



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.

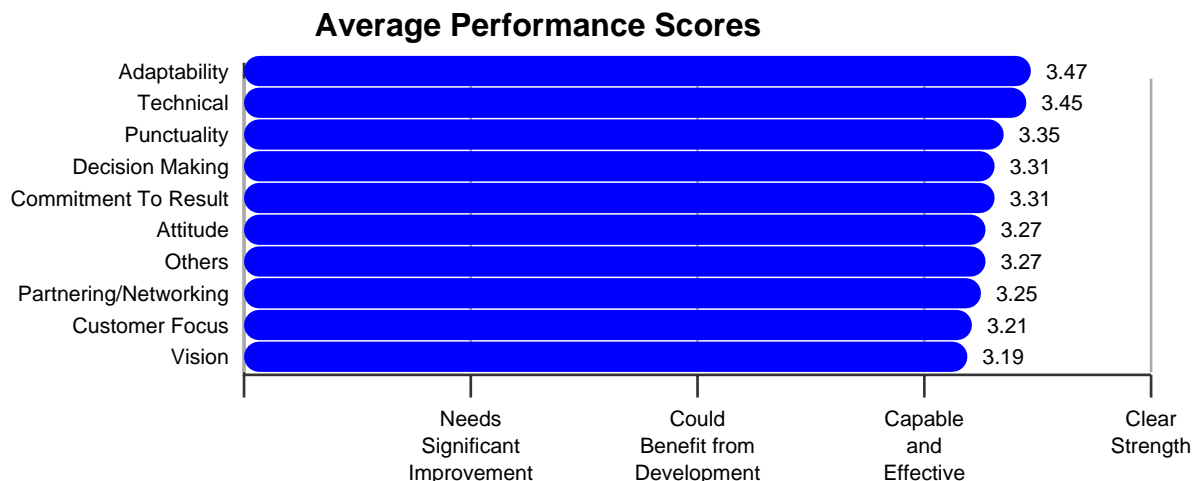
What to Do with Your Feedback

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.



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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	15	3.20	93.3	7%	67%		27%
2. Develops insights and applies innovative solutions to projects and problems.	15	3.87	100.0	13%	87%		
3. Adjusts priorities to changing business goals.	15	3.33	93.3	7%	53%		40%
4. Flexible and open to new ideas and encourages others to value change.	15	3.60	93.3	7%	27%	67%	
5. Is flexible and open minded in dealing with others.	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. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	3.29	3.20	-0.09 ▼
2. Develops insights and applies innovative solutions to projects and problems.	3.65	3.87	+0.22 ▲
3. Adjusts priorities to changing business goals.	3.18	3.33	+0.16 ▲
4. Flexible and open to new ideas and encourages others to value change.	3.41	3.60	+0.19 ▲
5. Is flexible and open minded in dealing with others.	3.24	3.33	+0.10 ▲

Comments:

- ___ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- She's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.
- One of the things I appreciate about ___ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.

Punctuality

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Invoices clients on a timely basis.	15	3.20	93.3	7%	60%	33%	
7. Conducts appointments at scheduled start time.	15	3.20	86.7	13%	53%	33%	
8. Arrives to meetings on time.	15	3.40	93.3	7%	47%	47%	
9. Avoids making personal phone calls during working hours.	15	3.47	93.3	7%	40%	53%	
10. Maintains an efficient schedule of activities.	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. Invoices clients on a timely basis.	3.24	3.20	-0.04 ▼
7. Conducts appointments at scheduled start time.	3.41	3.20	-0.21 ▼
8. Arrives to meetings on time.	3.24	3.40	+0.16 ▲
9. Avoids making personal phone calls during working hours.	3.18	3.47	+0.29 ▲
10. Maintains an efficient schedule of activities.	3.35	3.47	+0.11 ▲

Comments:

- ___ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.
- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- ___ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- She strives for self improvement and is heavily invested in the same for others.
- ___ is a great director, knows her scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.

Attitude

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Is gracious and professional in their interactions with others.	15	3.53	100.0	47%	53%		
12. Shows by their actions that they trust in the positive intentions of others.	15	3.27	100.0	73%	27%		
13. Contributes to a positive and fun work environment.	15	3.33	100.0	67%	33%		
14. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.13	86.7	13%	60%	27%	
15. Visibly supports and encourages diversity in style and background.	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. Is gracious and professional in their interactions with others.	3.47	3.53	+0.06 ▲
12. Shows by their actions that they trust in the positive intentions of others.	3.47	3.27	-0.20 ▼
13. Contributes to a positive and fun work environment.	3.35	3.33	-0.02 ▼
14. Works to eliminate unnecessary work or barriers that get in others' way.	3.18	3.13	-0.04 ▼
15. Visibly supports and encourages diversity in style and background.	3.00	3.07	+0.07 ▲

Comments:

- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- 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.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- Management skills progressing well with experience.

