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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.

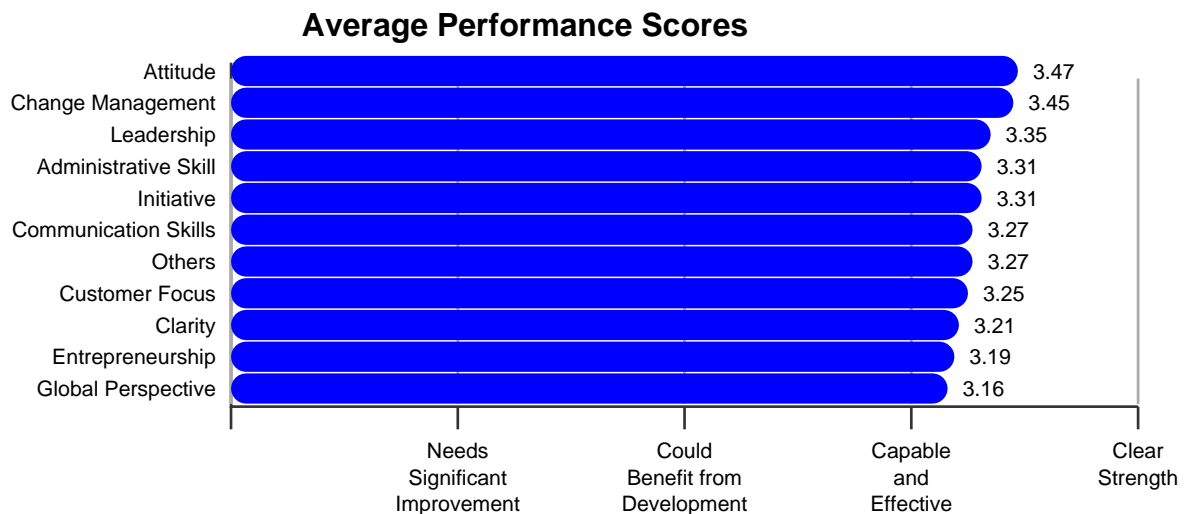
## What to Do with Your Feedback

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.



## Attitude

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Shows by their actions that they trust in the positive intentions of others.	15	3.20	93.3	7%	67%	27%	
2. Contributes to a positive and fun work environment.	15	3.87	100.0	13%	87%		
3. Is gracious and professional in their interactions with others.	15	3.33	93.3	7%	53%	40%	
4. Builds open and trusting relationships.	15	3.60	93.3	7%	27%	67%	
5. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.33	93.3	7%	53%	40%	

### Time Comparisons by Item

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

Item	2022	2023	Change
1. Shows by their actions that they trust in the positive intentions of others.	3.29	3.20	-0.09 ▼
2. Contributes to a positive and fun work environment.	3.65	3.87	+0.22 ▲
3. Is gracious and professional in their interactions with others.	3.18	3.33	+0.16 ▲
4. Builds open and trusting relationships.	3.41	3.60	+0.19 ▲
5. Works to eliminate unnecessary work or barriers that get in others' way.	3.24	3.33	+0.10 ▲

### Comments:

- \_\_\_ is a great director, knows her scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- She is such a positive person and always willing to pitch in where help is needed.
- Overall \_\_\_ is highly competent and brings a fresh perspective to the Engineering department.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- \_\_\_ offers support to her managers in a style that is engaging, consistent, and motivating.

## Leadership

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Able to influence others.	15	3.20	93.3	7%	60%	33%	
7. Effectively leads others.	15	3.20	86.7	13%	53%	33%	
8. Is a highly effective supervisor.	15	3.40	93.3	7%	47%	47%	
9. Expresses clear goals and objectives.	15	3.47	93.3	7%	40%	53%	
10. Motivates and challenges employees to attain a shared vision.	15	3.47	93.3	7%	40%	53%	

### Time Comparisons by Item

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

Item	2022	2023	Change
6. Able to influence others.	3.24	3.20	-0.04 ▼
7. Effectively leads others.	3.41	3.20	-0.21 ▼
8. Is a highly effective supervisor.	3.24	3.40	+0.16 ▲
9. Expresses clear goals and objectives.	3.18	3.47	+0.29 ▲
10. Motivates and challenges employees to attain a shared vision.	3.35	3.47	+0.11 ▲

#### Comments:

- \_\_\_ is a great leader. Her team has been through a lot of change. \_\_\_ is focused on building her team and helping them through the change.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- \_\_\_ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- I have truly appreciated her guidance.
- Her view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.
- I value \_\_\_ for so much more than her negotiating skills which are outstanding.

