



---

Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

## Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

## Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

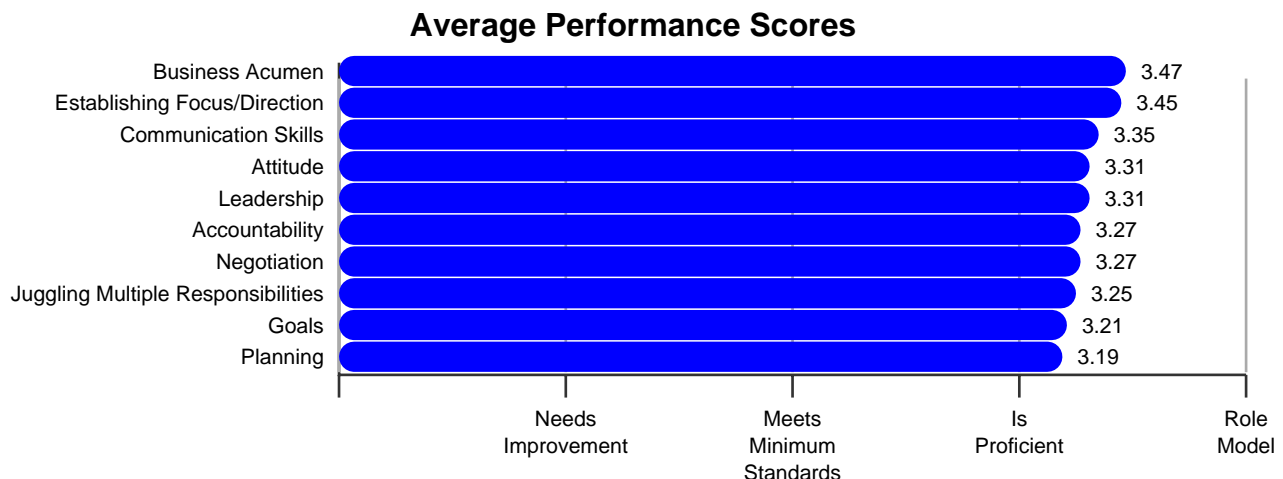
## What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

# Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



## Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



## Business Acumen

### 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Able to align resources to meet the business needs of the company.	15	3.20	93.3	7%	67%		27%
2. Applies the knowledge of work processes to influence the achievement of business goals	15	3.87	100.0	13%	87%		
3. Asks the 'right' questions to size up or evaluate situations.	15	3.33	93.3	7%	53%		40%
4. Understands complex issues and problems.	15	3.60	93.3	7%	27%	67%	
5. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	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. Able to align resources to meet the business needs of the company.	3.29	3.20	-0.09 ▼
2. Applies the knowledge of work processes to influence the achievement of business goals	3.65	3.87	+0.22 ▲
3. Asks the 'right' questions to size up or evaluate situations.	3.18	3.33	+0.16 ▲
4. Understands complex issues and problems.	3.41	3.60	+0.19 ▲
5. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.24	3.33	+0.10 ▲

### Comments:

- I may not always agree with her decisions but I understand why they were made because she takes the time to explain them. The things she does for our department and me are immeasurable
- You could check for clarity in expectations more frequently.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- \_\_\_ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- \_\_\_ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. An effective listener who is responsive to information needs.	15	3.20	93.3	7%	60%		33%
7. Checks for understanding throughout conversations or group presentations/discussions	15	3.20	86.7	13%	53%		33%
8. Gives clear and convincing presentations.	15	3.40	93.3	7%	47%		47%
9. Conveys ideas confidently and succinctly.	15	3.47	93.3	7%	40%		53%
10. Addresses issues of key importance to stakeholders.	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. An effective listener who is responsive to information needs.	3.24	3.20	-0.04 ▼
7. Checks for understanding throughout conversations or group presentations/discussions	3.41	3.20	-0.21 ▼
8. Gives clear and convincing presentations.	3.24	3.40	+0.16 ▲
9. Conveys ideas confidently and succinctly.	3.18	3.47	+0.29 ▲
10. Addresses issues of key importance to stakeholders.	3.35	3.47	+0.11 ▲

### Comments:

- I can give concrete examples of how \_\_\_ actually exceeds -all- of the other elements of this performance review.
- 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.
- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.
- \_\_\_ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- I think \_\_\_ has improved in her communication style and leadership style. Where I would suggest improvement is she can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- I feel as though \_\_\_ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.

