



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.

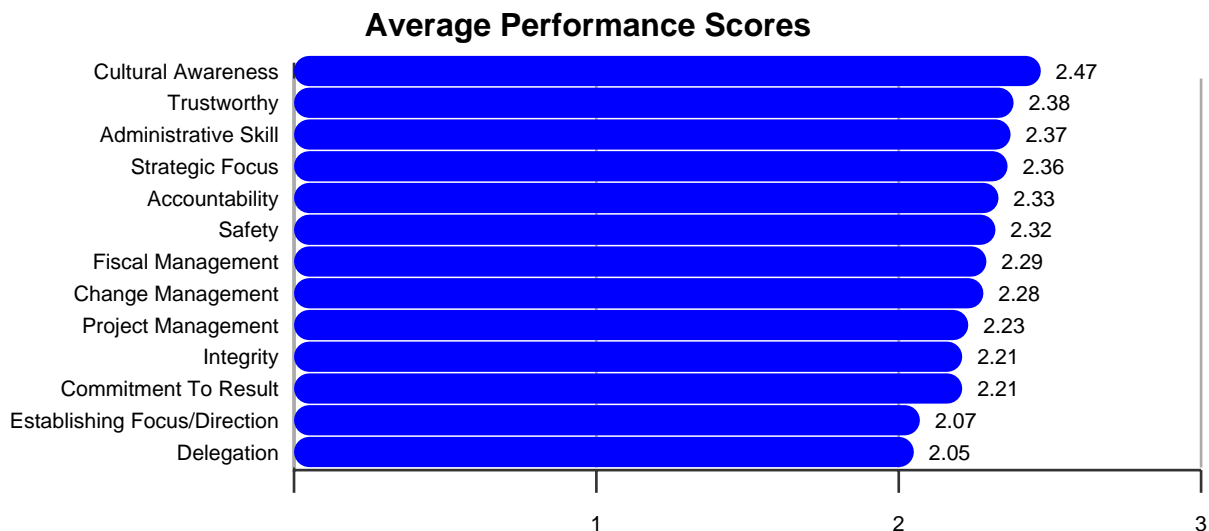
What to Do with Your Feedback

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 13 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

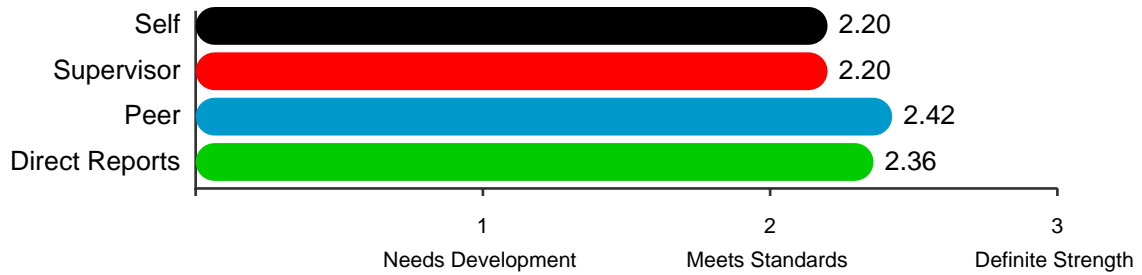
The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more 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.



0.14

Administrative Skill

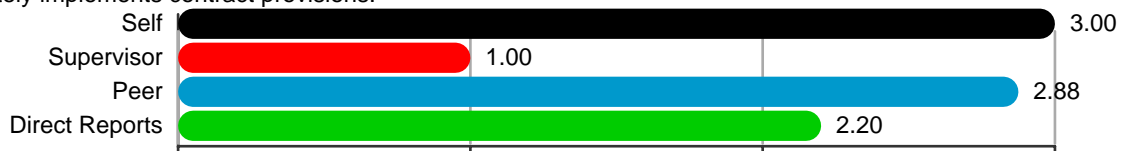
Summary Scores



1. Has strong technical/computer skills.



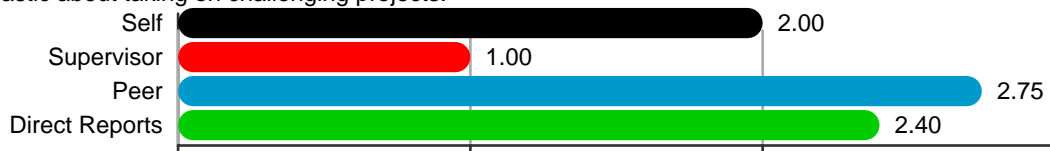
2. Accurately implements contract provisions.



3. High attention to detail.



4. Enthusiastic about taking on challenging projects.



5. Completes reports on-time.



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).

