



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.

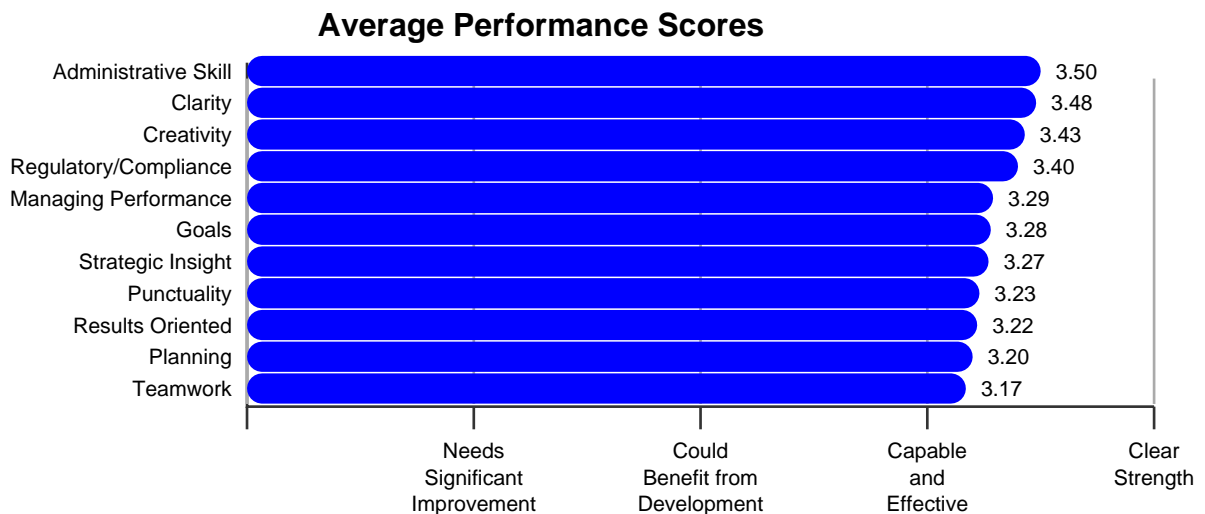
What to Do with Your Feedback

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 11 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.



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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Takes responsibility for decisions.	15	3.20	93.3	7%	67%		27%
2. Able to develop, justify and present a budget.	15	3.87	100.0	13%	87%		
3. High attention to detail.	15	3.33	93.3	7%	53%		40%
4. Strong organizational skills to keep the workspace and department in order	15	3.60	93.3	7%	27%	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
1. Takes responsibility for decisions.	3.29	3.20	-0.09 ▼
2. Able to develop, justify and present a budget.	3.65	3.87	+0.22 ▲
3. High attention to detail.	3.18	3.33	+0.16 ▲
4. Strong organizational skills to keep the workspace and department in order	3.41	3.60	+0.19 ▲

Comments:

- I have been in the work force for over 30 years and had outstanding directors and leaders, however ___ surpasses anyone I met before.
- ___ always presents herself in the most professional manner.
- ___ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- ___ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- ___ is collaborative in everything she does and inspires a collaborative approach in others.

Goals

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
5. Achieves goals.	15	3.33	93.3	7%	53%	40%	
6. Achieves established goals.	15	3.20	93.3	7%	60%	33%	
7. Conducts timely follow-up; keeps others informed on a need to know basis.	15	3.20	86.7	13%	53%	33%	
8. Makes sure that I have a clear idea of our group's goals.	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
5. Achieves goals.	3.24	3.33	+0.10 ▲
6. Achieves established goals.	3.24	3.20	-0.04 ▼
7. Conducts timely follow-up; keeps others informed on a need to know basis.	3.41	3.20	-0.21 ▼
8. Makes sure that I have a clear idea of our group's goals.	3.24	3.40	+0.16 ▲

Comments:

- Ready to tackle any given problem and help others finish 1st
- Difficult to reach sometimes and often does not respond to messages at all.
- ___ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- She has worked hard to understand people's strengths and what they need from her.
- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- ___ provides opportunities for her staff to grow professionally and encourages them.

Creativity

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
9. Creates a lot of new ideas.	15	3.47	93.3	7%	40%	53%	
10. Inspires creativity in their team.	15	3.47	93.3	7%	40%	53%	
11. Is creative and inspirational.	15	3.53	100.0		47%	53%	
12. Develops solutions to challenging problems.	15	3.27	100.0		73%	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
9. Creates a lot of new ideas.	3.18	3.47	+0.29 ▲
10. Inspires creativity in their team.	3.35	3.47	+0.11 ▲
11. Is creative and inspirational.	3.47	3.53	+0.06 ▲
12. Develops solutions to challenging problems.	3.47	3.27	-0.20 ▼

Comments:

- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- She inspires others by the manner in which she does her work and engages others.
- She is passionate about providing the services necessary to meet the needs of our organization.
- Having had minimal interaction with ___'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- She had done amazingly well considering all of the global threats to the product line.

