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.
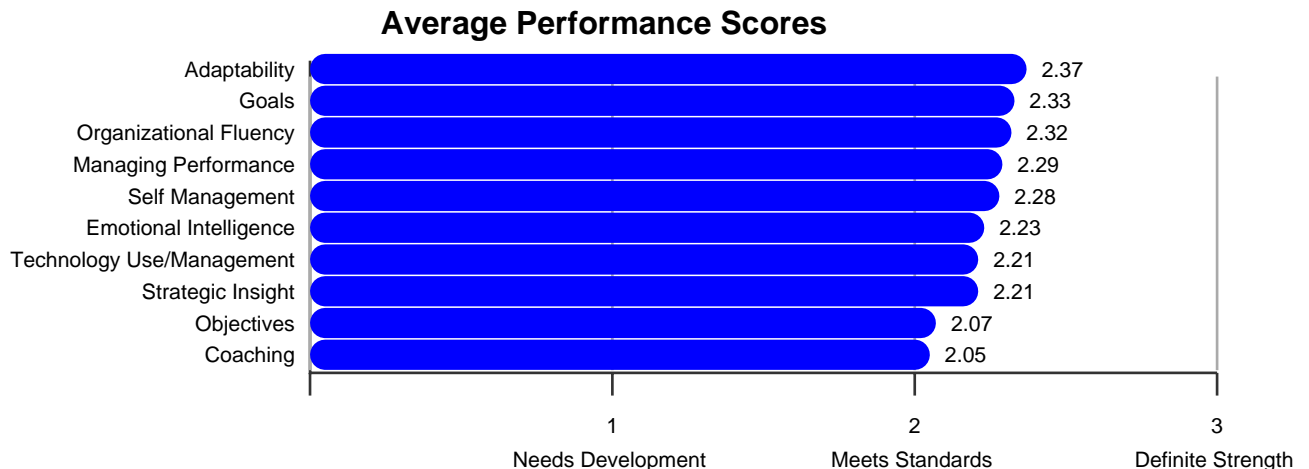
What to Do with Your Feedback

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.

Average Performance Scores

Dimension	Score
Adaptability	2.37
Goals	2.33
Organizational Fluency	2.32
Managing Performance	2.29
Self Management	2.28
Emotional Intelligence	2.23
Technology Use/Management	2.21
Strategic Insight	2.21
Objectives	2.07
Coaching	2.05

1	2	3
Needs Development	Meets Standards	Definite Strength

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.
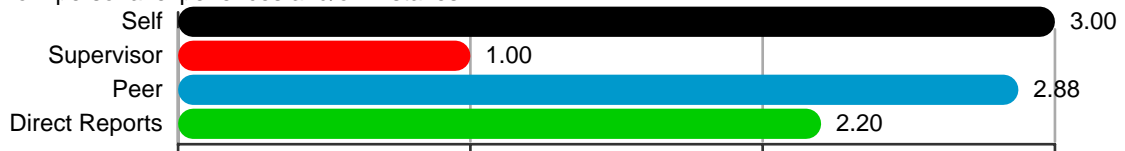
Dimension	How you see yourself and how others see you.	Gap
Managing Performance	Self 2.00 / Other 2.31	0.31
Self Management	Self 2.00 / Other 2.30	0.30
Adaptability	Self 2.20 / Other 2.39	0.19
Organizational Fluency	Self 2.20 / Other 2.33	0.13
Coaching	Self 2.00 / Other 2.06	0.06
Emotional Intelligence	Self 2.20 / Other 2.23	0.03
Technology Use/Management	Self 2.20 / Other 2.21	0.01
Strategic Insight	Self 2.20 / Other 2.21	0.01
Goals	Self 2.40 / Other 2.33	0.07
Objectives	Self 2.20 / Other 2.06	0.14

1 — Needs Development 2 — Meets Standards 3 — Definite Strength

Adaptability

Summary Scores

Self 2.20
Supervisor 2.20
Peer 2.42
Direct Reports 2.36

	1	2	3
	Needs Development	Meets Standards	Definite Strength

1. Adjusts priorities to changing business goals.

Self 2.00
Supervisor 3.00
Peer 2.25
Direct Reports 2.20

2. Learns from personal experiences and/or mistakes.

Self 3.00
Supervisor 1.00
Peer 2.88
Direct Reports 2.20

3. Able to adapt to changes in technology and processes.

Self 2.00
Supervisor 3.00
Peer 2.00
Direct Reports 2.80

4. Works effectively in dynamic and changing work environments.

Self 2.00
Supervisor 1.00
Peer 2.75
Direct Reports 2.40

5. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.