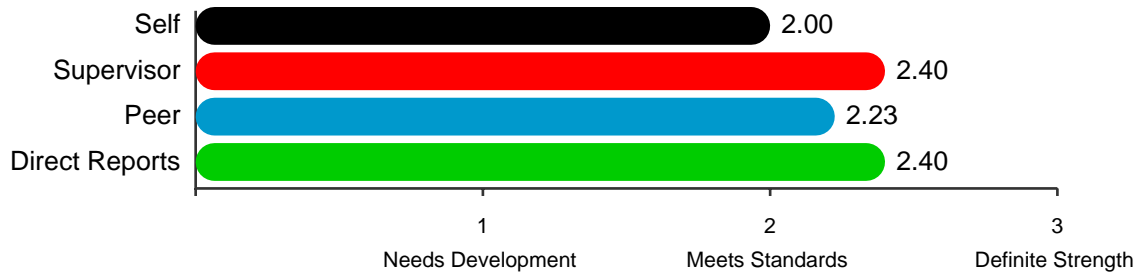
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Has strong technical/computer skills.	15	2.27	33.3	7%	60%	33%
2. Accurately implements contract provisions.	15	2.53	73.3	20%	7%	73%
3. High attention to detail.	15	2.33	40.0	7%	53%	40%
4. Enthusiastic about taking on challenging projects.	15	2.47	53.3	7%	40%	53%
5. Completes reports on-time.	15	2.27	40.0	13%	47%	40%

Comments:

- I sit back and listen to ___'s approach and communication skills and love to glean things from her.
- I really appreciate her.
- ___ 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!
- She communicates well to all staff and we know what is expected of us.
- She is showing more comfort in providing and receiving critical feedback.
- ___ has been very helpful to me as a new manager this year.

Change Management

Summary Scores



6. Supports the Company's efforts to implement changes.



7. Effective in implementing new organizational vision and values.



8. Assists others in understanding changes to the organization.



9. Supports new initiatives for organizational changes to improve effectiveness.



10. Adopts changes to set and example for others to follow.



Level of Skill

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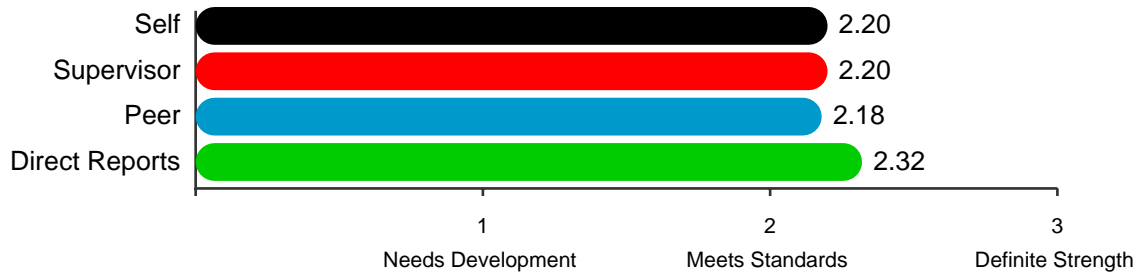
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Supports the Company's efforts to implement changes.	15	2.13	33.3	20%	47%	33%
7. Effective in implementing new organizational vision and values.	15	2.07	26.7	20%	53%	27%
8. Assists others in understanding changes to the organization.	15	2.33	40.0	7%	53%	40%
9. Supports new initiatives for organizational changes to improve effectiveness.	15	2.40	53.3	13%	33%	53%
10. Adopts changes to set and example for others to follow.	15	2.47	60.0	13%	27%	60%

Comments:

- She has a calm demeanor and willingness to help with anything.
- ___ is excellent at providing positive feedback in the moment while in meetings.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- In one word I can summarize ___ in leadership skill. WOW!
- She has taken her team to the next level.
- I am still learning how to work with ___ so sometimes I have at difficulty understanding where she is coming from and in the process of working through this it there is some uncertainty that is created.

Project Management

Summary Scores



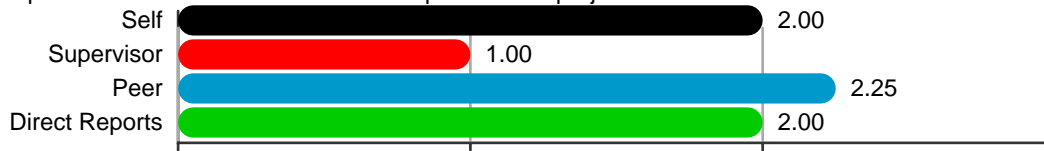
11. Develops action items, workplans, timelines, and criteria for projects.



