



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

January 2025

# 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.

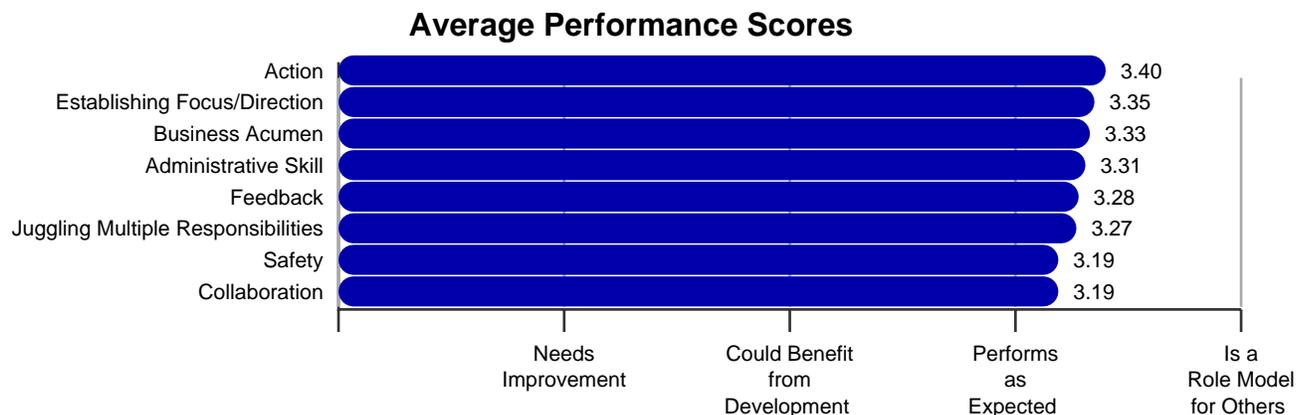
## What to Do with Your Feedback

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

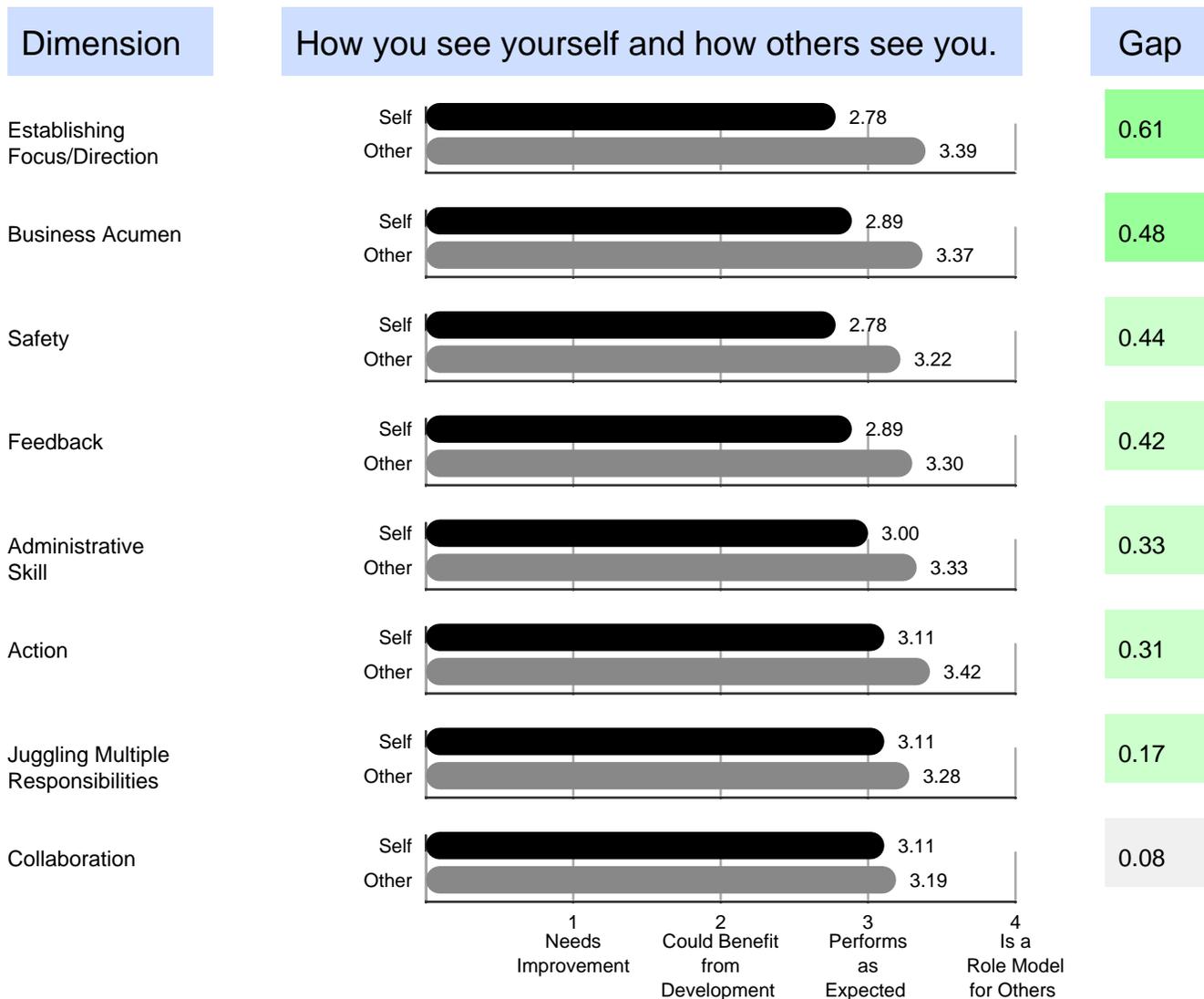
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Seeks new opportunities for advancement.	15	3.20	93.3	7%	67%		27%
2. Makes decisions confidently and stands by them.	15	3.87	100.0	13%	87%		
3. Works quickly when faced with difficult problems.	15	3.33	93.3	7%	53%		40%
4. Completes tasks on time in spite of delays in the process.	15	3.60	93.3	7%	27%	67%	
5. Creates performance measures to ensure action by the department.	15	3.33	93.3	7%	53%		40%
6. Pursues goals with action to achieve success.	15	3.20	93.3	7%	60%		33%
7. Takes the initiative to address problems sooner rather than later.	15	3.20	86.7	13%	53%		33%
8. Is decisive when making decisions.	15	3.40	93.3	7%	47%		47%
9. Works across organizational lines and boundaries to attain goals.	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	2023	2024	Change
1. Seeks new opportunities for advancement.	3.29	3.20	-0.09 ▼
2. Makes decisions confidently and stands by them.	3.65	3.87	+0.22 ▲
3. Works quickly when faced with difficult problems.	3.18	3.33	+0.16 ▲
4. Completes tasks on time in spite of delays in the process.	3.41	3.60	+0.19 ▲
5. Creates performance measures to ensure action by the department.	3.24	3.33	+0.10 ▲
6. Pursues goals with action to achieve success.	3.24	3.20	-0.04 ▼
7. Takes the initiative to address problems sooner rather than later.	3.41	3.20	-0.21 ▼
8. Is decisive when making decisions.	3.24	3.40	+0.16 ▲
9. Works across organizational lines and boundaries to attain goals.	3.18	3.47	+0.29 ▲

#### Comments:

- \_\_\_ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- She is a great teammate.
- She is always first to share what's on the horizon. At conclusion of a project, she shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- Sometimes her decisions aren't thought through from a financial perspective.

- She collaborates with all departments and operates under shared governance.
- She is someone that has proven she can be trusted to do what is right.

