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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.

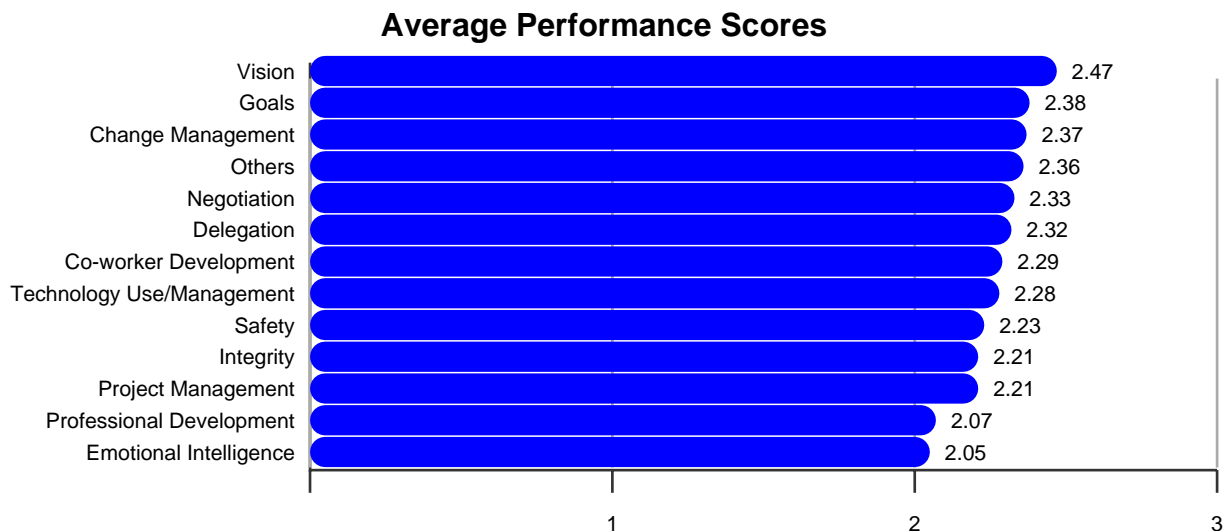
## What to Do with Your Feedback

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 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.





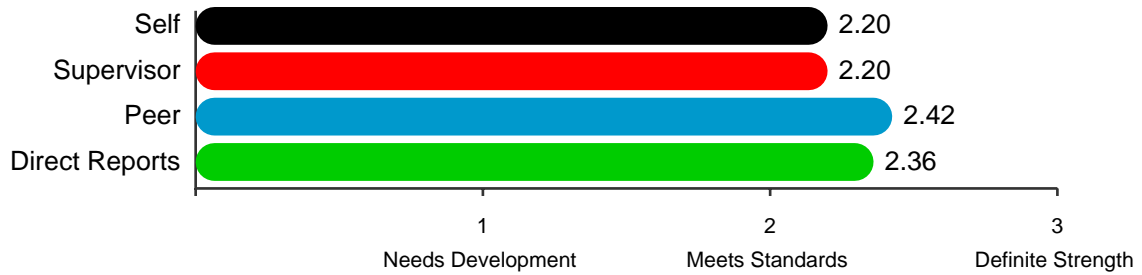




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# Change Management

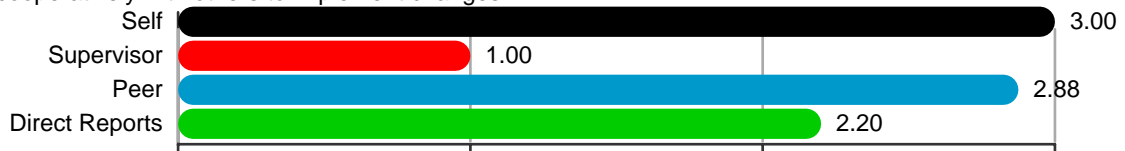
## Summary Scores



### 1. Adopts changes to set and example for others to follow.



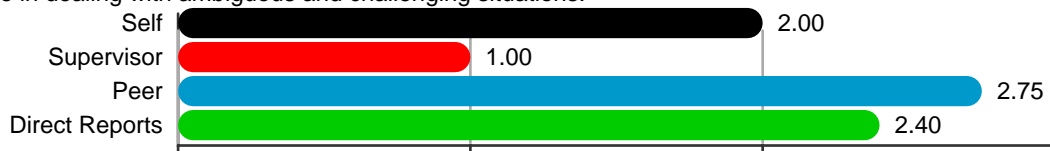
### 2. Works cooperatively with others to implement changes.