Decision Making

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Does not lose sight of the big picture when making decisions	15	3.40	93.3	7%	47%	47%	
17. Is able to make decisions quickly.	15	3.27	93.3	7%	60%	33%	
18. Asks for additional information when making critical decisions.	14	3.00	92.9	7%	79%	14%	
19. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.47	100.0		53%	47%	
20. Seeks input from key people who should be involved in, or will be affected by, decisions	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. Does not lose sight of the big picture when making decisions	3.65	3.40	-0.25 ▼
17. Is able to make decisions quickly.	3.47	3.27	-0.20 ▼
18. Asks for additional information when making critical decisions.	3.12	3.00	-0.12 ▼
19. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.59	3.47	-0.12 ▼
20. Seeks input from key people who should be involved in, or will be affected by, decisions	3.29	3.40	+0.11 ▲

Comments:

- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- She keeps focused on things that are important for her department to run smoothly.
- She cares deeply about the engagement of her staff and has concern for those in need.
- I think she is doing really good work and I found that to be one area I could list that might help.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- She quickly addresses any challenges that may arise.

Commitment To Result

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.53	100.0	47%	53%		
22. Maintains persistence and dedication to achieving results.	15	3.00	80.0	20%	60%	20%	
23. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	2.87	80.0	20%	73%	7%	
24. Coordinates all department activities into a cohesive team effort.	15	3.47	100.0	53%	47%		
25. Takes immediate action toward goals.	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. Creates a sense of urgency among the store team members to complete activities, which drive sales.	3.35	3.53	+0.18 ▲
22. Maintains persistence and dedication to achieving results.	3.00	3.00	
23. Willing to do whatever it takes-not afraid to have to put in extra effort.	2.88	2.87	-0.02 ▼
24. Coordinates all department activities into a cohesive team effort.	3.00	3.47	+0.47 ▲
25. Takes immediate action toward goals.	3.76	3.67	-0.10 ▼

Comments:

- I really enjoy working with _____. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- _____ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- _____ communicates her expectations of the team well and involves them in the process improvement plans.
- _____ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! _____ has been a great addition to our team!
- _____ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.

Technical

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Willingly shares information and expertise; sought out as resource by others	15	3.40	93.3	7%	47%	47%	
27. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.33	93.3	7%	53%	40%	
28. Knows how to produce high quality products/work.	15	3.53	100.0		47%	53%	
29. Is knowledgeable of procedures or systems necessary for the job.	15	3.67	100.0		33%	67%	
30. Willingly shares his/her technical expertise; sought out as resource by others	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. Willingly shares information and expertise; sought out as resource by others	3.53	3.40	-0.13 ▼
27. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.12	3.33	+0.22 ▲
28. Knows how to produce high quality products/work.	3.41	3.53	+0.12 ▲
29. Is knowledgeable of procedures or systems necessary for the job.	3.59	3.67	+0.08 ▲
30. Willingly shares his/her technical expertise; sought out as resource by others	3.41	3.33	-0.08 ▼

Comments:

- The department director should have the authority to lead the team toward the vision laid out by the VP.
- Management skills progressing well with experience.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- Always looking for ways to grow as a person. Inspires others to do the same.
- ___ is one of the most hones, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.
- ___ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.

Customer Focus

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	3.20	86.7	13%	53%	33%	
32. Maintains positive customer relationships.	15	3.40	100.0		60%	40%	
33. Does not hesitate to address customer concerns or complaints.	15	3.20	86.7	13%	53%	33%	
34. ...friendliness and courtesy	15	3.27	93.3	7%	60%	33%	
35. Ensures all customer commitments and requirements are met or exceeded.	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. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	3.18	3.20	+0.02 ▲
32. Maintains positive customer relationships.	3.35	3.40	+0.05 ▲
33. Does not hesitate to address customer concerns or complaints.	3.18	3.20	+0.02 ▲
34. ...friendliness and courtesy	2.88	3.27	+0.38 ▲
35. Ensures all customer commitments and requirements are met or exceeded.	3.18	3.00	-0.18 ▼

Comments:

- ___ has made great visible improvements in her roles of communication, teamwork and engagement. She is creating a great presence in her position currently.
- One of the main reasons I am here is because of ___.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- ___ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- ___ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.