## Communication Skills

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Coaches others and provides feedback on the use of different oral communication styles for different audiences	15	3.53	100.0	47%	53%		
12. Listens to others' points of view with an open mind	15	3.27	100.0	73%	27%		
13. Is an effective communicator	15	3.33	100.0	67%	33%		
14. Checks for understanding throughout conversations or group presentations/discussions	15	3.13	86.7	13%	60%	27%	
15. Deals with difficult situations calmly and confidently.	15	3.07	80.0	20%	53%	27%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
11. Coaches others and provides feedback on the use of different oral communication styles for different audiences	3.47	3.53	+0.06 ▲
12. Listens to others' points of view with an open mind	3.47	3.27	-0.20 ▼
13. Is an effective communicator	3.35	3.33	-0.02 ▼
14. Checks for understanding throughout conversations or group presentations/discussions	3.18	3.13	-0.04 ▼
15. Deals with difficult situations calmly and confidently.	3.00	3.07	+0.07 ▲

### Comments:

- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- I know I can always count of \_\_\_ to offer her true opinion and be supportive in any efforts or initiatives I'm passionate about.
- \_\_\_ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- \_\_\_ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.

## 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
16. Completes reports on-time.	15	3.40	93.3	7%	47%	47%	
17. Takes responsibility for decisions.	15	3.27	93.3	7%	60%	33%	
18. Accurately implements contract provisions.	14	3.00	92.9	7%	79%	14%	
19. Enthusiastic about taking on challenging projects.	15	3.47	100.0		53%	47%	
20. Strong organizational skills to keep the workspace and department in order	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

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

Item	2022	2023	Change
16. Completes reports on-time.	3.65	3.40	-0.25 ▼
17. Takes responsibility for decisions.	3.47	3.27	-0.20 ▼
18. Accurately implements contract provisions.	3.12	3.00	-0.12 ▼
19. Enthusiastic about taking on challenging projects.	3.59	3.47	-0.12 ▼
20. Strong organizational skills to keep the workspace and department in order	3.29	3.40	+0.11 ▲

### Comments:

- We are striving to meet best practice standards.
- I have only worked under \_\_\_ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- \_\_\_ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- The only area with which she struggles is the need for relationship building with staff she supervises. I know she understands the reason for this and has been working on developing a better approach.
- \_\_\_ has shown tremendous leadership. Always approachable and encourages her staff to provide feedback to better the organization.

## Initiative

### 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. Takes the initiative to change the direction or course of events.	15	3.53	100.0	47%	53%		
22. Goes above and beyond the stated goals.	15	3.00	80.0	20%	60%	20%	
23. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.87	80.0	20%	73%	7%	
24. Seeks and utilizes opportunities for continuous learning and self-development.	15	3.47	100.0	53%	47%		
25. Takes action without being asked.	15	3.67	100.0	33%	67%		

### Time Comparisons by Item

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

Item	2022	2023	Change
21. Takes the initiative to change the direction or course of events.	3.35	3.53	+0.18 ▲
22. Goes above and beyond the stated goals.	3.00	3.00	
23. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	2.88	2.87	-0.02 ▼
24. Seeks and utilizes opportunities for continuous learning and self-development.	3.00	3.47	+0.47 ▲
25. Takes action without being asked.	3.76	3.67	-0.10 ▼

#### Comments:

- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- \_\_\_ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- She gives you confidence knowing she always has your back.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- Take charge without feeling like you need approval.
- I enjoy working with \_\_\_; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.