### 3. Addresses organizational and departmental resistance to changes.



### 4. Effective in dealing with ambiguous and challenging situations.



### 5. Assists others in understanding changes to the organization.



## 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).

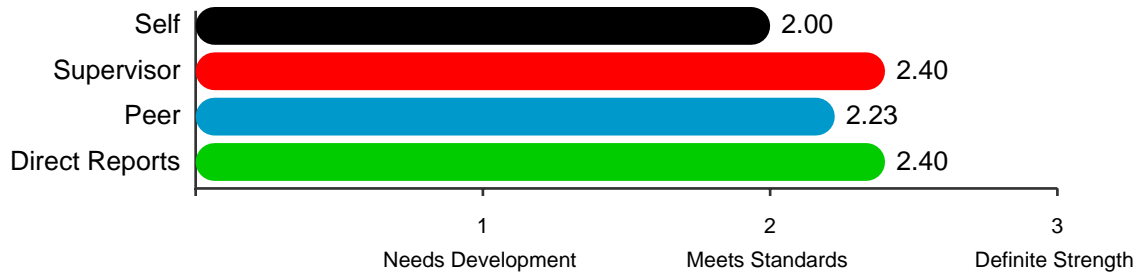
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Adopts changes to set and example for others to follow.	15	2.27	33.3	7%	60%	33%
2. Works cooperatively with others to implement changes.	15	2.53	73.3	20%	7%	73%
3. Addresses organizational and departmental resistance to changes.	15	2.33	40.0	7%	53%	40%
4. Effective in dealing with ambiguous and challenging situations.	15	2.47	53.3	7%	40%	53%
5. Assists others in understanding changes to the organization.	15	2.27	40.0	13%	47%	40%

### Comments:

- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.
- \_\_\_ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- \_\_\_ 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.
- Under her leadership, the department teams have become very cohesive.
- \_\_\_ is very reliable and collaborates well on projects.

# Technology Use/Management

## Summary Scores



### 6. Maximizes the use of new technology to deliver products and services.



### 7. Proficient in the use of technical systems and processes.



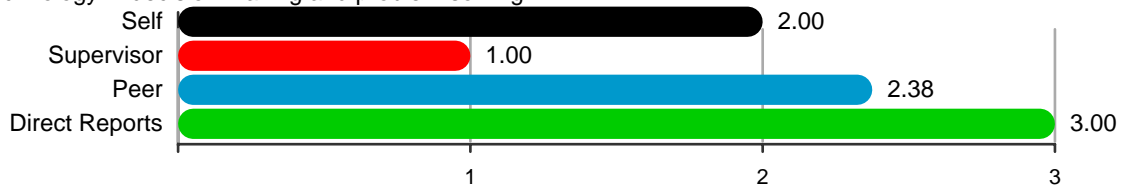
### 8. Supports technical training and development of employees.



### 9. Adopts the implementation of new technology into the workplace.



### 10. Uses technology in decision making and problem solving.



## Level of Skill

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

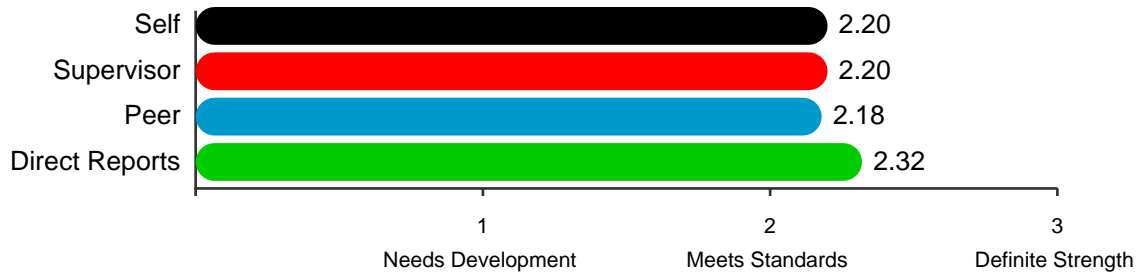
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Maximizes the use of new technology to deliver products and services.	15	2.13	33.3	20%	47%	33%
7. Proficient in the use of technical systems and processes.	15	2.07	26.7	20%	53%	27%
8. Supports technical training and development of employees.	15	2.33	40.0	7%	53%	40%
9. Adopts the implementation of new technology into the workplace.	15	2.40	53.3	13%	33%	53%
10. Uses technology in decision making and problem solving.	15	2.47	60.0	13%	27%	60%