## Feedback

### 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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Seeks feedback to enhance performance.	15	3.47	93.3	7%	40%	53%	
11. Looks to others for input.	15	3.53	100.0		47%	53%	
12. Asks others for their ideas and opinions.	15	3.27	100.0		73%		27%
13. Considers other's opinion and suggestions.	15	3.33	100.0		67%		33%
14. Open to the suggestions of others.	15	3.13	86.7	13%	60%		27%
15. Shares past experiences with others as learning opportunities.	15	3.07	80.0	20%	53%		27%
16. Accepts the views of others.	15	3.40	93.3	7%	47%		47%
17. Actively seeks feedback from others.	15	3.27	93.3	7%	60%		33%
18. Is easy to approach with ideas and opinions.	14	3.00	92.9	7%	79%		14%

### Time Comparisons by Item

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

Item	2023	2024	Change
10. Seeks feedback to enhance performance.	3.35	3.47	+0.11 ▲
11. Looks to others for input.	3.47	3.53	+0.06 ▲
12. Asks others for their ideas and opinions.	3.47	3.27	-0.20 ▼
13. Considers other's opinion and suggestions.	3.35	3.33	-0.02 ▼
14. Open to the suggestions of others.	3.18	3.13	-0.04 ▼
15. Shares past experiences with others as learning opportunities.	3.00	3.07	+0.07 ▲
16. Accepts the views of others.	3.65	3.40	-0.25 ▼
17. Actively seeks feedback from others.	3.47	3.27	-0.20 ▼
18. Is easy to approach with ideas and opinions.	3.12	3.00	-0.12 ▼

#### Comments:

- \_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- She is quick and willing to aid.
- Even tempered with a wealth of experience, she has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
-

Brings an exorbitant amount of positive energy to the team. It's very inspiring.

- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with her. A pleasure to work with. A+

## Establishing Focus/Direction

### 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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
19. Helps guide employees with prioritizing tasks.	15	3.47	100.0		53%	47%	
20. Excellent at managing time.	15	3.40	93.3	7%	47%	47%	
21. Makes sure that employees understand and identify with the team's mission.	15	3.53	100.0		47%	53%	
22. Makes sure that employees understand how their work relates to organizational goals.	15	3.00	80.0	20%	60%		20%
23. Maintains focus when handling several problems or tasks simultaneously.	15	2.87	80.0	20%	73%		7%
24. Sets appropriate goals for employees.	15	3.47	100.0		53%	47%	
25. Aligns the department's goals with the goals of the organization.	15	3.67	100.0		33%	67%	
26. Stays focused even when under pressure and stress.	15	3.40	93.3	7%	47%	47%	
27. Maintains self-control when personally criticized.	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	2023	2024	Change
19. Helps guide employees with prioritizing tasks.	3.59	3.47	-0.12 ▼
20. Excellent at managing time.	3.29	3.40	+0.11 ▲
21. Makes sure that employees understand and identify with the team's mission.	3.35	3.53	+0.18 ▲
22. Makes sure that employees understand how their work relates to organizational goals.	3.00	3.00	
23. Maintains focus when handling several problems or tasks simultaneously.	2.88	2.87	-0.02 ▼
24. Sets appropriate goals for employees.	3.00	3.47	+0.47 ▲
25. Aligns the department's goals with the goals of the organization.	3.76	3.67	-0.10 ▼
26. Stays focused even when under pressure and stress.	3.53	3.40	-0.13 ▼
27. Maintains self-control when personally criticized.	3.12	3.33	+0.22 ▲

#### Comments:

- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- I appreciate her perspective and guidance on a variety of things.
- \_\_\_ sometimes uses an intense lecturing style with colleagues which is not effective.
- I think she is the kind of manager our department has needed and will continue to need.
-

\_\_\_ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.

- \_\_\_ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.