Partnering/Networking

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Collaborates with others to accomplish goals and objectives.	15	3.20	93.3	7%	67%		27%
37. Forges mutually beneficial relationships between individuals with diverse backgrounds.	15	3.27	93.3	7%	60%		33%
38. Promotes the understanding of how the department affects the organization overall.	15	3.27	86.7	13%	47%		40%
39. Seeks to reduce institutional roadblocks to information sharing.	15	3.13	86.7	13%	60%		27%
40. Supports and encourages relationships that are created by diverse team members.	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. Collaborates with others to accomplish goals and objectives.	3.18	3.20	+0.02 ▲
37. Forges mutually beneficial relationships between individuals with diverse backgrounds.	3.35	3.27	-0.09 ▼
38. Promotes the understanding of how the department affects the organization overall.	3.24	3.27	+0.03 ▲
39. Seeks to reduce institutional roadblocks to information sharing.	3.59	3.13	-0.45 ▼
40. Supports and encourages relationships that are created by diverse team members.	3.29	3.40	+0.11 ▲

Comments:

- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- ___ is a strong leader & mentor.
- Confidence, Attitude, Desire to learn.
- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- ___ is an excellent Director.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Works across boundaries within the organization.	15	3.33	93.3	7%	53%	40%	
42. Constructively receives criticism and suggestions from others.	15	3.33	93.3	7%	53%	40%	
43. Consistently demonstrates ability and willingness to trust others.	15	3.13	86.7	13%	60%	27%	
44. Helpful	15	3.00	86.7	13%	73%	13%	
45. Forms working relationships with employees from other departments.	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. Works across boundaries within the organization.	3.29	3.33	+0.04 ▲
42. Constructively receives criticism and suggestions from others.	3.41	3.33	-0.08 ▼
43. Consistently demonstrates ability and willingness to trust others.	3.35	3.13	-0.22 ▼
44. Helpful	3.18	3.00	-0.18 ▼
45. Forms working relationships with employees from other departments.	3.35	3.53	+0.18 ▲

Comments:

- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- ___ is a great director, knows her scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- She is open to feedback and actively tries to improve.
- ___ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.

Vision

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Leads employees in new directions.	15	3.00	86.7	13%	73%		13%
47. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	3.20	93.3	7%	60%		33%
48. Understands the vision of the Company and promotes it ahead of any self-interests.	15	3.20	93.3	7%	67%		27%
49. Creates a positive vision of the future for the Company.	15	3.40	93.3	7%	47%		47%
50. Demonstrates consistency between words and actions	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. Leads employees in new directions.	3.24	3.00	-0.24 ▼
47. Expresses the Company vision in a way that is easily understood and adopted by employees.	3.00	3.20	+0.20 ▲
48. Understands the vision of the Company and promotes it ahead of any self-interests.	3.18	3.20	+0.02 ▲
49. Creates a positive vision of the future for the Company.	3.35	3.40	+0.05 ▲
50. Demonstrates consistency between words and actions	3.29	3.13	-0.16 ▼

Comments:

- ___ is smart, detailed and committed. I appreciate having her on our team.
- ___ is an excellent communicator and is very open and supportive to her staff.
- I love working with her and hope to continue having her as my supervisor!
- ___ is a great team player for our organization as a whole and for the Department itself.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- ___ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.

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?

- I have always respected her concern for stakeholder input and her efforts to put her customers first.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.
- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistent side of it.
- ___ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.
- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- It's a pleasure to work with ___ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.

What do you like best about working with this individual?

- 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.
- I appreciate her style and support.
- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- ___ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.
- ___, more than anyone, takes what she's learned with Core Competencies and implements them.
- ___ has been very supportive of me and the Institute.

What do you like least about working with this individual?

- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- ___ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leads and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.
- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.

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

- I enjoy working with ___; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- 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.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.
- ___ 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.

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

- ___ is trusting her team, and expecting high standards of behavior from all employees.
- ___ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.
- Seek and provide critical feedback.
- ___ is an amazing manager. She genuinely cares about her staff.

Any final comments?

- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- Her communication style can also come across as very directive at times to peers and subordinates.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.
- ___ has brought a much needed positive change to [CompanyName].
- She is a great teammate!