-promotion or departmental/divisional promotion.

Q6.5. When needed, the person communicates up the hierarchy appropriately.

Q6.6. The person encourages, recognizes, and rewards the work of others.

II. Employee Assessment Findings

Q6.7. The person manages ICC people with respect and responsibility.

Q6.8. The person 'handles' what needs to be handled, and deals with what needs to be dealt.

Q6.9. The person takes responsibility for her/his own actions.

Q6.10. The person understands the value in being managed and in managing, and helps others to understand the same.

Questions	Reporting	Mean	Mean as a percent of possible score 0 20 40 60 80 100	(0)	(1)	(2)	(3)	(4)	(5)
				Never	Rarely	Sometimes	Half the time	Usually	Always
Q6.1	Direct	1.20	24%	3	1	0	0	0	1
	Indirect	2.20	44%	4	1	1	0	1	3
	All	1.87	37%	7	2	1	0	1	4
Q6.2	Direct	2.40	48%	0	1	3	0	0	1
	Indirect	3.10	62%	1	1	3	0	1	4
	All	2.87	57%	1	2	6	0	1	5
Q6.3	Direct	2.60	52%	0	1	2	1	0	1
	Indirect	3.20	64%	1	1	2	1	1	4
	All	3.00	60%	1	2	4	2	1	5
Q6.4	Direct	1.80	36%	1	1	2	0	1	0
	Indirect	3.10	62%	1	2	2	0	0	5
	All	2.67	53%	2	3	4	0	1	5
Q6.5	Direct	2.60	52%	0	2	1	0	1	1
	Indirect	3.10	62%	1	1	3	0	1	4
	All	2.93	59%	1	3	4	0	2	5
Q6.6	Direct	2.00	40%	1	1	2	0	0	1
	Indirect	2.90	58%	0	3	3	0	0	4
	All	2.60	52%	1	4	5	0	0	5
Q6.7	Direct	1.60	32%	1	3	0	0	0	1
	Indirect	2.60	52%	1	4	1	0	0	4
	All	2.27	45%	2	7	1	0	0	5
Q6.8	Direct	1.60	32%	1	3	0	0	0	1
	Indirect	3.00	60%	0	2	3	1	1	3
	All	2.53	51%	1	5	3	1	1	4
Q6.9	Direct	2.00	40%	2	1	0	0	1	1
	Indirect	2.70	54%	2	2	1	1	0	4
	All	2.47	49%	4	3	1	1	1	5
Q6.10	Direct	1.40	28%	2	2	0	0	0	1
	Indirect	2.20	44%	4	1	1	0	1	3
	All	1.93	39%	6	3	1	0	1	4

	Direct	Indirect	All
number of observations	5	10	15
mode	1	5.00	5
median	1	2.00	2
mean	1.92	2.81	2.51
standard deviation	1.75	1.95	1.93

FINDINGS

- Direct and indirect reports agree that [REDACTED] weakest *Responsible Management & Empowerment* attribute is *demonstrating his understanding and commitment to this measure* (Q6.1).

II. Employee Assessment Findings

- Both groups gave above average scores for multiple measures in this *Responsible Management & Empowerment* category.

Commitment to Competence and Development

Q7.1. The person delegates effectively tasks to the appropriate people, and follows up appropriately.

Q7.2. The person supports others' drive to develop their competencies, and provides coaching and other support as appropriate.

Q7.3. The person uses these principles to develop others within the organization.

Q7.4. The person is willing to take responsibility when she/he makes a mistake, and corrects it.

Q7.5. The person is ready to grow and learn, and to receive feedback to help that process along.

Q7.6. The person pro-actively looks to develop self, and overcome weakness and fallibility.

Q7.7. The person sets an example of being a life-long developing leader.

Questions	Reporting	Mean	Mean as a percent of possible score 0 20 40 60 80 100	(0) Never	(1) Rarely	(2) Sometimes	(3) Half the time	(4) Usually	(5) Always
Q7.1	Direct	1.20	24%	2	2	0	0	1	0
	Indirect	2.50	50%	2	2	2	0	1	3
	All	2.07	41%	4	4	2	0	2	3
Q7.2	Direct	0.80	16%	4	0	0	0	1	0
	Indirect	2.30	46%	3	2	1	0	1	3
	All	1.80	36%	7	2	1	0	2	3
Q7.3	Direct	1.20	24%	3	1	0	0	0	1
	Indirect	2.30	46%	3	2	1	0	1	3
	All	1.93	39%	6	3	1	0	1	4
Q7.4	Direct	1.60	32%	1	3	0	0	0	1
	Indirect	2.60	52%	3	1	1	1	0	4
	All	2.27	45%	4	4	1	1	0	5
Q7.5	Direct	1.60	32%	2	1	1	0	0	1
	Indirect	2.20	44%	4	1	1	0	1	3
	All	2.00	40%	6	2	2	0	1	4
Q7.6	Direct	1.40	28%	2	2	0	0	0	1
	Indirect	2.20	44%	4	1	1	0	1	3
	All	1.93	39%	6	3	1	0	1	4
Q7.7	Direct	1.20	24%	3	1	0	0	0	1
	Indirect	2.10	42%	4	1	1	0	2	2
	All	1.80	36%	7	2	1	0	2	3

	Direct	Indirect	All
number of observations	5	10	15
mode	0	0	0
median	1	2	1
mean	1.29	2.31	1.97
standard deviation	1.80	2.11	2.07

FINDINGS

- Across both reporting groups, nothing particularly stands out, but numerically, [REDACTED] strongest *Commitment to Competence and Development* attribute is *willingness to take responsibility* (Q7.4) and *readiness to grow and learn* (Q7.5). These are not high scores though.

