



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

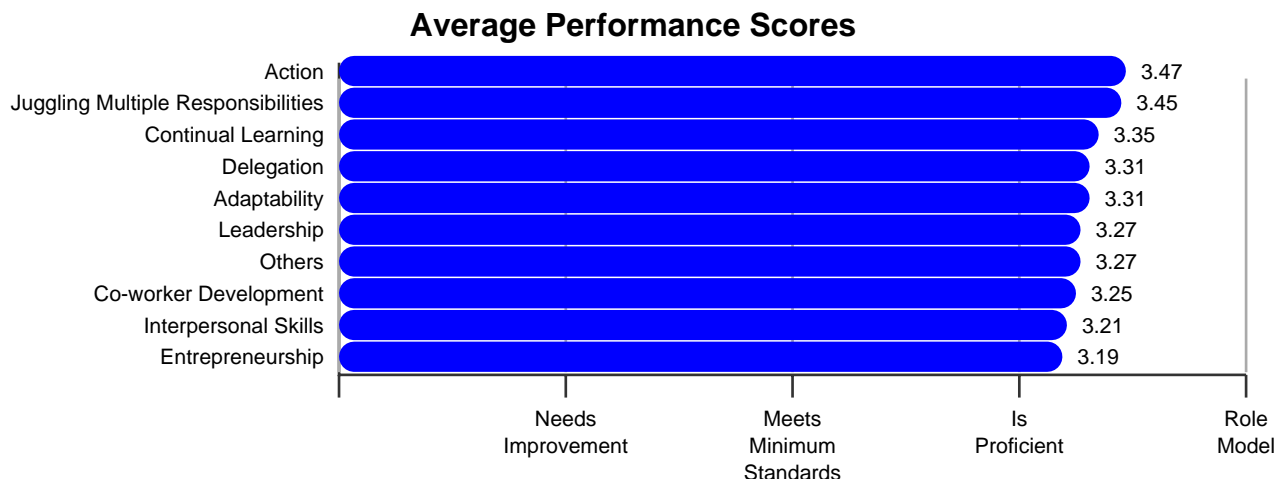
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

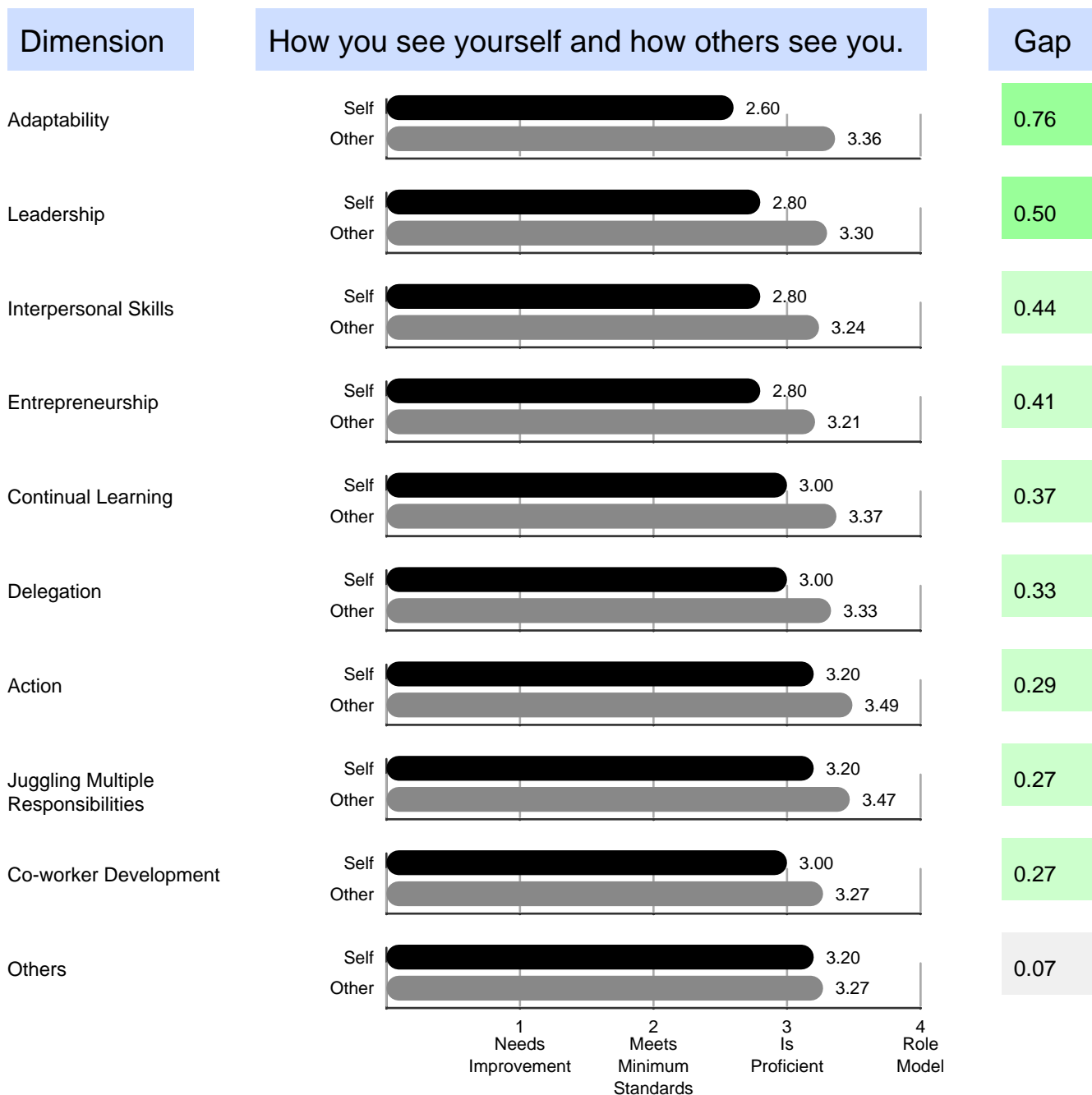
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Action