Self 2.00
Supervisor 3.00
Peer 2.25
Direct Reports 2.20

1	2	3

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Adjusts priorities to changing business goals.	15	2.27	33.3	7%	60%	33%
2. Learns from personal experiences and/or mistakes.	15	2.53	73.3	20%	7%	73%
3. Able to adapt to changes in technology and processes.	15	2.33	40.0	7%	53%	40%
4. Works effectively in dynamic and changing work environments.	15	2.47	53.3	7%	40%	53%
5. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	2.27	40.0	13%	47%	40%

Comments:
- ___ is someone I feel I can talk to about any problem or situation and I value her opinion.
- ___ 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.
- She inspires us to remember that as leaders, anything's possible.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- ___ is an excellent role model.   She received the Employee Excellence Award this past year and also advanced certification, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.
- ___ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.

Self Management

Summary Scores

6. Consciously controls own negative emotions in order to keep team morale up.

7. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.

8. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.

9. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.

10. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Consciously controls own negative emotions in order to keep team morale up.	15	2.13	33.3	20%	47%	33%
7. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	2.07	26.7	20%	53%	27%
8. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	2.33	40.0	7%	53%	40%
9. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	2.40	53.3	13%	33%	53%
10. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	2.47	60.0	13%	27%	60%

Comments:

- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- ___ teams with others to improve communication and process.
- She is a great leader.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
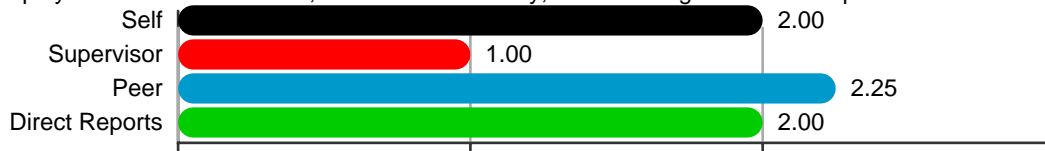- I like that she challenges me.

Emotional Intelligence

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.18
Direct Reports	2.32

1	2	3
Needs Development	Meets Standards	Definite Strength

11. Is able to control their own emotions.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.60

12. Is able to manage their own emotions.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.80

13. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.00

14. Accurately perceives the emotional reactions of others.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.60

15. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.

Self	3.00
Supervisor	2.00
Peer	2.29
Direct Reports	2.60

1	2	3
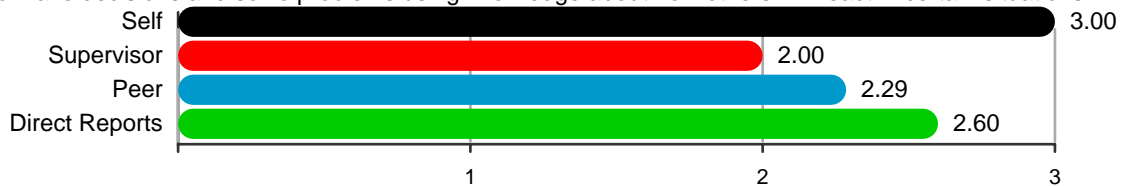
Level of Skill

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 Development) to green (Definite Strength).

| Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Is able to control their own emotions.	15	2.33	40.0	7%	53%	40%
12. Is able to manage their own emotions.	15	2.07	20.0	13%	67%	20%
13. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.07	26.7	20%	53%	27%
14. Accurately perceives the emotional reactions of others.	15	2.27	40.0	13%	47%	40%
15. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	14	2.43	50.0	7%	43%	50%

Comments:
- Before ___ came into the position it seemed that the department was a dump.
- Completes variance analysis and identifies corrective actions.
- She also cares about me as a person.   I have learned a lot from her and look forward to learning more.
- She is the only manager in the department to help us when we are short.
- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.