12. Organizes work and sets priorities as needed.



13. Develops performance measures for various aspects of the project.



14. Defines project outcomes based on customer requirements.



15. Maintains costs and expenses within budget limits.



Level of Skill

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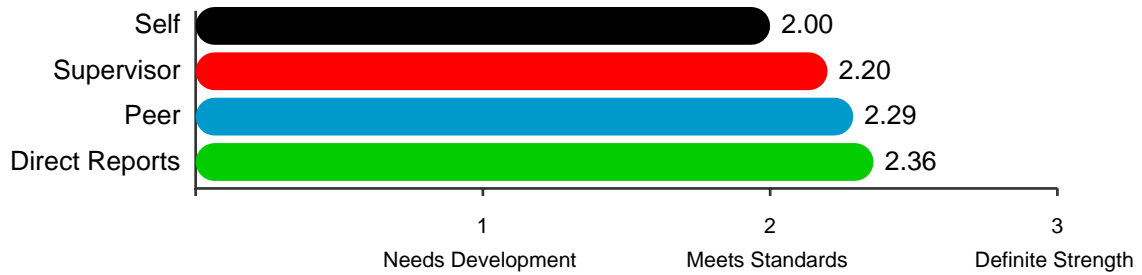
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Develops action items, workplans, timelines, and criteria for projects.	15	2.33	40.0	7%	53%	40%
12. Organizes work and sets priorities as needed.	15	2.07	20.0	13%	67%	20%
13. Develops performance measures for various aspects of the project.	15	2.07	26.7	20%	53%	27%
14. Defines project outcomes based on customer requirements.	15	2.27	40.0	13%	47%	40%
15. Maintains costs and expenses within budget limits.	14	2.43	50.0	7%	43%	50%

Comments:

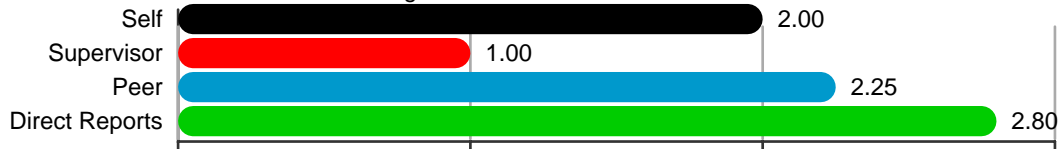
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- ___ is a wonderful collaborator and leader. It is a treat to be able to work with her.
- I think ___ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- I truly enjoy working with ____. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.
- ___ has done a great job of continuing to grow and refine the service lines.

Fiscal Management

Summary Scores



16. Ensures others follow the correct rules and regulations on fiscal matters.



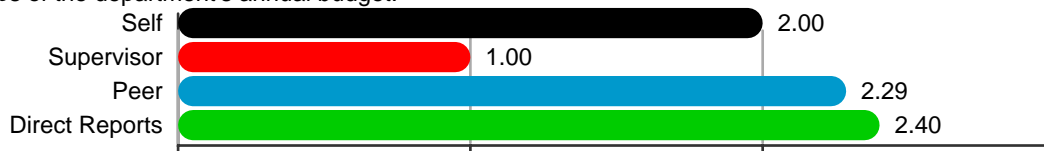
17. Keeps excellent records for financial transparency.



18. Provides budgeting and accounting support to the Company.



19. Develops of the department's annual budget.



20. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.



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).

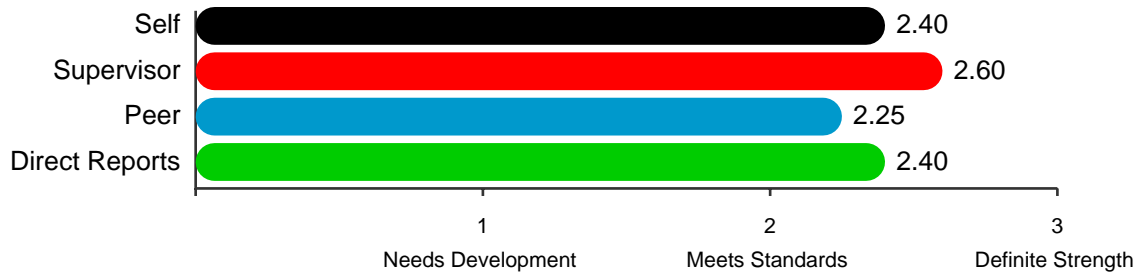
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Ensures others follow the correct rules and regulations on fiscal matters.	15	2.33	46.7	13%	40%	47%
17. Keeps excellent records for financial transparency.	15	2.33	40.0	7%	53%	40%
18. Provides budgeting and accounting support to the Company.	14	2.00	14.3	14%	71%	14%
19. Develops of the department's annual budget.	14	2.21	42.9	21%	36%	43%
20. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	2.53	60.0	7%	33%	60%

Comments:

- Provide regular updates on the progress of work/tasks/projects.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- ___ is a great manager and has nothing but the greatest interest for her employees and customers.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ___ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.
- She allows self-starter employees to take ownership of tasks/improvements and doesn't hover , but is available when you need her. She has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.