### Comments:

- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- I would encourage her to share with others the work going on in her area in this regard. It deserves to be recognized and shared.
- \_\_\_ leads by example. Great Employee engagement.
- Always has a positive, cheerful, and strong attitude.
- \_\_\_ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- I know that \_\_\_ would want me to include suggestions on how she could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader. Maybe allow Christmas decor before December?

# Safety

## Summary Scores



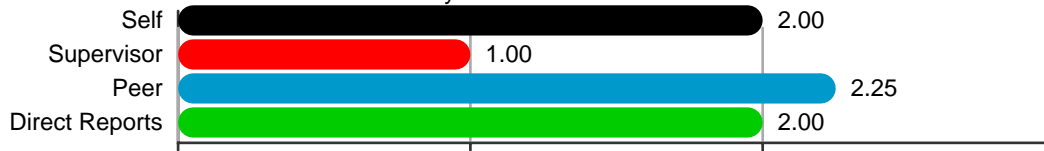
### 11. Identifies and addresses safety needs.



### 12. Points out behaviors in others that may be unsafe.



### 13. Creates accurate and effective measures of safety.



### 14. Mitigates hazards and safety issues that arise.



### 15. Encourages others to work safely.



## Level of Skill

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

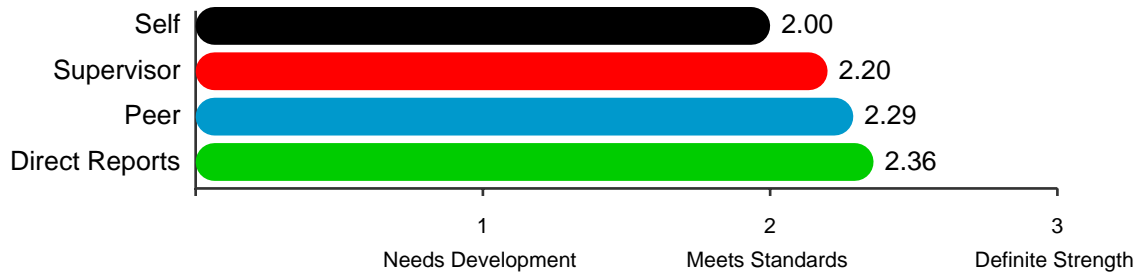
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Identifies and addresses safety needs.	15	2.33	40.0	7%	53%	40%
12. Points out behaviors in others that may be unsafe.	15	2.07	20.0	13%	67%	20%
13. Creates accurate and effective measures of safety.	15	2.07	26.7	20%	53%	27%
14. Mitigates hazards and safety issues that arise.	15	2.27	40.0	13%	47%	40%
15. Encourages others to work safely.	14	2.43	50.0	7%	43%	50%

### Comments:

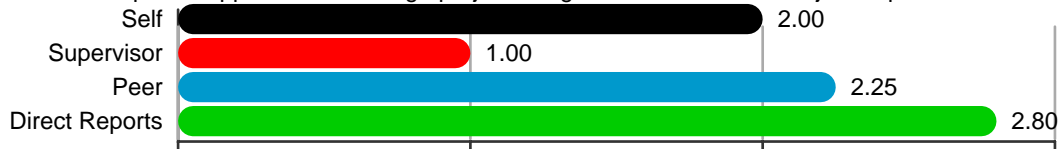
- She is friendly, courteous, and kind all while being very professional.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- Has good intentions, but follow through needs more work.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- Don't know where we would be without her.
- \_\_\_ has also attended many off-site events to show her support to department staff.