# Change Management

## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Addresses organizational and departmental resistance to changes.	15	3.40	93.3	7%	47%	47%	
27. Works cooperatively with others to implement changes.	15	3.33	93.3	7%	53%	40%	
28. Supports new initiatives for organizational changes to improve effectiveness.	15	3.53	100.0		47%	53%	
29. Supports the Company's efforts to implement changes.	15	3.67	100.0		33%	67%	
30. Assists others in understanding changes to the organization.	15	3.33	100.0		67%	33%	

## Time Comparisons by Item

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

Item	2022	2023	Change
26. Addresses organizational and departmental resistance to changes.	3.53	3.40	-0.13 ▼
27. Works cooperatively with others to implement changes.	3.12	3.33	+0.22 ▲
28. Supports new initiatives for organizational changes to improve effectiveness.	3.41	3.53	+0.12 ▲
29. Supports the Company's efforts to implement changes.	3.59	3.67	+0.08 ▲
30. Assists others in understanding changes to the organization.	3.41	3.33	-0.08 ▼

### Comments:

- \_\_\_ is a strong leader & mentor.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- \_\_\_ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.

## 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
31. Writes clear job descriptions for positions in the organization.	15	3.20	86.7	13%	53%	33%	
32. Checks details thoroughly.	15	3.40	100.0		60%	40%	
33. Communicates with clarity and efficiency.	15	3.20	86.7	13%	53%	33%	
34. Clearly defines work objectives for employees.	15	3.27	93.3	7%	60%	33%	
35. Is clear about goals that need to be achieved.	15	3.00	80.0	20%	60%	20%	

### Time Comparisons by Item

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

Item	2022	2023	Change
31. Writes clear job descriptions for positions in the organization.	3.18	3.20	+0.02 ▲
32. Checks details thoroughly.	3.35	3.40	+0.05 ▲
33. Communicates with clarity and efficiency.	3.18	3.20	+0.02 ▲
34. Clearly defines work objectives for employees.	2.88	3.27	+0.38 ▲
35. Is clear about goals that need to be achieved.	3.18	3.00	-0.18 ▼

### Comments:

- She is a joy to work for.
- I'm not sure if management is \_\_\_'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.
- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- \_\_\_ is a great manager and has nothing but the greatest interest for her employees and customers.
- Dedicated to the customer and community, she is worth her weight in gold.
- Her communication is precise and at times short when some would prefer a greater detailed account.

## Customer Focus

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Does not hesitate to address customer concerns or complaints.	15	3.20	93.3	7%	67%		27%
37. ...friendliness and courtesy	15	3.27	93.3	7%	60%		33%
38. Consistently models positive customer service attitudes.	15	3.27	86.7	13%	47%		40%
39. Considers customers point of view when making decisions.	15	3.13	86.7	13%	60%		27%
40. Ensures all customer commitments and requirements are met or exceeded.	15	3.40	93.3	7%	47%		47%

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
36. Does not hesitate to address customer concerns or complaints.	3.18	3.20	+0.02 ▲
37. ...friendliness and courtesy	3.35	3.27	-0.09 ▼
38. Consistently models positive customer service attitudes.	3.24	3.27	+0.03 ▲
39. Considers customers point of view when making decisions.	3.59	3.13	-0.45 ▼
40. Ensures all customer commitments and requirements are met or exceeded.	3.29	3.40	+0.11 ▲

### Comments:

- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what \_\_\_ is trying to communicate with them, I also understand why \_\_\_ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that \_\_\_ does a good job.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- She is a great leader.
- \_\_\_ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.

## Others

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. ...treats others with respect and dignity.	15	3.33	93.3	7%	53%	40%	
42. Respects the opinions of other employees.	15	3.33	93.3	7%	53%	40%	
43. Able to see issues from others' perspectives.	15	3.13	86.7	13%	60%	27%	
44. Constructively receives criticism and suggestions from others.	15	3.00	86.7	13%	73%	13%	
45. Is able to see issues from others' perspectives.	15	3.53	100.0		47%	53%	

### Time Comparisons by Item

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

Item	2022	2023	Change
41. ...treats others with respect and dignity.	3.29	3.33	+0.04 ▲
42. Respects the opinions of other employees.	3.41	3.33	-0.08 ▼
43. Able to see issues from others' perspectives.	3.35	3.13	-0.22 ▼
44. Constructively receives criticism and suggestions from others.	3.18	3.00	-0.18 ▼
45. Is able to see issues from others' perspectives.	3.35	3.53	+0.18 ▲

#### Comments:

- \_\_\_'s unit appears to be functioning well in regards to outcomes so she should be proud of her leadership abilities.
- \_\_\_ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- She involves our team and holds us accountable out of respect.
- She is open to new ideas and ways to improve the service we provide.
- I have had personal interactions with \_\_\_ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- I find her to be a stellar asset to our team at [CompanyName].