Accountability

Summary Scores



21. Keeps their word and does what they say they will do.



22. Holds team accountable to meeting goals.



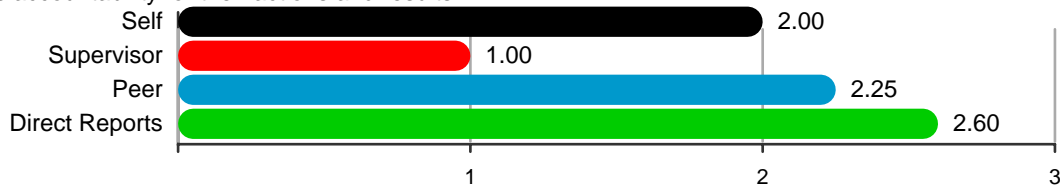
23. Tackles issues head on and finds solutions.



24. Creates a consistent process for prioritizing work.



25. Accepts accountability for their actions and results.



Level of Skill

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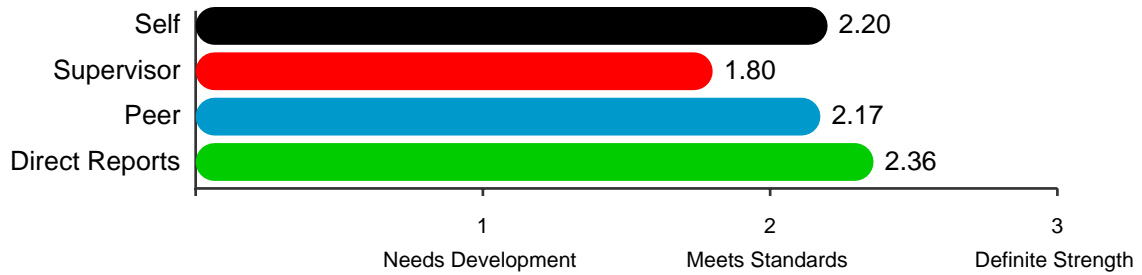
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Keeps their word and does what they say they will do.	15	2.60	66.7	7%	27%	67%
22. Holds team accountable to meeting goals.	15	2.33	40.0	7%	53%	40%
23. Tackles issues head on and finds solutions.	15	2.07	20.0	13%	67%	20%
24. Creates a consistent process for prioritizing work.	15	2.40	53.3	13%	33%	53%
25. Accepts accountability for their actions and results.	15	2.27	53.3	27%	20%	53%

Comments:

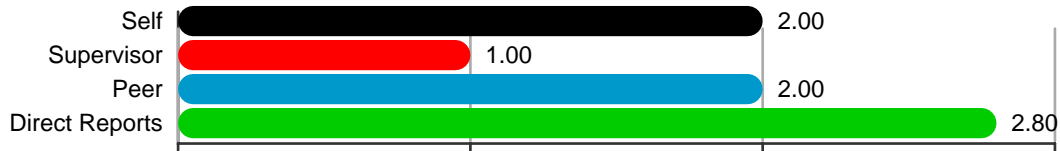
- In one word I can summarize ___ in leadership skill. WOW!
- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'
- ___ is a great team player for our organization as a whole and for the Department itself.
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.

Integrity

Summary Scores



26. Develops trust and confidence from others.



27. Maintains strong relationships with others.



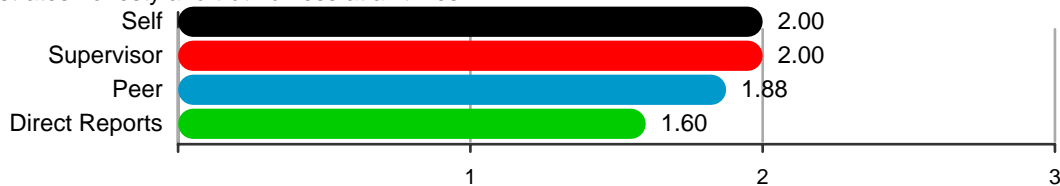
28. Protects the integrity and confidentiality of information