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
13. Maintains an efficient schedule of activities.	15	3.33	100.0		67%		33%
14. Invoices clients on a timely basis.	15	3.13	86.7	13%	60%		27%
15. Avoids making personal phone calls during working hours.	15	3.07	80.0	20%	53%		27%
16. Responds to requests for information in a timely manner.	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
13. Maintains an efficient schedule of activities.	3.35	3.33	-0.02 ▼
14. Invoices clients on a timely basis.	3.18	3.13	-0.04 ▼
15. Avoids making personal phone calls during working hours.	3.00	3.07	+0.07 ▲
16. Responds to requests for information in a timely manner.	3.65	3.40	-0.25 ▼

Comments:

- I value ___ for so much more than her negotiating skills which are outstanding.
- Improvement should come over time. There is potential which is present.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.

Managing 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
17. Sets specific and measurable goals for others and follows through to completion.	15	3.27	93.3	7%	60%	33%	
18. Makes sure the team's goals are met.	14	3.00	92.9	7%	79%	14%	
19. Sets and maintains high standards for self and others.	15	3.47	100.0		53%	47%	
20. Assesses employee performance against defined standards.	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
17. Sets specific and measurable goals for others and follows through to completion.	3.47	3.27	-0.20 ▼
18. Makes sure the team's goals are met.	3.12	3.00	-0.12 ▼
19. Sets and maintains high standards for self and others.	3.59	3.47	-0.12 ▼
20. Assesses employee performance against defined standards.	3.29	3.40	+0.11 ▲

Comments:

- ___ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.
- The few problems we have experienced during these changes is a reflection of ___'s leadership.
- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.

Results Oriented

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. Helps others when free-time is available.	15	3.53	100.0	47%		53%	
22. Works toward achievement of goals even when confronted with obstacles.	15	3.00	80.0	20%	60%		20%
23. Inspires and motivates co-workers to be productive and energetic at work	15	2.87	80.0	20%	73%		7%
24. Does not become distracted by non-issues or interruptions.	15	3.47	100.0	53%		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
21. Helps others when free-time is available.	3.35	3.53	+0.18 ▲
22. Works toward achievement of goals even when confronted with obstacles.	3.00	3.00	
23. Inspires and motivates co-workers to be productive and energetic at work	2.88	2.87	-0.02 ▼
24. Does not become distracted by non-issues or interruptions.	3.00	3.47	+0.47 ▲

Comments:

- ___ is a great team player for our organization as a whole and for the Department itself.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- ___ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.
- Communication to staff has greatly improved.
- She is a great leader.
- She is a pleasure to work with and an asset to [CompanyName].

Clarity

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
25. Avoids creating ambiguity or mixed messages.	15	3.67	100.0	33%	67%		
26. Is clear about the roles and duties of team members.	15	3.40	93.3	7%	47%	47%	
27. Maintains clarity in goals and objectives.	15	3.33	93.3	7%	53%	40%	
28. Makes sure employees understand why they were given certain assignments.	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
25. Avoids creating ambiguity or mixed messages.	3.76	3.67	-0.10 ▼
26. Is clear about the roles and duties of team members.	3.53	3.40	-0.13 ▼
27. Maintains clarity in goals and objectives.	3.12	3.33	+0.22 ▲
28. Makes sure employees understand why they were given certain assignments.	3.41	3.53	+0.12 ▲

Comments:

- I am glad to have ___ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- ___ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- ___ has great communication skills and is a dependable member of the team.
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- She is strong and firm in her decisions, but involves her entire team in those decisions.

Regulatory/Compliance

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
29. Keeps informed of various regulations and procedures.	15	3.67	100.0	33%	67%		
30. Offers training to employees to ensure they are complying with regulations.	15	3.33	100.0		67%		33%
31. Creates documents and reports as needed to maintain compliance with regulations.	15	3.20	86.7	13%	53%		33%
32. Provides documents and reports as needed to maintain compliance with laws.	15	3.40	100.0		60%		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
29. Keeps informed of various regulations and procedures.	3.59	3.67	+0.08 ▲
30. Offers training to employees to ensure they are complying with regulations.	3.41	3.33	-0.08 ▼
31. Creates documents and reports as needed to maintain compliance with regulations.	3.18	3.20	+0.02 ▲
32. Provides documents and reports as needed to maintain compliance with laws.	3.35	3.40	+0.05 ▲

Comments:

- I believe ___ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with ___ and I appreciate her style and understanding and support of the work that I do.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- ___ is a very effective communicator and I always felt very well informed as her direct report.
- She is sensitive to her employees needs and is creative in accommodating their needs.
- She includes appropriate people in her decisions and follows through on decisions made.
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.