## Administrative Skill

### 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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Accurately implements contract provisions.	15	3.53	100.0	47%	53%		
29. Strong organizational skills to keep the workspace and department in order	15	3.67	100.0	33%	67%		
30. Able to develop, justify and present a budget.	15	3.33	100.0	67%	33%		
31. Has strong technical/computer skills.	15	3.20	86.7	13%	53%	33%	
32. Enthusiastic about taking on challenging projects.	15	3.40	100.0	60%	40%		
33. Implements and uses performance measures.	15	3.20	86.7	13%	53%	33%	
34. High attention to detail.	15	3.27	93.3	7%	60%	33%	
35. Takes responsibility for decisions.	15	3.00	80.0	20%	60%	20%	
36. Completes reports on-time.	15	3.20	93.3	7%	67%	27%	

### Time Comparisons by Item

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

Item	2023	2024	Change
28. Accurately implements contract provisions.	3.41	3.53	+0.12 ▲
29. Strong organizational skills to keep the workspace and department in order	3.59	3.67	+0.08 ▲
30. Able to develop, justify and present a budget.	3.41	3.33	-0.08 ▼
31. Has strong technical/computer skills.	3.18	3.20	+0.02 ▲
32. Enthusiastic about taking on challenging projects.	3.35	3.40	+0.05 ▲
33. Implements and uses performance measures.	3.18	3.20	+0.02 ▲
34. High attention to detail.	2.88	3.27	+0.38 ▲
35. Takes responsibility for decisions.	3.18	3.00	-0.18 ▼
36. Completes reports on-time.	3.18	3.20	+0.02 ▲

#### Comments:

- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- Despite the fact that \_\_\_ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- \_\_\_ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
-

I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.

- \_\_\_ routinely goes out of her way to make work a more engaging experience.

## 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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
37. Completes multiple tasks simultaneously.	15	3.27	93.3	7%	60%	33%	
38. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	3.27	86.7	13%	47%	40%	
39. Organizes tasks for the most efficient order of completion.	15	3.13	86.7	13%	60%	27%	
40. Assesses current capabilities before committing to new requests from customers.	15	3.40	93.3	7%	47%	47%	
41. Keeps track of multiple assignments and deadlines.	15	3.33	93.3	7%	53%	40%	
42. Can multitask while performing all of their other responsibilities and activities.	15	3.33	93.3	7%	53%	40%	
43. Is aware of the deadlines for specific tasks/assignments.	15	3.13	86.7	13%	60%	27%	
44. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	3.00	86.7	13%	73%	13%	
45. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	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	2023	2024	Change
37. Completes multiple tasks simultaneously.	3.35	3.27	-0.09 ▼
38. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	3.24	3.27	+0.03 ▲
39. Organizes tasks for the most efficient order of completion.	3.59	3.13	-0.45 ▼
40. Assesses current capabilities before committing to new requests from customers.	3.29	3.40	+0.11 ▲
41. Keeps track of multiple assignments and deadlines.	3.29	3.33	+0.04 ▲
42. Can multitask while performing all of their other responsibilities and activities.	3.41	3.33	-0.08 ▼
43. Is aware of the deadlines for specific tasks/assignments.	3.35	3.13	-0.22 ▼
44. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	3.18	3.00	-0.18 ▼
45. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	3.35	3.53	+0.18 ▲

Comments:

- She is continually looking for ways to improve our service to our customers.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with \_\_\_\_, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- \_\_\_\_ has improved our means of communication within the department and is receptive to suggestions from her employees.
- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.
- I appreciate her ability to deliver a direct message while remaining sensitive to how it may impact others as well as her sense of humor.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.