29. Fosters a high standard of ethics and integrity.



30. Demonstrates honesty and truthfulness at all times.



Level of Skill

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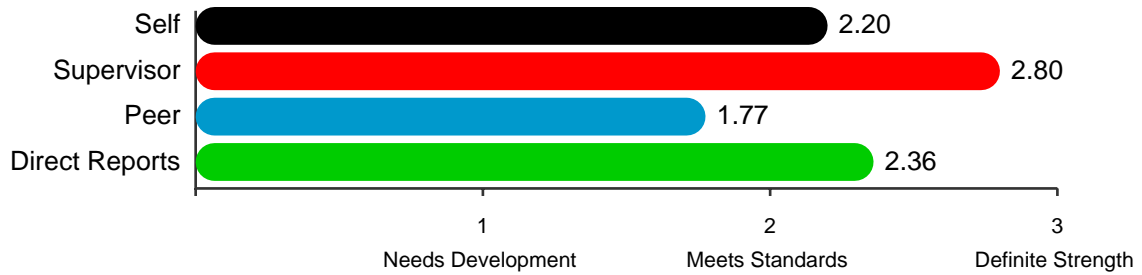
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Develops trust and confidence from others.	15	2.20	33.3	13%	53%	33%
27. Maintains strong relationships with others.	15	2.00	26.7	27%	47%	27%
28. Protects the integrity and confidentiality of information	15	2.47	53.3	7%	40%	53%
29. Fosters a high standard of ethics and integrity.	15	2.60	60.0		40%	60%
30. Demonstrates honesty and truthfulness at all times.	15	1.80	13.3	33%	53%	13%

Comments:

- I think ___ should learn to be more concise and focused in her comments. She can consume a lot of meeting time with commentary that is lengthy and not always on point.
- Sometimes I feel like I need to check on ___ and make sure that read an email/understands that I need her input on a project.
- ___ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- I value ___ for so much more than her negotiating skills which are outstanding.
- She is a strong leader complemented with sound judgement
- ___ has been very helpful to me as a new manager this year.

Establishing Focus/Direction

Summary Scores



31. Aligns the department's goals with the goals of the organization.



32. Stays focused even when under pressure and stress.



33. Maintains focus when handling several problems or tasks simultaneously.



34. Functions well under stress, deadlines, and/or significant workloads.



35. Makes sure that employees understand how their work relates to organizational goals.



Level of Skill

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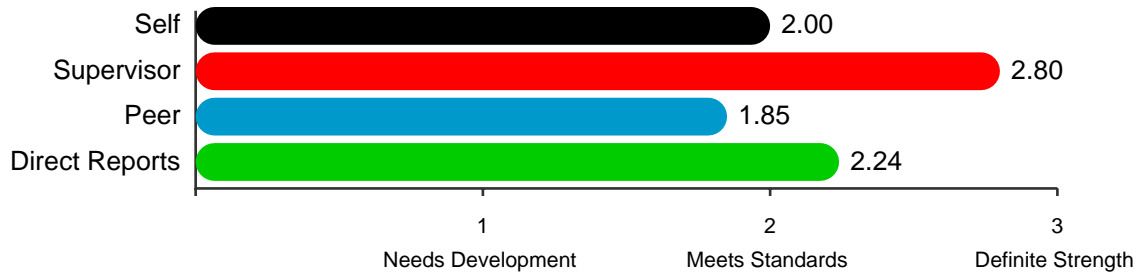
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Aligns the department's goals with the goals of the organization.	15	2.13	33.3	20%	47%	33%
32. Stays focused even when under pressure and stress.	15	2.13	33.3	20%	47%	33%
33. Maintains focus when handling several problems or tasks simultaneously.	15	2.07	33.3	27%	40%	33%
34. Functions well under stress, deadlines, and/or significant workloads.	15	2.13	26.7	13%	60%	27%
35. Makes sure that employees understand how their work relates to organizational goals.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- I appreciate her commitment in this area.
- ___ 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 communicates clearly, and is always willing to listen attentively.
- ___ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- You can count on ___ to be honest and stay true to commitments.

Delegation

Summary Scores



36. Tells subordinates what to do, not how to do it.



37. Encourages and empowers subordinates to use initiative in achieving goals and objectives.



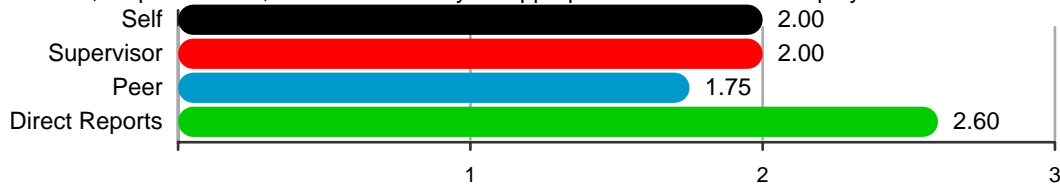
38. Entrusts subordinates with important tasks.