Teamwork

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
33. Shares credit for accomplishments with team members	15	3.20	86.7	13%	53%	33%	
34. Applies knowledge of team behavior to help achieve organizational goals and objectives.	15	3.27	93.3	7%	60%	33%	
35. Carries his/her share of the workload	15	3.00	80.0	20%	60%	20%	
36. Creates a culture that fosters and values collaboration.	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	2022	2023	Change
33. Shares credit for accomplishments with team members	3.18	3.20	+0.02 ▲
34. Applies knowledge of team behavior to help achieve organizational goals and objectives.	2.88	3.27	+0.38 ▲
35. Carries his/her share of the workload	3.18	3.00	-0.18 ▼
36. Creates a culture that fosters and values collaboration.	3.18	3.20	+0.02 ▲

Comments:

- I like ____, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- Appreciate ____'s dedication to making the campus cleaner. Results are evident.
- One of the main reasons I am here is because of ____.
- She makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.
- ____ works with a very diverse group and treats everyone the same while respecting that diversity.

Strategic Insight

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
37. Maintains knowledge of current trends in the industry.	15	3.27	93.3	7%	60%	33%	
38. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	3.27	86.7	13%	47%	40%	
39. Analyzes unique issues or problems impacting the Company.	15	3.13	86.7	13%	60%	27%	
40. Identifies potential problems before they become critical incidents.	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
37. Maintains knowledge of current trends in the industry.	3.35	3.27	-0.09 ▼
38. Formulates strategies and action plans to ensure successful completion of goals and objectives.	3.24	3.27	+0.03 ▲
39. Analyzes unique issues or problems impacting the Company.	3.59	3.13	-0.45 ▼
40. Identifies potential problems before they become critical incidents.	3.29	3.40	+0.11 ▲

Comments:

- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- ___ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with. I am on a committee that she runs and she is an excellent meeting facilitator.
- Ready to tackle any given problem and help others finish 1st
- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- ___ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ___ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ___ without her bringing them before the team for discussion.

Planning

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. Anticipates obstacles and ways to overcome them.	15	3.33	93.3	7%	53%	40%	
42. Makes plans and follows through.	15	3.33	93.3	7%	53%	40%	
43. Able to identify the needs of the department before a major change.	15	3.13	86.7	13%	60%	27%	
44. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.00	86.7	13%	73%	13%	

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. Anticipates obstacles and ways to overcome them.	3.29	3.33	+0.04 ▲
42. Makes plans and follows through.	3.41	3.33	-0.08 ▼
43. Able to identify the needs of the department before a major change.	3.35	3.13	-0.22 ▼
44. Able to look ahead (beyond the present) when addressing the work/needs of the department.	3.18	3.00	-0.18 ▼

Comments:

- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from ___ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of responsibility.
- She is open to new ideas and ways to improve the service we provide.
- 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.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- Always appreciate ___'s organized approach to coordinating service opportunities between departments
- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.

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 very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.
- ___'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- I would encourage her to share with others the work going on in her area in this regard. It deserves to be recognized and shared.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- ___ is a new manager and it is clear that she wants to do well and engage her team.

What do you like best about working with this individual?

- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- 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.
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.
- ___ does a great job of keeping the lines of communication and this is appreciated.
- She is always available to listen, lend a hand, or guide the staff when needed.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.

What do you like least about working with this individual?

- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- Provide more frequent development feedback.
- You can count on ___ to be honest and stay true to commitments.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.

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

- ___ has a clear process for hiring which has aided her in building an amazing team.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- I am having a hard time evaluating the last four. ___ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.

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

- ___ takes pride in her department. Her follow through is excellent. ___ leads by example.
- ___ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- ___ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with. I am on a committee that she runs and she is an excellent meeting facilitator.
- ___ offers a wealth of experience in the area of hematology and is willing and able to offer her advice and support.
- You can always count on ___ to respond to emails and telephone calls and follow through with commitments.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.

Any final comments?

- I look forward to working with her in her new role.
- ___ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.
- The role of interim director is new to ___ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.
- She is both the manager and the interim director for the service line.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.