# Co-worker Development

## Summary Scores



### 16. Gives others development opportunities through project assignments and increased job responsibilities



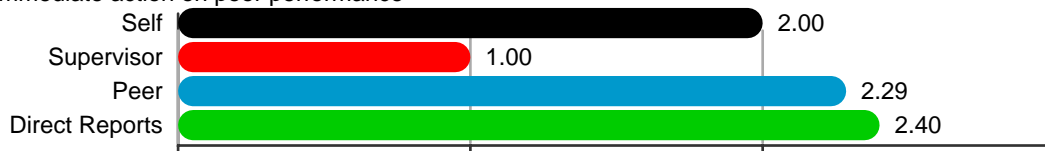
### 17. Sets and clearly communicates expectations, performance goals, and measurements to others



### 18. Adapts coaching and mentoring approach to meet the style or needs of individuals



### 19. Takes immediate action on poor performance



### 20. Works to identify root causes of performance problems





## 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).

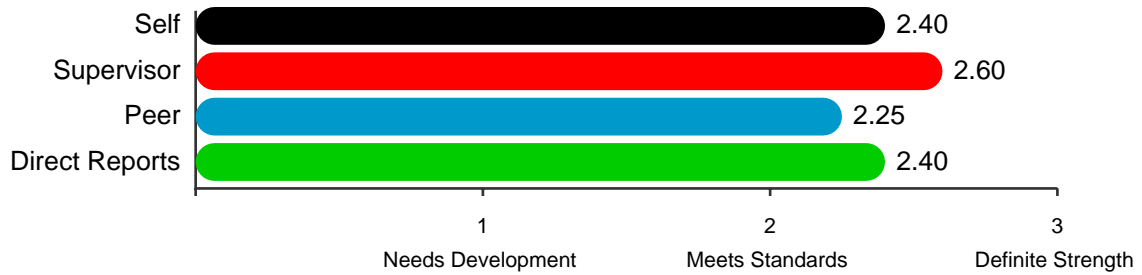
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Gives others development opportunities through project assignments and increased job responsibilities	15	2.33	46.7	13%	40%	47%
17. Sets and clearly communicates expectations, performance goals, and measurements to others	15	2.33	40.0	7%	53%	40%
18. Adapts coaching and mentoring approach to meet the style or needs of individuals	14	2.00	14.3	14%	71%	14%
19. Takes immediate action on poor performance	14	2.21	42.9	21%	36%	43%
20. Works to identify root causes of performance problems	15	2.53	60.0	7%	33%	60%

### Comments:

- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- She presents a clear picture of where the department is now and where we need to be headed.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- \_\_\_ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.
- She is a pleasure to work with and an asset to [CompanyName].
- I am glad \_\_\_ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.

# Negotiation

## Summary Scores



21. Establishes clear communications to avoid misunderstandings.



22. Researches the needs of the other party to identify strengths and weaknesses of positions.



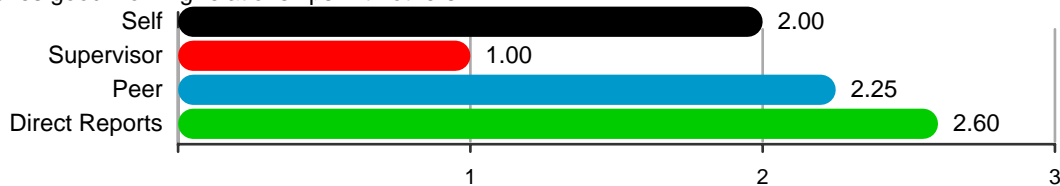
23. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.