## Accountability

### 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Defines roles, rights, and responsibilities of employees.	15	3.53	100.0	47%	53%		
12. Develops goals and establishes objective measures of success.	15	3.27	100.0	73%	27%		
13. Keeps their word and does what they say they will do.	15	3.33	100.0	67%	33%		
14. Accepts accountability for their actions and results.	15	3.13	86.7	13%	60%	27%	
15. Takes ownership of mistakes and learns from them.	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. Defines roles, rights, and responsibilities of employees.	3.47	3.53	+0.06 ▲
12. Develops goals and establishes objective measures of success.	3.47	3.27	-0.20 ▼
13. Keeps their word and does what they say they will do.	3.35	3.33	-0.02 ▼
14. Accepts accountability for their actions and results.	3.18	3.13	-0.04 ▼
15. Takes ownership of mistakes and learns from them.	3.00	3.07	+0.07 ▲

### Comments:

- \_\_\_ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- I honestly cannot think of of anything to recommend that would help her to improve at this point.
- 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.
- I strongly believe the potential she has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of her abilities.
- She knows product and how to engage potential clients.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Treats all people fairly and with respect.	15	3.40	93.3	7%	47%	47%	
17. Builds open and trusting relationships.	15	3.27	93.3	7%	60%	33%	
18. Works to eliminate unnecessary work or barriers that get in others' way.	14	3.00	92.9	7%	79%	14%	
19. Shows by their actions that they trust in the positive intentions of others.	15	3.47	100.0		53%	47%	
20. Is gracious and professional in their interactions with others.	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. Treats all people fairly and with respect.	3.65	3.40	-0.25 ▼
17. Builds open and trusting relationships.	3.47	3.27	-0.20 ▼
18. Works to eliminate unnecessary work or barriers that get in others' way.	3.12	3.00	-0.12 ▼
19. Shows by their actions that they trust in the positive intentions of others.	3.59	3.47	-0.12 ▼
20. Is gracious and professional in their interactions with others.	3.29	3.40	+0.11 ▲

#### Comments:

- Stay focused more on the agenda for meetings.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- She has deep technical expertise in a number of areas of human resource management.
- She always answers my questions even if she's having a busy day or isn't the right person to be asking.
- She is excellent at helping/coaching/problem-solving with others.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Sets a high level of performance expectations and challenges others to do the same.	15	3.53	100.0	47%	53%		
22. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	15	3.00	80.0	20%	60%	20%	
23. Able to influence others.	15	2.87	80.0	20%	73%	7%	
24. Sets clear goals and objectives for subordinates.	15	3.47	100.0	53%	47%		
25. Acts decisively in implementing decisions.	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. Sets a high level of performance expectations and challenges others to do the same.	3.35	3.53	+0.18 ▲
22. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	3.00	3.00	
23. Able to influence others.	2.88	2.87	-0.02 ▼
24. Sets clear goals and objectives for subordinates.	3.00	3.47	+0.47 ▲
25. Acts decisively in implementing decisions.	3.76	3.67	-0.10 ▼

### Comments:

- \_\_\_'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- I feel as though I have a shared decision making relationship with \_\_\_ which makes me feel valued. She supports me and values my opinion.
- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- \_\_\_ has done a great job of continuing to grow and refine the service lines.



## Establishing Focus/Direction

### 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Stays focused even when under pressure and stress.	15	3.40	93.3	7%	47%	47%	
27. Functions well under stress, deadlines, and/or significant workloads.	15	3.33	93.3	7%	53%	40%	
28. Helps guide employees with prioritizing tasks.	15	3.53	100.0		47%	53%	
29. Sets appropriate goals for employees.	15	3.67	100.0		33%	67%	
30. Aligns the department's goals with the goals of 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. Stays focused even when under pressure and stress.	3.53	3.40	-0.13 ▼
27. Functions well under stress, deadlines, and/or significant workloads.	3.12	3.33	+0.22 ▲
28. Helps guide employees with prioritizing tasks.	3.41	3.53	+0.12 ▲
29. Sets appropriate goals for employees.	3.59	3.67	+0.08 ▲
30. Aligns the department's goals with the goals of the organization.	3.41	3.33	-0.08 ▼

### Comments:

- \_\_\_ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- She values our feedback and takes our recommendations seriously.
- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.
- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- \_\_\_ is a "One of a kind" She is a great manager.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Conducts timely follow-up; keeps others informed on a need to know basis.	15	3.20	86.7	13%	53%	33%	
32. Establishes and documents goals and objectives.	15	3.40	100.0		60%	40%	
33. Makes sure that I have a clear idea of our group's goals.	15	3.20	86.7	13%	53%	33%	
34. Sets high expectations and goals; encourages others to support the organization.	15	3.27	93.3	7%	60%	33%	
35. Makes sure that team members have a clear idea of our group's goals.	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. Conducts timely follow-up; keeps others informed on a need to know basis.	3.18	3.20	+0.02 ▲
32. Establishes and documents goals and objectives.	3.35	3.40	+0.05 ▲
33. Makes sure that I have a clear idea of our group's goals.	3.18	3.20	+0.02 ▲
34. Sets high expectations and goals; encourages others to support the organization.	2.88	3.27	+0.38 ▲
35. Makes sure that team members have a clear idea of our group's goals.	3.18	3.00	-0.18 ▼

### Comments:

- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way \_\_\_ can.
- Outstanding leader.
- Has one of the strongest work ethics I've ever encountered in a team member.
- \_\_\_ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- Is extremely knowledgeable and is always continuing her education to stay up to date.
- We have a very strong team in finance. There has been significant turnover but the efforts \_\_\_ and I have put into staff engagement have been significant. These should be weaved into our evaluations.