39. Allows subordinates to use their own methods and procedures.



40. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.



Level of Skill

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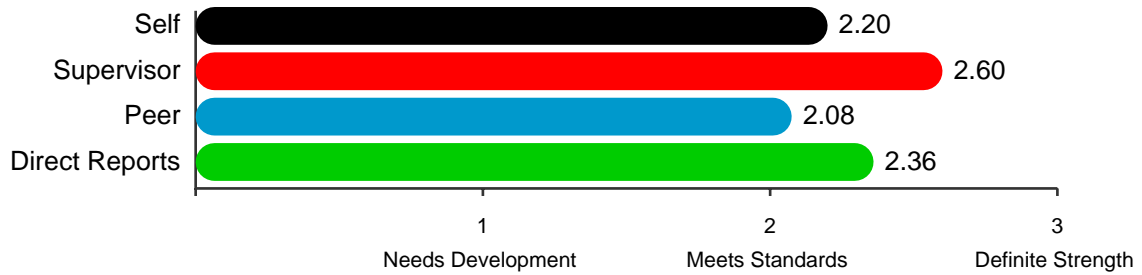
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Tells subordinates what to do, not how to do it.	15	1.87	20.0	33%	47%	20%
37. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	1.93	13.3	20%	67%	13%
38. Entrusts subordinates with important tasks.	15	2.07	33.3	27%	40%	33%
39. Allows subordinates to use their own methods and procedures.	15	2.33	33.3		67%	33%
40. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	2.07	33.3	27%	40%	33%

Comments:

- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ___ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.
- Experience, mentoring and self-confidence.
- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- I admire ___'s decision making skills when it comes to hiring new employees for our department.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.

Commitment To Result

Summary Scores



41. Committed to the team.



42. Encourages commitment in others to obtain results.



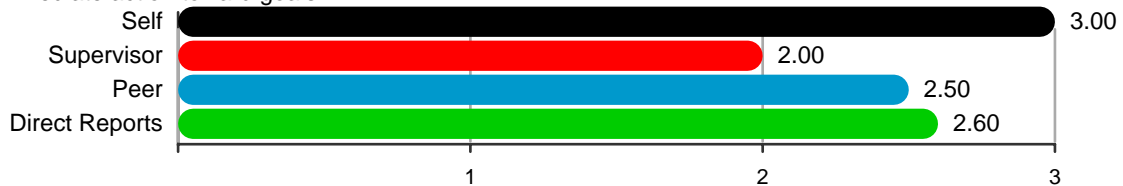
43. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



44. Coordinates all department activities into a cohesive team effort.



45. Takes immediate action toward goals.



Level of Skill

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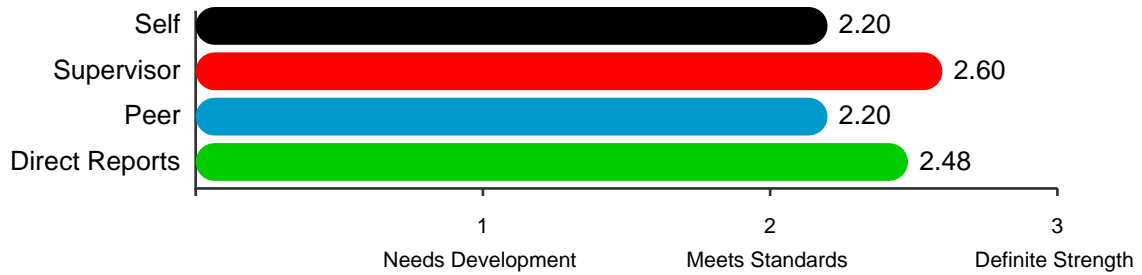
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Committed to the team.	15	2.00	26.7	27%	47%	27%
42. Encourages commitment in others to obtain results.	15	2.13	33.3	20%	47%	33%
43. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.20	40.0	20%	40%	40%
44. Coordinates all department activities into a cohesive team effort.	15	2.20	26.7	7%	67%	27%
45. Takes immediate action toward goals.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.
- ___ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.
- She interacts effectively with our most difficult customers.
- ___ is very supportive and knows her area of expertise. She is a pleasure to work with.
- ___ is approachable and professional in her interaction with staff and with customers.
- ___ is a wonderful person to work for.