24. Is able to decline bad ideas to avoid making poor decisions.



25. Establishes good working relationships with others.



## Level of Skill

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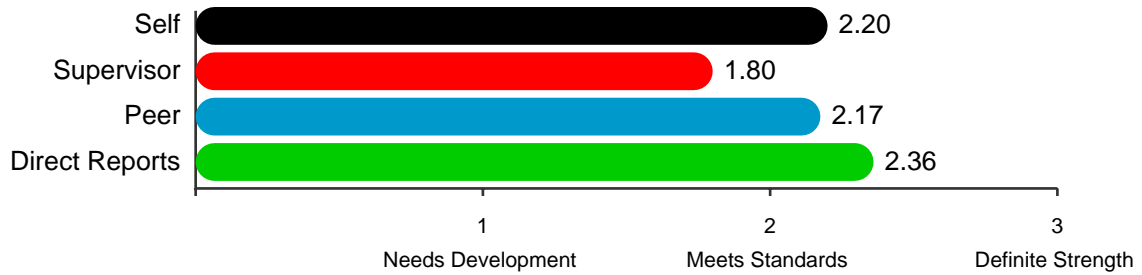
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Establishes clear communications to avoid misunderstandings.	15	2.60	66.7	7%	27%	67%
22. Researches the needs of the other party to identify strengths and weaknesses of positions.	15	2.33	40.0	7%	53%	40%
23. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	15	2.07	20.0	13%	67%	20%
24. Is able to decline bad ideas to avoid making poor decisions.	15	2.40	53.3	13%	33%	53%
25. Establishes good working relationships with others.	15	2.27	53.3	27%	20%	53%

### Comments:

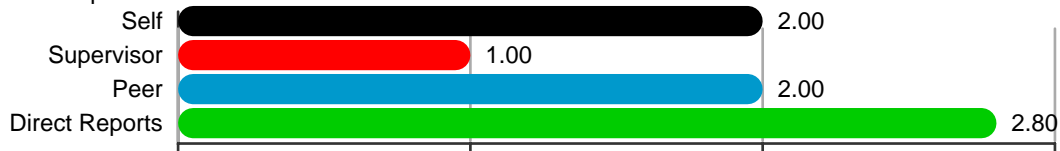
- Additional feedback and communication.
- She is friendly, courteous, and kind all while being very professional.
- I have observed \_\_\_ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. \_\_\_ does take action when there are employees who do not fit with the organization mission and values.
- \_\_\_ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- I think \_\_\_ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.

# Integrity

## Summary Scores



### 26. Does what was promised.



### 27. Maintains strong relationships with others.



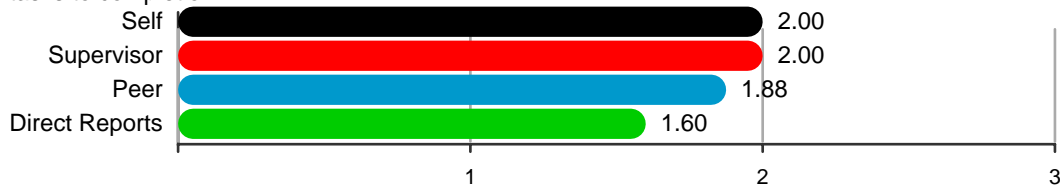
### 28. Protects the integrity and confidentiality of information



### 29. Develops trust and confidence from others.



### 30. Follows tasks to completion.



## Level of Skill

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

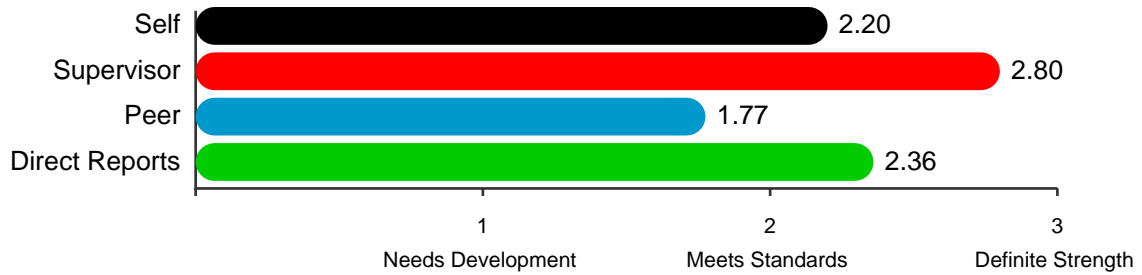
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Does what was promised.	15	2.20	33.3	13%	53%	33%
27. Maintains strong relationships with others.	15	2.00	26.7	27%	47%	27%
28. Protects the integrity and confidentiality of information	15	2.47	53.3	7%	40%	53%
29. Develops trust and confidence from others.	15	2.60	60.0		40%	60%
30. Follows tasks to completion.	15	1.80	13.3	33%	53%	13%

### Comments:

- I believe I need to give her a chance to get into her position.
- \_\_\_ is an extremely effective leader.
- 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.
- Don't work with her enough to observe the vast majority of these items.
- \_\_\_ 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.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.