## Safety

### 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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
46. Supports our company's safety programs.	15	3.00	86.7	13%	73%		13%
47. Creates accurate and effective measures of safety.	15	3.20	93.3	7%	60%		33%
48. Identifies and addresses safety needs.	15	3.20	93.3	7%	67%		27%
49. Is not afraid to question a potential safety issue observed in the workplace.	15	3.40	93.3	7%	47%		47%
50. Participates in safety training as applicable.	15	3.13	80.0	7%	13%	40%	40%
51. Develops a culture of safety.	14	3.14	92.9	7%	71%		21%
52. Works to implement corrective safety measures.	14	3.21	85.7	14%	50%		36%
53. Encourages others to work safely.	15	3.27	86.7	13%	47%		40%
54. Ensures that all supervisors are aware of regulatory and compliance measures.	15	3.13	86.7	13%	60%		27%

### Time Comparisons by Item

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

Item	2023	2024	Change
46. Supports our company's safety programs.	3.24	3.00	-0.24 ▼
47. Creates accurate and effective measures of safety.	3.00	3.20	+0.20 ▲
48. Identifies and addresses safety needs.	3.18	3.20	+0.02 ▲
49. Is not afraid to question a potential safety issue observed in the workplace.	3.35	3.40	+0.05 ▲
50. Participates in safety training as applicable.	3.29	3.13	-0.16 ▼
51. Develops a culture of safety.	3.24	3.14	-0.09 ▼
52. Works to implement corrective safety measures.	3.06	3.21	+0.16 ▲
53. Encourages others to work safely.	3.59	3.27	-0.32 ▼
54. Ensures that all supervisors are aware of regulatory and compliance measures.	2.94	3.13	+0.19 ▲

#### Comments:

- \_\_\_ does not shy away from making the tough calls and is respected by many members of our team.
- \_\_\_ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- \_\_\_ leads by example.
- \_\_\_ exceeds in above in all she does.
- She communicates clearly and responds to request without unnecessary delay.
- She is both the manager and the interim director for the service line.

## Collaboration

### 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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
55. Values the diverse perspectives and skills each team member brings to the table, recognizing that collaborative efforts often lead to more innovative and effective solutions.	15	3.07	86.7	13%	67%		20%
56. Promotes a culture of collaboration rather than rivalry.	15	2.93	73.3	27%	53%		20%
57. Works to get buy-in of individuals based on common good of business.	15	3.20	93.3	7%	67%		27%
58. Willing to work with others to solve problems.	15	3.20	93.3	7%	67%		27%
59. Guides team members to reconcile their differences and collaborate effectively.	15	3.13	93.3	7%	67%		27%
60. Collaborates in group decision making.	15	3.20	93.3	7%	67%		27%
61. Works cooperatively with others to solve problems.	15	3.47	100.0		53%		47%
62. Integrates technology to boost collaborative work on process and policy documentation.	15	3.27	93.3	7%	60%		33%
63. Collaborates in time, effort, and expertise to help achieve success.	15	3.20	86.7	13%	53%		33%

### Time Comparisons by Item

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

Item	2023	2024	Change
55. Values the diverse perspectives and skills each team member brings to the table, recognizing that collaborative efforts often lead to more innovative and effective solutions.	2.88	3.07	+0.18 ▲
56. Promotes a culture of collaboration rather than rivalry.	2.88	2.93	+0.05 ▲
57. Works to get buy-in of individuals based on common good of business.	3.18	3.20	+0.02 ▲
58. Willing to work with others to solve problems.	3.24	3.20	-0.04 ▼
59. Guides team members to reconcile their differences and collaborate effectively.	3.18	3.13	-0.04 ▼
60. Collaborates in group decision making.	3.47	3.20	-0.27 ▼
61. Works cooperatively with others to solve problems.	3.29	3.47	+0.17 ▲
62. Integrates technology to boost collaborative work on process and policy documentation.	3.35	3.27	-0.09 ▼
63. Collaborates in time, effort, and expertise to help achieve success.	3.18	3.20	+0.02 ▲

#### Comments:

- \_\_\_ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.

- \_\_\_ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.
- \_\_\_ has been very helpful to me as a new manager this year.
- \_\_\_ is a definite asset to the organization. She is a creative thinker and a strong leader.
- \_\_\_ is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- It has been a pleasure working with \_\_\_\_. Her interactions with customers have improved over the last year.