Safety

Summary Scores



46. Mitigates hazards and safety issues that arise.



47. Points out behaviors in others that may be unsafe.



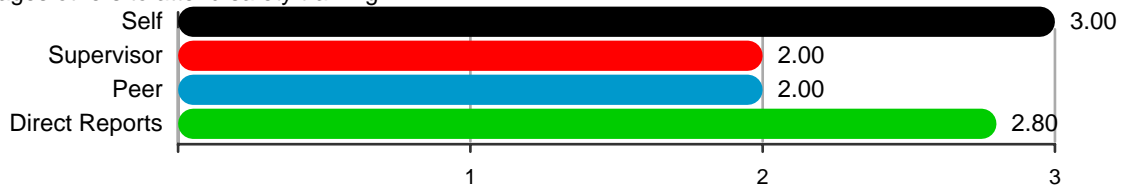
48. Develops a strong safety culture.



49. Participates in safety training when offered.



50. Encourages others to attend safety training.



Level of Skill

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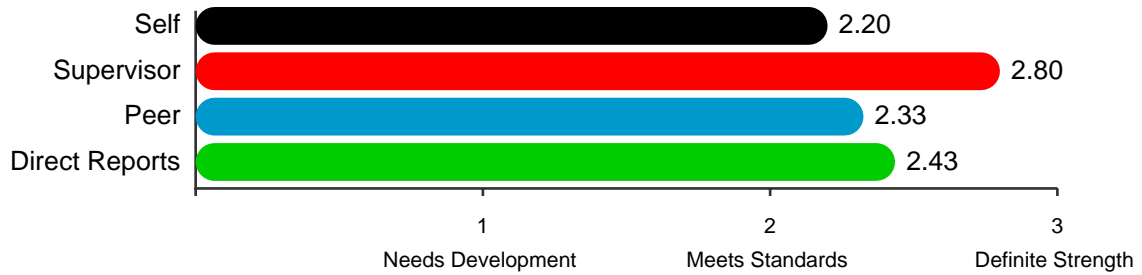
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Mitigates hazards and safety issues that arise.	15	2.27	26.7		73%	27%
47. Points out behaviors in others that may be unsafe.	15	2.13	26.7	13%	60%	27%
48. Develops a strong safety culture.	15	2.40	40.0		60%	40%
49. Participates in safety training when offered.	15	2.47	46.7		53%	47%
50. Encourages others to attend safety training.	15	2.33	46.7	13%	40%	47%

Comments:

- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- She is always first to share what's on the horizon. At conclusion of a project, she shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- ___ strives to be professional with each and every interaction and I think inspires confidence.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.

Trustworthy

Summary Scores



51. Takes ownership, delivers on commitments



52. Delivers on promises made.



53. Demonstrates congruence between statements and actions.



54. Consistently keeps commitments.



55. Communicates an understanding of the other person's interests, needs and concerns.



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).

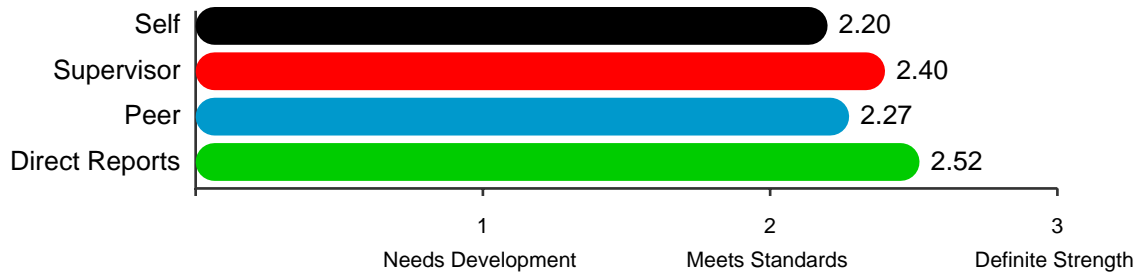
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. Takes ownership, delivers on commitments	14	2.21	28.6	7%	64%	29%
52. Delivers on promises made.	14	2.29	42.9	14%	43%	43%
53. Demonstrates congruence between statements and actions.	15	2.53	53.3		47%	53%
54. Consistently keeps commitments.	15	2.47	46.7		53%	47%
55. Communicates an understanding of the other person's interests, needs and concerns.	15	2.40	40.0		60%	40%

Comments:

- ___ 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.
- ___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- ___ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- I value ___'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of her and areas that our work touches.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.

Strategic Focus

Summary Scores



56. Understands their role within the organization.



57. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.



58. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.



59. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.



60. Communicates goals and objectives to employees.



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).