# Professional Development

## Summary Scores



### 31. Seeks opportunities for continuous learning.



### 32. Encourages employees to take courses relevant to their job.



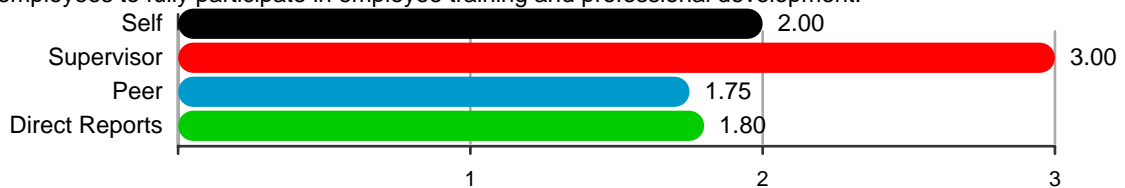
### 33. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



### 34. Seeks opportunities for professional development.



### 35. Allows employees to fully participate in employee training and professional development.



## Level of Skill

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

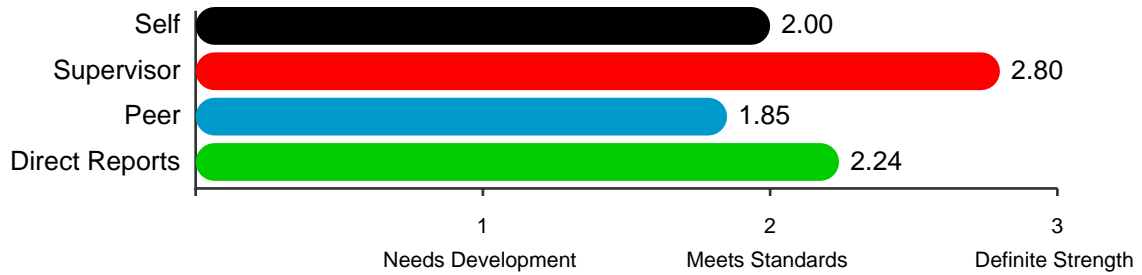
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Seeks opportunities for continuous learning.	15	2.13	33.3	20%	47%	33%
32. Encourages employees to take courses relevant to their job.	15	2.13	33.3	20%	47%	33%
33. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.07	33.3	27%	40%	33%
34. Seeks opportunities for professional development.	15	2.13	26.7	13%	60%	27%
35. Allows employees to fully participate in employee training and professional development.	15	1.87	20.0	33%	47%	20%

### Comments:

- \_\_\_ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- She has a style that is intimidating to some and thus she needs to be (and is) aware of her effect on the room when she walks in.
- In the area of 'Communication skills' I would like to see \_\_\_ be more direct in her oral delivery.
- When issues or questions are raised in the department, \_\_\_ follows thru to address them in a timely manner.
- 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.
- I enjoyed working with \_\_\_ on the project and thought that the Rx team involves were strong partners.

# Emotional Intelligence

## Summary Scores



36. Is able to manage their own emotions.



37. Able to understand others' points of view.



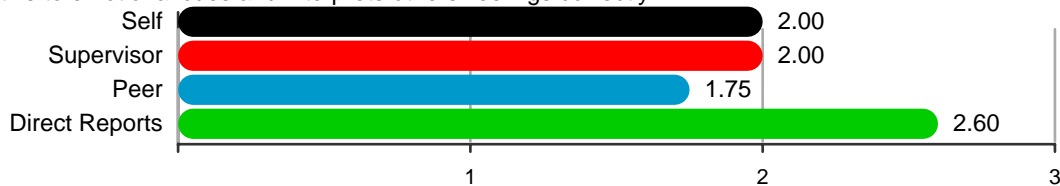
38. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