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Works quickly when faced with difficult problems.	15	3.20	93.3	7%	67%		27%
2. Effectively makes decisions	15	3.87	100.0	13%	87%		
3. Motivates & supports others to gain skills	15	3.33	93.3	7%	53%		40%
4. Drives and mobilizes others progress toward goals.	15	3.60	93.3	7%	27%	67%	
5. Displays high energy and enthusiasm on consistent basis.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
1. Works quickly when faced with difficult problems.	3.29	3.20	-0.09 ▼
2. Effectively makes decisions	3.65	3.87	+0.22 ▲
3. Motivates & supports others to gain skills	3.18	3.33	+0.16 ▲
4. Drives and mobilizes others progress toward goals.	3.41	3.60	+0.19 ▲
5. Displays high energy and enthusiasm on consistent basis.	3.24	3.33	+0.10 ▲

Comments:

- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- ___ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- She has really filled the role of interim manager for the department well.
- Sometimes I feel like I need to check on ___ and make sure that read an email/understands that I need her input on a project.
- Has a "go getter" attitude!
- ___ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.

Continual Learning

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Improves on their skill sets.	15	3.20	93.3	7%	60%		33%
7. Shares best practices with others and learns from others.	15	3.20	86.7	13%	53%		33%
8. Takes charge of their training and skills enhancement.	15	3.40	93.3	7%	47%		47%
9. Seeks opportunities to grow in skills and knowledge.	15	3.47	93.3	7%	40%		53%
10. Pursues self-improvement through continual learning.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
6. Improves on their skill sets.	3.24	3.20	-0.04 ▼
7. Shares best practices with others and learns from others.	3.41	3.20	-0.21 ▼
8. Takes charge of their training and skills enhancement.	3.24	3.40	+0.16 ▲
9. Seeks opportunities to grow in skills and knowledge.	3.18	3.47	+0.29 ▲
10. Pursues self-improvement through continual learning.	3.35	3.47	+0.11 ▲

Comments:

- I admire ___ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- Over the past year I've noticed that ___ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.
- She removes barriers so that we can do our job to the best of our ability.
- If feel ___ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- ___ is a great role model and leader. Others could learn from her style.

Leadership

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Takes ownership and accountability for results	15	3.53	100.0	47%	53%		
12. Able to influence others.	15	3.27	100.0	73%	27%		
13. Leads team to set goals, solve problems, and accomplish tasks.	15	3.33	100.0	67%	33%		
14. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	15	3.13	86.7	13%	60%	27%	
15. Sets a high level of performance expectations and challenges others to do the same.	15	3.07	80.0	20%	53%	27%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
11. Takes ownership and accountability for results	3.47	3.53	+0.06 ▲
12. Able to influence others.	3.47	3.27	-0.20 ▼
13. Leads team to set goals, solve problems, and accomplish tasks.	3.35	3.33	-0.02 ▼
14. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	3.18	3.13	-0.04 ▼
15. Sets a high level of performance expectations and challenges others to do the same.	3.00	3.07	+0.07 ▲

Comments:

- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ___ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.
- ___ is a wonderful manager, she collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.