Managing Performance

Summary Scores

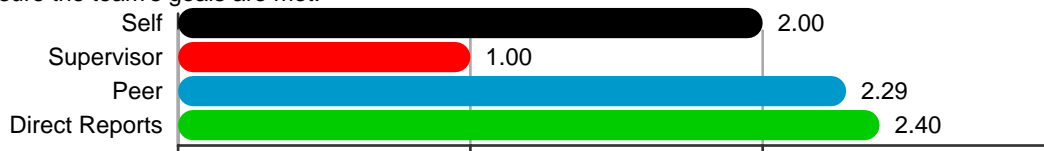16. Is consistent in disciplinary/corrective actions.
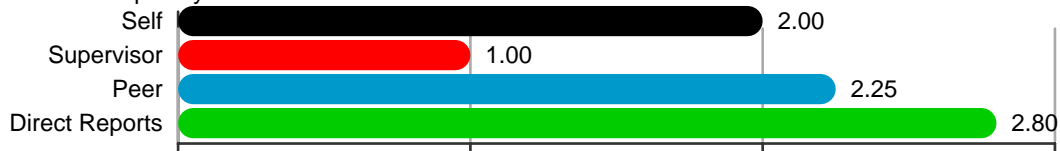
17. Informs team members how their performance compares to stated goals.

18. Reviews job performance shortly after completion of tasks.

19. Makes sure the team's goals are met.

20. Ensures team members receive rewards for positive performance accomplishments.

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Is consistent in disciplinary/corrective actions.	15	2.33	46.7	13%	40%	47%
17. Informs team members how their performance compares to stated goals.	15	2.33	40.0	7%	53%	40%
18. Reviews job performance shortly after completion of tasks.	14	2.00	14.3	14%	71%	14%
19. Makes sure the team's goals are met.	14	2.21	42.9	21%	36%	43%
20. Ensures team members receive rewards for positive performance accomplishments.	15	2.53	60.0	7%	33%	60%

Comments:
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- ___ provides opportunities for her staff to grow professionally and encourages them.
- 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.
- Good Team Player! Good decision making skills. A hard worker.
- ___ is very good a recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that ___ respects their abilities and contrabutions to the department.
- ___ is willing to understand how a current process works before wanting to incorporate changes.

Goals

Summary Scores

Self		2.40
Supervisor		2.60
Peer		2.25
Direct Reports		2.40

1	2	3
Needs Development	Meets Standards	Definite Strength

21. Achieves established goals.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	3.00

22. Understands & contributes to development of strategic goals.

Self	3.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

23. Makes sure that team members have a clear idea of our group's goals.

Self	3.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

24. Conducts timely follow-up; keeps others informed on a need to know basis.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

25. Establishes and documents goals and objectives.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.60

1	2	3
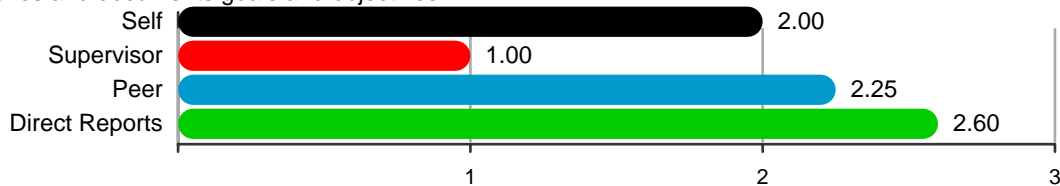
Level of Skill

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 Development) to green (Definite Strength).

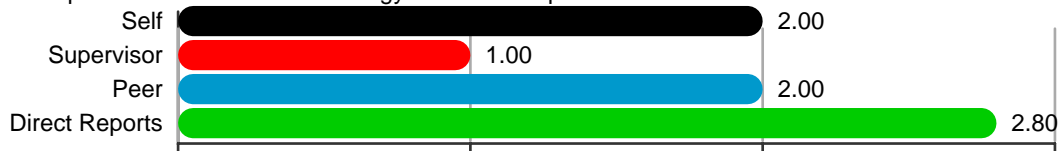| Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Achieves established goals.	15	2.60	66.7	7%	27%	67%
22. Understands & contributes to development of strategic goals.	15	2.33	40.0	7%	53%	40%
23. Makes sure that team members have a clear idea of our group's goals.	15	2.07	20.0	13%	67%	20%
24. Conducts timely follow-up; keeps others informed on a need to know basis.	15	2.40	53.3	13%	33%	53%
25. Establishes and documents goals and objectives.	15	2.27	53.3	27%	20%	53%

Comments:

- ___ is the right man for the job...there have been a couple of instances in which I feel that ___ has had tendency to lose staff or participants in her communication. To her merit, ___ will stop the conversation and clarify expectations or needs prior to moving forward.
- She also has always been thankful for any help that I have given her.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- ___ is always professional and demonstrates integrity in her daily work.   She is consistently respectful and values other members of the team.