39. Is able to express themselves clearly.



40. Is attentive to emotional cues and interprets others' feelings correctly.





## Level of Skill

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

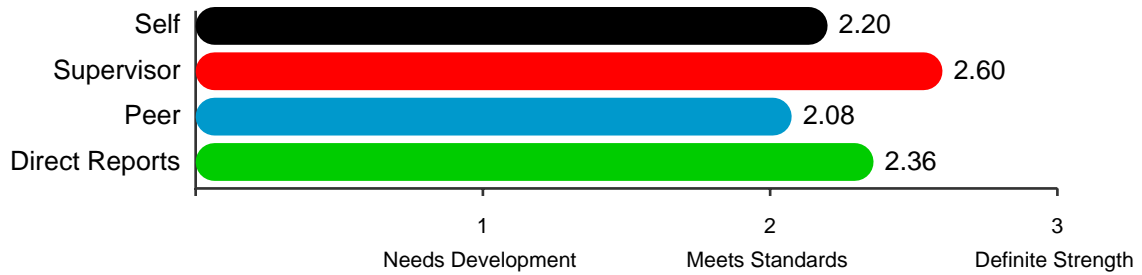
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Is able to manage their own emotions.	15	1.87	20.0	33%	47%	20%
37. Able to understand others' points of view.	15	1.93	13.3	20%	67%	13%
38. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.07	33.3	27%	40%	33%
39. Is able to express themselves clearly.	15	2.33	33.3		67%	33%
40. Is attentive to emotional cues and interprets others' feelings correctly.	15	2.07	33.3	27%	40%	33%

### Comments:

- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- I appreciate her helpful and cheerful outlook!
- Demonstrates an ability to remain focused on outcomes.
- The advice and direction I receive from \_\_\_ is often on point and helps to provide positive outcomes. Over the last year as I have grown \_\_\_ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- \_\_\_ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- I have found that \_\_\_ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.

# Project Management

## Summary Scores



41. Organizes, plans, and directs resources to accomplish the goals and objectives.



42. Maintains costs and expenses within budget limits.



43. Defines project outcomes based on customer requirements.



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



45. Inspires others to accomplish goals and objectives.



## Level of Skill

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

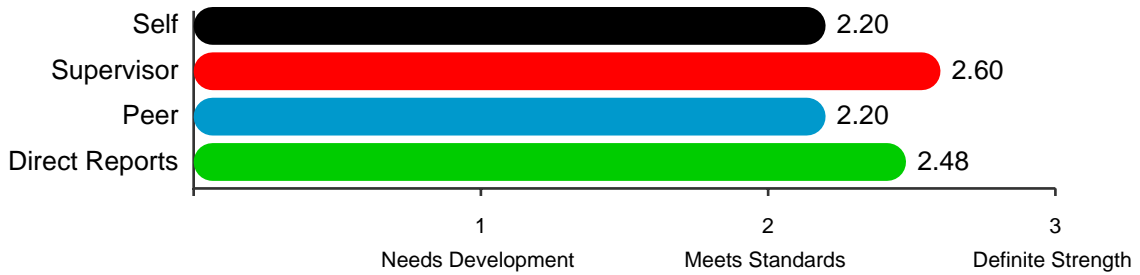
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	2.00	26.7	27%	47%	27%
42. Maintains costs and expenses within budget limits.	15	2.13	33.3	20%	47%	33%
43. Defines project outcomes based on customer requirements.	15	2.20	40.0	20%	40%	40%
44. Develops performance measures for various aspects of the project.	15	2.20	26.7	7%	67%	27%
45. Inspires others to accomplish goals and objectives.	15	2.53	60.0	7%	33%	60%

### Comments:

- As noted in the comments above, \_\_\_ needs improvement with involving the team more consistently in the approval and management of projects.
- \_\_\_ is a steady leader who maintains her objectivity during stressful times.
- Having very minimum one-on-one discussion.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.
- \_\_\_ is always willing and routinely seeks opportunities to work with other departments.
- \_\_\_ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and \_\_\_ will respond to any escalation request or need for strategic planning positively and effectively.