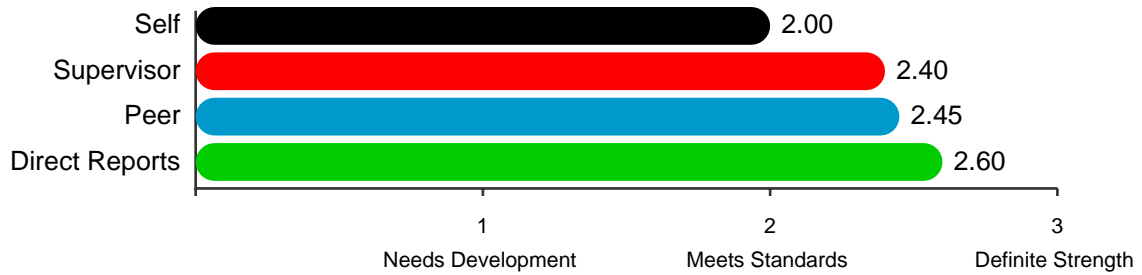
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
56. Understands their role within the organization.	15	2.53	53.3	47%	53%	
57. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	15	2.33	33.3	67%	33%	
58. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	2.33	33.3	67%	33%	
59. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	2.27	26.7	73%	27%	
60. Communicates goals and objectives to employees.	15	2.33	33.3	67%	33%	

Comments:

- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- Provide regular updates on the progress of work/tasks/projects.
- ___ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- ___ is determined to help make [CompanyName] successful.
- I have found ___ to be very competent and professional. She delivers when and what she says she will and her work is always complete and accurate.

Cultural Awareness

Summary Scores



61. Seeks out different viewpoints and benefits from different perspectives.



62. Encourages a work environment where individual differences are valued.



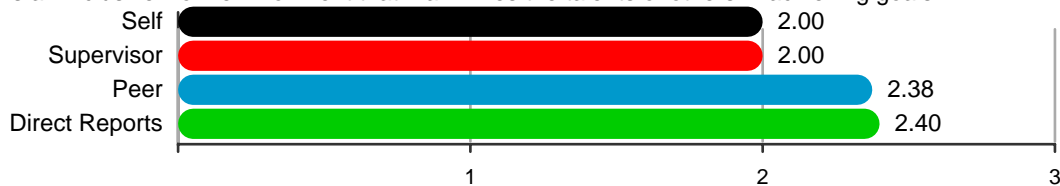
63. Treats others with dignity and respect.



64. Recognizes and values individual and cultural differences.



65. Maintains an inclusive work environment that maximizes the talents of others in achieving 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
61. Seeks out different viewpoints and benefits from different perspectives.	15	2.47	46.7	53%		47%
62. Encourages a work environment where individual differences are valued.	15	2.47	46.7	53%		47%
63. Treats others with dignity and respect.	15	2.47	46.7	53%		47%
64. Recognizes and values individual and cultural differences.	15	2.60	60.0	40%		60%
65. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	2.33	40.0	7%	53%	40%

Comments:

- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- Her professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- She sometimes comes off as confused about organizational/operational direction.
- ___ is creative and has great ideas and she's quick to implement her ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.

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 a great leader. She has excellent communication skills and has a wonderful leadership style.
- She is showing more comfort in providing and receiving critical feedback.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- ___ 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.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.

What do you like best about working with this individual?

- ___ is a valuable resource to the organization and the team.
- As mentioned above, good collaboration.
- ___ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- Employees were not encouraged to do anything besides come to work.
- I honestly cannot think of anything to recommend that would help her to improve at this point.
- ___ is a very good leader.

What do you like least about working with this individual?

- ___ is very knowledgeable, honest, and consistent in her leadership decisions.
- She knows her subject matter!
- ___ does a great job in supporting and engaging all of her employees.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- ___ listens to her staff and delegates responsibilities as appropriate.
- I appreciate her ability to deliver a direct message while remaining sensitive to how it may impact others as well as her sense of humor.

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

- While encouraging folks to continue with their education, she is also continuing with her education.
- ___ listens to employees ideas and concerns and address the issues right away.
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- She has a vast storehouse of knowledge about the facility and our policies.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- ___ is very supportive to staff and offers many opportunities for staff to grow.

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

- She is well respected.
- Works hard to build a team environment.
- You could check for clarity in expectations more frequently.
- Has good intentions, but follow through needs more work.
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- ___ routinely goes out of her way to make work a more engaging experience.

Any final comments?

- I have observed that ___ has made some very good decisions with her leadership team this year. She values her team and sets clear expectations. She is a team player when working on projects or issues and she always responds promptly to requests for assistance.
- She would benefit from soliciting more feedback and pushing others to do more.
- Need to take in all opinions, not just those of employees who are not always truthful....
- ___ leads by example.
- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- She is effective and her knowledge of processes is invaluable.