Technology Use/Management

Summary Scores

Self	2.20
Supervisor	1.80
Peer	2.17
Direct Reports	2.36

1	2	3
Needs Development	Meets Standards	Definite Strength

26. Adopts the implementation of new technology into the workplace.

Self	2.00
Supervisor	1.00
Peer	2.00
Direct Reports	2.80

27. Supports employee training and development initiatives regarding implementation of technology.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.60

28. Applies complex rules and regulations to maintain optimal system performance.

Self	2.00
Supervisor	2.00
Peer	2.38
Direct Reports	2.80

29. Understands and is committed to implementing new technologies.

Self	3.00
Supervisor	2.00
Peer	2.38
Direct Reports	3.00

30. Proficient in the use of technical systems and processes.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	1.60

1	2	3

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Adopts the implementation of new technology into the workplace.	15	2.20	33.3	13%	53%	33%
27. Supports employee training and development initiatives regarding implementation of technology.	15	2.00	26.7	27%	47%	27%
28. Applies complex rules and regulations to maintain optimal system performance.	15	2.47	53.3	7%	40%	53%
29. Understands and is committed to implementing new technologies.	15	2.60	60.0		40%	60%
30. Proficient in the use of technical systems and processes.	15	1.80	13.3	33%	53%	13%

Comments:
- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- ___ makes a concerted effort to ensure that the right people are in the right jobs.
- ___ is a reliable and valued colleague.   She is collaborative, respectful and professional with her team members and customers outside the organization.
- I observe her coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- ___ has a calm and professional style.
- ___ is a great Manager.   She is extremely talented at what she does and invests a great amount of effort into developing her staff.   She is very supportive of staff growth, while also caring a great deal about each of her employees.

Objectives

Summary Scores

Self	2.20
Supervisor	2.80
Peer	1.77
Direct Reports	2.36

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

31. Assures [Company] principles are understood, employed & pursued.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

32. Effectively organizes resources and plans

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.40

33. Organizes and schedules events, activities, and resources.

Self	3.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.40

34. Able to organize work.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

35. Sets long-term and short-term goals.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	1.80

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Assures [Company] principles are understood, employed & pursued.	15	2.13	33.3	20%	47%	33%
32. Effectively organizes resources and plans	15	2.13	33.3	20%	47%	33%
33. Organizes and schedules events, activities, and resources.	15	2.07	33.3	27%	40%	33%
34. Able to organize work.	15	2.13	26.7	13%	60%	27%
35. Sets long-term and short-term goals.	15	1.87	20.0	33%	47%	20%

Comments:
- ___ has extremely strong communication skills and is able to work in a wide variety of settings.
- Strive for excellence. Willing to learn. Implement advice from others.
- ___ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- Communication to entire team is excellent and helps engage all staff.   ___'s visibility to her team has been very positive.
- Even though she is part-time, I don't like the minimal face-to-face exposure.
- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.

Coaching

Summary Scores

36. Provides clear, motivating, and constructive feedback.

37. Meets regularly with employees to coach them on areas that will enhance their performance
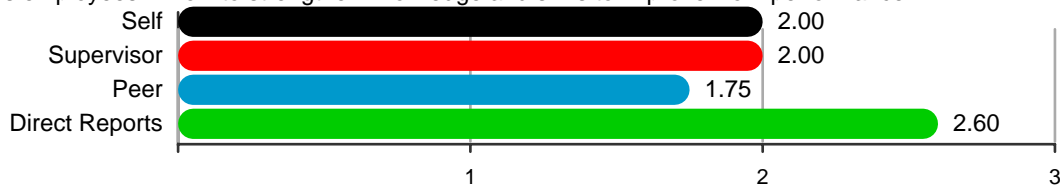

38. Conducts regular performance appraisals and feedback.

39. Helps employees to understand responsibilities, authority, and expectations.

40. Coaches employees in how to strengthen knowledge and skills to improve work performance.

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Provides clear, motivating, and constructive feedback.	15	1.87	20.0	33%	47%	20%
37. Meets regularly with employees to coach them on areas that will enhance their performance	15	1.93	13.3	20%	67%	13%
38. Conducts regular performance appraisals and feedback.	15	2.07	33.3	27%	40%	33%
39. Helps employees to understand responsibilities, authority, and expectations.	15	2.33	33.3		67%	33%
40. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	2.07	33.3	27%	40%	33%

Comments:

- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- Another area she needs to work on is honoring team decisions. She will make unilateral decisions and then not tell the team.
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- Manager routinely demonstrates all of the above characteristics, as marked
- Positive energy and a team player.
- ___ 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.