Delegation

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	3.40	93.3	7%	47%	47%	
17. Assigns tasks to create learning opportunities for the employees.	15	3.27	93.3	7%	60%	33%	
18. Allows subordinates to use their own methods and procedures.	14	3.00	92.9	7%	79%	14%	
19. Allows employees to decide how they wish to complete the tasks.	15	3.47	100.0		53%	47%	
20. Entrusts subordinates with important tasks.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
16. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	3.65	3.40	-0.25 ▼
17. Assigns tasks to create learning opportunities for the employees.	3.47	3.27	-0.20 ▼
18. Allows subordinates to use their own methods and procedures.	3.12	3.00	-0.12 ▼
19. Allows employees to decide how they wish to complete the tasks.	3.59	3.47	-0.12 ▼
20. Entrusts subordinates with important tasks.	3.29	3.40	+0.11 ▲

Comments:

- She allows self-starter employees to take ownership of tasks/improvements and doesn't hover, but is available when you need her. She has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- She looks at problems in a systematic way and asks for input prior to making decisions.
- She offers up ideas of how I could have handled something differently in a constructive manner.

Adaptability

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	15	3.53	100.0	47%	53%		
22. Able to adapt to changes in technology and processes.	15	3.00	80.0	20%	60%	20%	
23. Able to quickly learn new ways of performing their job.	15	2.87	80.0	20%	73%	7%	
24. Recognizes and implements changes to enhance efficiency and effectiveness.	15	3.47	100.0	53%	47%		
25. Flexible and open to new ideas and encourages others to value change.	15	3.67	100.0	33%	67%		

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
21. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	3.35	3.53	+0.18 ▲
22. Able to adapt to changes in technology and processes.	3.00	3.00	
23. Able to quickly learn new ways of performing their job.	2.88	2.87	-0.02 ▼
24. Recognizes and implements changes to enhance efficiency and effectiveness.	3.00	3.47	+0.47 ▲
25. Flexible and open to new ideas and encourages others to value change.	3.76	3.67	-0.10 ▼

Comments:

- ___ leads by example in each of the areas noted above.
- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- I think we have a great team. ___ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- ___ is the best employee the department has employed.
- ___ is extremely supportive of her staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. She supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.

Juggling Multiple Responsibilities

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Assigns tasks based on skills of team members.	15	3.40	93.3	7%	47%	47%	
27. Is aware of the deadlines for specific tasks/assignments.	15	3.33	93.3	7%	53%	40%	
28. Uses a scheduler/planner to keep tasks organized and on time.	15	3.53	100.0		47%	53%	
29. Ensures that assignments are prioritized according to the needs of the department/company.	15	3.67	100.0		33%	67%	
30. Can multitask while performing all of their other responsibilities and activities.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
26. Assigns tasks based on skills of team members.	3.53	3.40	-0.13 ▼
27. Is aware of the deadlines for specific tasks/assignments.	3.12	3.33	+0.22 ▲
28. Uses a scheduler/planner to keep tasks organized and on time.	3.41	3.53	+0.12 ▲
29. Ensures that assignments are prioritized according to the needs of the department/company.	3.59	3.67	+0.08 ▲
30. Can multitask while performing all of their other responsibilities and activities.	3.41	3.33	-0.08 ▼

Comments:

- Very knowledgeable and always steps up if help is needed.
- She has an open door policy and is available when needed.
- I feel confident as if she treats us all as equals.
- ___ demonstrates a vast amount of knowledge and wisdom as a leader.
- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.

Interpersonal Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Anticipates the concerns of other employees.	15	3.20	86.7	13%	53%	33%	
32. Creates an atmosphere that supports the open expression of ideas	15	3.40	100.0		60%	40%	
33. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	3.20	86.7	13%	53%	33%	
34. Strives for win/win solutions	15	3.27	93.3	7%	60%	33%	
35. Applies appropriate communication techniques to the situation.	15	3.00	80.0	20%	60%	20%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
31. Anticipates the concerns of other employees.	3.18	3.20	+0.02 ▲
32. Creates an atmosphere that supports the open expression of ideas	3.35	3.40	+0.05 ▲
33. Uses knowledge and charisma rather than position, power, or coercion to influence others	3.18	3.20	+0.02 ▲
34. Strives for win/win solutions	2.88	3.27	+0.38 ▲
35. Applies appropriate communication techniques to the situation.	3.18	3.00	-0.18 ▼

Comments:

- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- ___ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.
- She truly is the best Manager I have ever had.
- ___'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues

Co-worker Development

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.20	93.3	7%	67%		27%
37. Gives others development opportunities through project assignments and increased job responsibilities	15	3.27	93.3	7%	60%		33%
38. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.27	86.7	13%	47%		40%
39. Provides ongoing feedback to co-workers on their development progress	15	3.13	86.7	13%	60%		27%
40. Takes immediate action on poor performance	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
36. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.18	3.20	+0.02 ▲
37. Gives others development opportunities through project assignments and increased job responsibilities	3.35	3.27	-0.09 ▼
38. Sets and clearly communicates expectations, performance goals, and measurements to others	3.24	3.27	+0.03 ▲
39. Provides ongoing feedback to co-workers on their development progress	3.59	3.13	-0.45 ▼
40. Takes immediate action on poor performance	3.29	3.40	+0.11 ▲

Comments:

- ___ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- I have never known ___ to not hire for talent.
- ___ applied her strong analytical skills to problem solving.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.
- She interacts effectively with our most difficult customers.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.

Others

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Able to see issues from others' perspectives.	15	3.33	93.3	7%	53%	40%	
42. Supports the efforts of other employees in implementing solutions to problems.	15	3.33	93.3	7%	53%	40%	
43. Is able to see issues from others' perspectives.	15	3.13	86.7	13%	60%	27%	
44. Treats others with respect and dignity.	15	3.00	86.7	13%	73%	13%	
45. Helpful	15	3.53	100.0		47%	53%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
41. Able to see issues from others' perspectives.	3.29	3.33	+0.04 ▲
42. Supports the efforts of other employees in implementing solutions to problems.	3.41	3.33	-0.08 ▼
43. Is able to see issues from others' perspectives.	3.35	3.13	-0.22 ▼
44. Treats others with respect and dignity.	3.18	3.00	-0.18 ▼
45. Helpful	3.35	3.53	+0.18 ▲

Comments:

- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- ___ is actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.
- ___ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- Could benefit from increasing awareness on how much influence they have on the department.
- Sometimes you want a little more direction from ___, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.

Entrepreneurship

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Has a strategic awareness on how to promote the organization.	15	3.00	86.7	13%	73%		13%
47. Maintains a high level of energy to respond to demands of the job.	15	3.20	93.3	7%	60%		33%
48. Balances risks and rewards when making decisions.	15	3.20	93.3	7%	67%		27%
49. Finds unique ways to go around barriers to success.	15	3.40	93.3	7%	47%		47%
50. Excellent at managing relationships with stakeholders.	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
46. Has a strategic awareness on how to promote the organization.	3.24	3.00	-0.24 ▼
47. Maintains a high level of energy to respond to demands of the job.	3.00	3.20	+0.20 ▲
48. Balances risks and rewards when making decisions.	3.18	3.20	+0.02 ▲
49. Finds unique ways to go around barriers to success.	3.35	3.40	+0.05 ▲
50. Excellent at managing relationships with stakeholders.	3.29	3.13	-0.16 ▼

Comments:

- She is an outstanding manager.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.
- ___ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- ___ has also come down to help our department when we have been very busy and needed help.
- Not many people can be as well rounded, as these qualities require completely different skill sets.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- She has been challenging us to find other ways to communicate that would be effective, other than email.
- She clearly assigns our responsibilities by our individual strengths.
- ___ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- She's a very hard worker and always helping out when needed.
- ___ is a valued peer. I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.

What do you like best about working with this individual?

- Our desire to improve loss rates has been encouraged and supported by ___.
- ___ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- She is respectful of the people she works with regardless of the level in the organization.
- Having had minimal interaction with ___'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- Willingness to pitch in, desire to grow, and a great attitude.
- ___ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.

What do you like least about working with this individual?

- ___ strives to be professional with each and every interaction and I think inspires confidence.
- Participates in training to learn Core Competency processes.
- ___ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- ___ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.
- I think ___ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- ___ routinely goes out of her way to make work a more engaging experience.

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

- ___ is a very strong leader. Her straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped ___ be successful is her focus on doing the right thing. She doesn't waste any time pointing fingers or placing blame. Instead, she focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.
- She is very supportive and easily approachable.
- ___'s job performance exceeds all the elements.
- I think ___ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- ___ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.

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

- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- She does not settle- but will continue a search until the right fit is found.
- She easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- She is continually looking for ways to improve our service to our customers.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.

Any final comments?

- ___ will sometimes delegate work while continuing to do her own work on the same project she delegated without including the employee she originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- Willingness to help, patience in teaching.
- I know ___ is working with her director and HR business partner in understanding her role as a operational manager.
- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally received.
- ___'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.