## Juggling Multiple Responsibilities

### 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Assesses current capabilities before committing to new requests from customers.	15	3.20	93.3	7%	67%		27%
37. Plans and organizes continuously while performing all other responsibilities and activities.	15	3.27	93.3	7%	60%		33%
38. Ranks the importance of tasks to make sure critical tasks are completed first.	15	3.27	86.7	13%	47%		40%
39. Keeps track of multiple assignments and deadlines.	15	3.13	86.7	13%	60%		27%
40. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	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. Assesses current capabilities before committing to new requests from customers.	3.18	3.20	+0.02 ▲
37. Plans and organizes continuously while performing all other responsibilities and activities.	3.35	3.27	-0.09 ▼
38. Ranks the importance of tasks to make sure critical tasks are completed first.	3.24	3.27	+0.03 ▲
39. Keeps track of multiple assignments and deadlines.	3.59	3.13	-0.45 ▼
40. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	3.29	3.40	+0.11 ▲

### Comments:

- In my opinion, \_\_\_ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop \_\_\_.
- \_\_\_ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- She is effective and her knowledge of processes is invaluable.
- Expectations are not always clearly communicated/outlined.
- \_\_\_ 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.
- I have worked on several performance improvement projects with \_\_\_ and have appreciated her knowledge and reliability with collaboration.

## Negotiation

### 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Leverages relationships with others to achieve goals.	15	3.33	93.3	7%	53%	40%	
42. Is flexible in responses.	15	3.33	93.3	7%	53%	40%	
43. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	15	3.13	86.7	13%	60%	27%	
44. Able to adapt to changing situations.	15	3.00	86.7	13%	73%	13%	
45. Able to clearly express thoughts and concerns.	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. Leverages relationships with others to achieve goals.	3.29	3.33	+0.04 ▲
42. Is flexible in responses.	3.41	3.33	-0.08 ▼
43. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	3.35	3.13	-0.22 ▼
44. Able to adapt to changing situations.	3.18	3.00	-0.18 ▼
45. Able to clearly express thoughts and concerns.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, \_\_\_ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- She is also quick to tap into her past experiences in attempting to find the best solution.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- \_\_\_ has been very helpful to me as a new manager this year.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- People come and go in this organization and I can say with no reservation that \_\_\_ is a colleague I will miss the most when she retires.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Able to identify the needs of the department before a major change.	15	3.00	86.7	13%	73%		13%
47. Anticipates obstacles and ways to overcome them.	15	3.20	93.3	7%	60%		33%
48. Makes plans and follows through.	15	3.20	93.3	7%	67%		27%
49. Delegates role to team members to accomplish goals.	15	3.40	93.3	7%	47%		47%
50. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	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. Able to identify the needs of the department before a major change.	3.24	3.00	-0.24 ▼
47. Anticipates obstacles and ways to overcome them.	3.00	3.20	+0.20 ▲
48. Makes plans and follows through.	3.18	3.20	+0.02 ▲
49. Delegates role to team members to accomplish goals.	3.35	3.40	+0.05 ▲
50. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	3.29	3.13	-0.16 ▼

### Comments:

- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- The Core Competency Training has been a great success. \_\_\_ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- \_\_\_ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- \_\_\_ has a good perspective on the organization as a whole.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- \_\_\_ is an excellent role model. She received the Employee Excellence Award this past year and also advanced certification, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.

## 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 contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- Has a "go getter" attitude!
- I really enjoy working with \_\_\_\_. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- Takes complete ownership of role and looks for ways to assist teammates.
- Manager engages in all categories described above as marked.
- \_\_\_ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.

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

- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- \_\_\_ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.
- \_\_\_ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- Over the past year I've noticed that \_\_\_ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.
- Take charge without being pushed to do so.

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

- \_\_\_ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. \_\_\_ invests in the projects she leads and follows them through to completion. \_\_\_ always maintains a focus on the customers and how we as an organization can best serve our customers.
- 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.
- \_\_\_ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- \_\_\_ has an impressive vision for the company.
- 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.

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

- I trust that I can go to her in confidence and she will really listen to what I am saying.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- \_\_\_ 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 hold 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.
- \_\_\_ tends to hold things tight. I would like to see her allow staff more participation and use their knowledge as a resource. Not only would this free up some of her time but encourage staff growth.
- Unfortunately there has been inconsistency in actions and results.
- \_\_\_ is fully engaged in her unit. She took on the position and jumped in with both feet.

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

- \_\_\_ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- \_\_\_ has nothing but [CompanyName]'s best interest at heart.
- \_\_\_ 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.
- Provides reinforcement and feedback within the context of the overall business strategy.
- \_\_\_ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- I admire \_\_\_ for showing courage, compassion and commitment during her recent team sessions.

### Any final comments?

- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.
- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- I appreciate her dedication to the department employees.
- She also sees herself as a problem solver. The staff, however, experience being inundated with ideas and solutions that she presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- \_\_\_ is a tremendous leader in our organization.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.