## Entrepreneurship

### Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Encourages risk taking for developing potential business opportunities.	15	3.00	86.7	13%	73%		13%
47. Understands the processes and various stages of business development.	15	3.20	93.3	7%	60%		33%
48. Maintains a high level of energy to respond to demands of the job.	15	3.20	93.3	7%	67%		27%
49. Balances risks and rewards when making decisions.	15	3.40	93.3	7%	47%		47%
50. Excellent at managing relationships with stakeholders.	15	3.13	80.0	7%	13%	40%	40%

### Time Comparisons by Item

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

Item	2022	2023	Change
46. Encourages risk taking for developing potential business opportunities.	3.24	3.00	-0.24 ▼
47. Understands the processes and various stages of business development.	3.00	3.20	+0.20 ▲
48. Maintains a high level of energy to respond to demands of the job.	3.18	3.20	+0.02 ▲
49. Balances risks and rewards when making decisions.	3.35	3.40	+0.05 ▲
50. Excellent at managing relationships with stakeholders.	3.29	3.13	-0.16 ▼

### Comments:

- She has never said she was too busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- \_\_\_ is a great leader and is committed to her role here at [CompanyName]!
- I cannot say if she challenges others.
- Sometimes you want a little more direction from \_\_\_, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.

## Global Perspective

### 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
51. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	14	3.14	92.9	7%	71%		21%
52. Respects individual differences.	14	3.21	85.7	14%	50%		36%
53. Understands how cultures differ and how these differences impact work behavior.	15	3.27	86.7	13%	47%		40%
54. Exemplifies the skills of a global worker.	15	3.13	86.7	13%	60%		27%
55. Can effectively deliver presentations to international clients.	15	3.07	86.7	13%	67%		20%

### Time Comparisons by Item

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

Item	2022	2023	Change
51. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	3.24	3.14	-0.09 ▼
52. Respects individual differences.	3.06	3.21	+0.16 ▲
53. Understands how cultures differ and how these differences impact work behavior.	3.59	3.27	-0.32 ▼
54. Exemplifies the skills of a global worker.	2.94	3.13	+0.19 ▲
55. Can effectively deliver presentations to international clients.	2.88	3.07	+0.18 ▲

### Comments:

- \_\_\_ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.
- On occasion \_\_\_'s point may be lost or made unclear due to her not having organized her thoughts sufficiently before speaking. If she were more succinct her point would often be made clearer.
- \_\_\_ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- She is a high energy individual, with a level of integrity that goes above and beyond.
- 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 is sensitive to her employees needs and is creative in accommodating their needs.

## 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 manager. Very supportive of her staff.
- \_\_\_ provides the appropriate amount of direction without being too hands-off or overbearing.
- 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.
- Taking everything into consideration, \_\_\_ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.

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

- \_\_\_ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- She strives to be an effective and available leader.
- \_\_\_'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- She continues to be a shining example to her team especially in process improvement and professional growth.
- She offers up ideas of how I could have handled something differently in a constructive manner.

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

- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- I can not say enough good things about \_\_\_ she has been an asset to our department from day one.
- 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.
- Dedicated to the customer and community, she is worth her weight in gold.
- I love how she is always open to approach with any questions I have, no matter the hour.
- She has taken the initiative to always be finding new ways to grow both professionally and personally.

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

- \_\_\_ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- \_\_\_ is a wonderful manager, she collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- 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 is always collaborative in her approach, and makes good decisions.
- More opportunities to share knowledge with the team.

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

- There are times that the customers interest is overlooked because it is the way we have always done it.
- \_\_\_ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- \_\_\_ has an incredible vision for our organization's strategy and improvement efforts.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- \_\_\_ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer.  
\_\_\_ continues to work to improve her departments and improve the engagement of her employees.

### Any final comments?

- \_\_\_ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition she has maintained an open line of communication and remained available to staff who have voiced concerns.
- \_\_\_'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- I think that \_\_\_ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- \_\_\_ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.
- \_\_\_ is the consummate professional and pleasure to work with.
- \_\_\_ is an extremely competent leader and I am enjoying learning by her example.