II. Employee Assessment Findings

- Among indirect reports, again, nothing particularly stands out, but [REDACTED] strongest *Commitment to Competence and Development* attribute is *setting an example as a lifelong learner* (Q7.7). This is not a high score though.

Technical Capability

- Q8.1. The person demonstrates the technical knowledge to lead the department in achieving the outcomes necessary for ICC's success.
- Q8.2. The person understands the business environment financial and regulatory implications to accurately diagnose key issues to develop strategies and plans.
- Q8.3. The person understands and shares key drivers to identify key influencers to position ICC for success.
- Q8.4. The person establishes clear short- and long-term objectives and action plans based on factual information and assumptions; taking into account ICC's values.

Questions	Reporting	Mean	Mean as a percent of possible score 0 20 40 60 80 100	(0)	(1)	(2)	(3)	(4)	(5)
				Never	Rarely	Sometimes	Half the time	Usually	Always
Q8.1	Direct	2.20	44%	0	3	0	1	0	1
	Indirect	3.40	68%	0	2	1	1	3	3
	All	3.00	60%	0	5	1	2	3	4
Q8.2	Direct	2.20	44%	0	2	2	0	0	1
	Indirect	3.60	72%	1	0	2	0	3	4
	All	3.13	63%	1	2	4	0	3	5
Q8.3	Direct	1.80	36%	1	2	1	0	0	1
	Indirect	3.20	64%	1	2	0	2	1	4
	All	2.73	55%	2	4	1	2	1	5
Q8.4	Direct	1.80	36%	1	2	1	0	0	1
	Indirect	2.90	58%	0	4	1	0	2	3
	All	2.53	51%	1	6	2	0	2	4

	Direct	Indirect	All
number of observations	5	10	15
mode	1	5	1
median	1	4	2
mean	2.00	3.28	2.85
standard deviation	1.64	1.70	1.79

FINDINGS

- There is a general consensus among direct and indirect reports that Q8.1 and Q8.2 are [REDACTED] strongest *Technical Capability* attributes, while Q8.3 and Q8.4 are [REDACTED] weakest of the four attributes. Note that all direct-report scores are below average.

III. Interview Findings

The rating scale is 1 (low) to 7 (high) and the chart shows the [REDACTED] self-rating, the numerical average of ratings of direct reports, and a delta score, or range of participants' highest rating to the lowest rating. The second chart illustrates individual responses regarding the degree of confidence in [REDACTED] performance in his current position.

Competency	Self Rating	Participant Average	Delta of Participant Ratings
Leadership	5	3.0	5
Managing Others	6	2.4	4
Professionalism	7	6.0	3
Interpersonal Skills	6	2.6	4
Problem Solving and Adaptability	6	4.4	4
Personal Value Commitment	6	4.5	6

Yes or No	Responses
Vote of Confidence (Yes)	2
Vote of No Confidence (No)	5

Below are the themes on the [REDACTED] strengths, areas needing improvement, and what [REDACTED] needs to do more of to be fully successful.

Strengths:
Super organized
Task focused
Great with lists
Hard worker; puts his time in
Very smart
Analytical numbers person
Great with data and making it usable
Data driven; focused; smart; results-oriented
Strategic thinking; 30K foot views of government relations issues
Master at spreadsheets
Good with the budget
Manages "up" well with executive leadership

III. Interview Findings

Areas Needing Improvement:
Better manage stepping into very big shoes of someone who was loved
Not empathetic; not an understanding leader
Doesn't flow information to his team
Doesn't earn trust and respect of others; [REDACTED] demands it
Poor interpersonal skills; not people oriented
Is all about the spreadsheets and KPIs; not about the people
Told the team that [REDACTED] people were overpaid, and [REDACTED] was overstaffed
Solves data issues but can't translate to the "other" side
Lack of adaptability
Doesn't respect his [REDACTED] team
Makes unilateral decisions and doesn't involve [REDACTED] team in decision making process
Needs to use fewer words; needs more brevity
Doesn't keep team updated on his whereabouts, e.g., goes on vacation but doesn't tell [REDACTED] senior team
Too many layers in [REDACTED]; was a flatter organization under former leader
Not close enough to the field people
Takes on too much
Doesn't have skills to manage a team; check-ins don't happen or are unstructured; reviews are ad hoc
Metrics tracking is a time waster in government relations
Improve self-awareness of his managerial shortfalls

Would like to see more of from [REDACTED] moving forward:
Needs to be better connected with the rank and file members; needs more work in the field
Needs to soften the [REDACTED] speak when dealing with people in the field
Needs to spend time making interpersonal connections
Needs to talk less and listen more; engage the [REDACTED] senior team in decisions
Needs to be more qualitative and less quantitative; balance these
Needs to delegate more and do less
Needs to learn to "read the room" better
Needs to stop overlooking the opinions and perspectives of his team as they shut down
Needs to create a better team culture; we've adapted and adjusted, but it's not healthy
Needs to create better relationships with outside groups as a team player; well known that outside groups seek to diminish and/or diffuse [REDACTED] efforts; he needs to earn respect of outside organizations as well as with the [REDACTED] Board; needs to learn a lighter touch in the federal government relations arena