Strategic Insight

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.08
Direct Reports	2.36

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         1              2              3
Needs Development  Meets Standards  Definite Strength
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41. Identifies potential problems before they become critical incidents.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

42. Identifies root causes of problems.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

43. Communicates vision for the department and company.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.20

44. Formulates policies and strategies for addressing the Company's important challenges.

Self	2.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.60

45. Anticipates business cycles and trends and makes adjustments in a timely manner.

Self	3.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.60

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         1              2              3
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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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Identifies potential problems before they become critical incidents.	15	2.00	26.7	27%	47%	27%
42. Identifies root causes of problems.	15	2.13	33.3	20%	47%	33%
43. Communicates vision for the department and company.	15	2.20	40.0	20%	40%	40%
44. Formulates policies and strategies for addressing the Company's important challenges.	15	2.20	26.7	7%	67%	27%
45. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is a very effective communicator and I always felt very well informed as her direct report.
- ___ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group.   She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- I have observed that ___ is always professional and respectful towards myself and others. She asks for our input before making decisions.
- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- Cannot think of anything

Organizational Fluency

Summary Scores

Self		2.20
Supervisor		2.60
Peer		2.20
Direct Reports		2.48

1	2	3
Needs Development	Meets Standards	Definite Strength

46. Able to use corporate politics to advance department objectives.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

47. Able to explain departmental policies and procedures to others.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

48. Gets things done through the department.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

49. Anticipates problems that may affect the department.

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.40

50. Able to deal with sensitive issues with tact and professionalism.

Self	3.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.80

1	2	3

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Able to use corporate politics to advance department objectives.	15	2.27	26.7		73%	27%
47. Able to explain departmental policies and procedures to others.	15	2.13	26.7	13%	60%	27%
48. Gets things done through the department.	15	2.40	40.0		60%	40%
49. Anticipates problems that may affect the department.	15	2.47	46.7		53%	47%
50. Able to deal with sensitive issues with tact and professionalism.	15	2.33	46.7	13%	40%	47%

Comments:
- 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.
- Overall, I think ___ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually invoves ___ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.
- ___, more than anyone, takes what she's learned with Core Competencies and implements them.
- 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.
- She allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.

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?

- ___ is friendly to myself and other staff members.   I believe she is very knowledgeable in the role of controller.   She continues to struggle with maintaining focus on tasks, time management and meeting deadlines.   It is extremely frustrating to have to wait weeks for her to complete work needed from her.
- She not only clearly communicates her desired outcomes but also follows up with her team members to ensure they understand. She is open for questions or feedback by everyone.
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time).   when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- ___ shines when it comes to teamwork and process improvement.   Her ability to lead a team with collaboration and communication is amazing.
- Has a "go getter" attitude!

What do you like best about working with this individual?

- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- Participating in Core Competency Training has provided me with the tools to implement best practices.   I also took the time to reach out to the HR department on-staff trainer and utilize her knowledge for assistance on improving some of my weaker areas.   This opportunity is helping re-build my confidence level working here.
- I value ___'s advice and support as we realigned my department a few times this year.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.
- Great to have you on the team!

What do you like least about working with this individual?

- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- She is such a positive person and always willing to pitch in where help is needed.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.

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

- ___ is a wonderful team member. . .has the gift of empathy and encouragement.   She has a can do attitude when faced with projects/issues.
- I know ___ is working with her director and HR business partner in understanding her role as a operational manager.
- ___ is a great partner in Systems Implementation.
- Don't know where we would be without her.
- ___ sets high standards for her team and ensures they perform professionally.
- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.

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

- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- She is in an often times impossible position and is doing well all things considered
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- Her communication style can also come across as very directive at times to peers and subordinates.
- She has been a great addition to the department in this area.
- She uses the strengths of everyone around her to get the best solutions possible.

Any final comments?

- She encourages teammates more as a peer than a coach.
- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- She has learned at a very quick pace, and is both supportive and clear in her intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- She stays in her office, and is largely oblivious to the daily activities of customer service.
- Building relationships of trust to enhance safety is an important part of our approach.
- She gives you confidence knowing she always has your back.