## Business Acumen

### 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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
64. Is adept at recognizing new opportunities and fostering a culture of innovation ensuring the organization stays ahead of industry trends and continues to evolve.	15	3.53	100.0	47%	53%		
65. Engages in strategic alliances with valued partners.	15	3.40	100.0	60%	40%		
66. Accurately perceives potential risks to the business.	15	3.33	100.0	67%	33%		
67. Able to get department employees to accept new business workflows.	15	3.47	100.0	53%	47%		
68. Interprets data to make informed business decisions.	15	3.33	93.3	7%	53%	40%	
69. Thoroughly understands the business needs of the customer.	15	3.20	93.3	7%	67%	27%	
70. Describes and summarizes data.	15	3.27	100.0	73%	27%		
71. Identifies new business opportunities.	15	3.20	86.7	13%	53%	33%	
72. Responds quickly to customer business inquiries.	15	3.27	93.3	7%	60%	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	2023	2024	Change
64. Is adept at recognizing new opportunities and fostering a culture of innovation ensuring the organization stays ahead of industry trends and continues to evolve.	3.41	3.53	+0.12 ▲
65. Engages in strategic alliances with valued partners.	3.41	3.40	-0.01 ▼
66. Accurately perceives potential risks to the business.	3.47	3.33	-0.14 ▼
67. Able to get department employees to accept new business workflows.	3.29	3.47	+0.17 ▲
68. Interprets data to make informed business decisions.	3.53	3.33	-0.20 ▼
69. Thoroughly understands the business needs of the customer.	3.18	3.20	+0.02 ▲
70. Describes and summarizes data.	3.24	3.27	+0.03 ▲
71. Identifies new business opportunities.	3.12	3.20	+0.08 ▲
72. Responds quickly to customer business inquiries.	3.18	3.27	+0.09 ▲

#### Comments:

- \_\_\_ involves the members of the team in the interview process whenever we need to hire a new team member. She has hired individuals who have proven by their talents and strengths to be the best candidate.
-

\_\_\_ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.

- I am confident that whenever I need to talk with \_\_\_, she is honest and direct and provides good guidance for my professional growth.
- She often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- We are very blessed to have \_\_\_ for our manager! Best one we've EVER had. We appreciate her very much.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.

## 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 is a great mentor and coach. I look forward to working with \_\_\_ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- She leads by example, not reputation.
- I have also had the pleasure of partnering with \_\_\_ in our Core Competency leader learning. \_\_\_ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (\_\_\_) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.

### What do you like best about working with this individual?

- She removes barriers so that we can do our job to the best of our ability.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- Our team has gone through a lot of changes in the last year and \_\_\_ has demonstrated her ability to lead our team through challenges and to place employees in roles they will be successful in.
- \_\_\_ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- \_\_\_ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- \_\_\_ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.

### What do you like least about working with this individual?

- She has really filled the role of interim manager for the department well.
- \_\_\_ has also attended many off-site events to show her support to department staff.
- \_\_\_'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- \_\_\_ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- More opportunities to share knowledge with the team.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.

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

- \_\_\_ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- \_\_\_ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- I think she is the kind of manager our department has needed and will continue to need.
- \_\_\_ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.
- I would recommend that \_\_\_ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.

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

- She has deep technical expertise in a number of areas of human resource management.
- \_\_\_ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.
- \_\_\_ not only values and listens to her staff she also gives them the support they need.
- Manager routinely demonstrates all of the above characteristics, as marked
- She is becoming more comfortable to deliver critical feedback.
- \_\_\_ has grown and proven herself to be an effective leader in the imaging department.

### Any final comments?

- \_\_\_ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- \_\_\_ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- I appreciate her openness and availability to all the staff.
- She often involves her team in decision making and to determine how to achieve outcomes.
- Sometimes it seems like \_\_\_'s priorities or expectations shift unexpectedly.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.