# Delegation

## Summary Scores



46. Defines the roles, responsibilities, required actions, and deadlines for team members.



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



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



49. Entrusts subordinates with important tasks.



50. Delegates authority and responsibility to subordinates and holds them accountable for their actions.



## Level of Skill

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

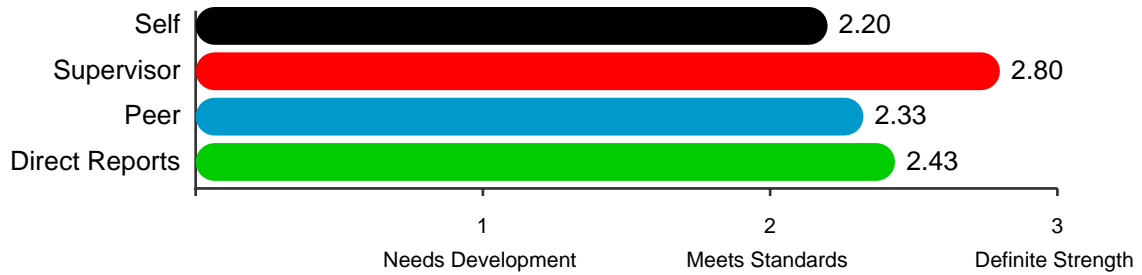
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	2.27	26.7		73%	27%
47. Allows subordinates to use their own methods and procedures.	15	2.13	26.7	13%	60%	27%
48. Tells subordinates what to do, not how to do it.	15	2.40	40.0		60%	40%
49. Entrusts subordinates with important tasks.	15	2.47	46.7		53%	47%
50. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	2.33	46.7	13%	40%	47%

### Comments:

- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- At times I feel that \_\_\_ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- Appreciate \_\_\_'s willingness to participate on leadership in expanding research activity.
- \_\_\_ works very well with other departments.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- \_\_\_ does not beat around the bush nor does she have hidden agendas.

# Goals

## Summary Scores



### 51. Achieves goals.



### 52. Makes sure that I have a clear idea of our group's goals.



### 53. Understands & contributes to development of strategic goals.



### 54. Goal Setting



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



## 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).

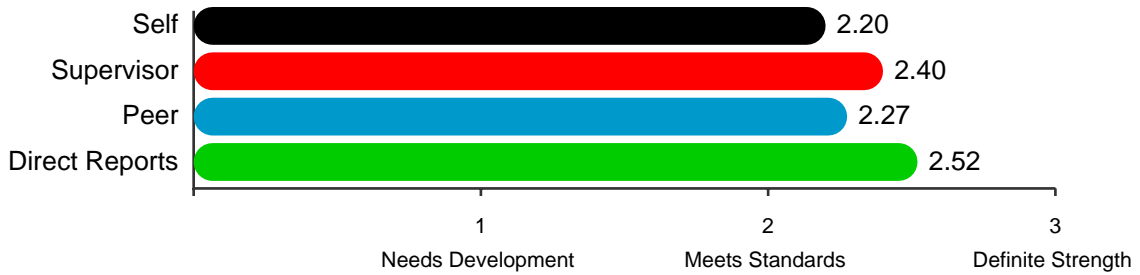
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. Achieves goals.	14	2.21	28.6	7%	64%	29%
52. Makes sure that I have a clear idea of our group's goals.	14	2.29	42.9	14%	43%	43%
53. Understands & contributes to development of strategic goals.	15	2.53	53.3		47%	53%
54. Goal Setting	15	2.47	46.7		53%	47%
55. Conducts timely follow-up; keeps others informed on a need to know basis.	15	2.40	40.0		60%	40%

### Comments:

- \_\_\_ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- Resources are managed carefully with input sought and considered before applying those resources.
- She is excellent at helping/coaching/problem-solving with others.
- Is always available to assist with issues, all scopes business or personal.
- She values our feedback and takes our recommendations seriously.
- \_\_\_ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.

# Others

## Summary Scores



### 56. Treats others with respect and dignity.



### 57. Helpful



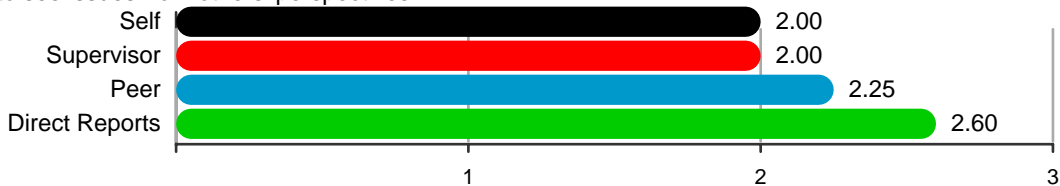
### 58. Supports the efforts of other employees in implementing solutions to problems.



### 59. Includes others in the decision making processes.



### 60. Is able to see issues from others' perspectives.





## 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).

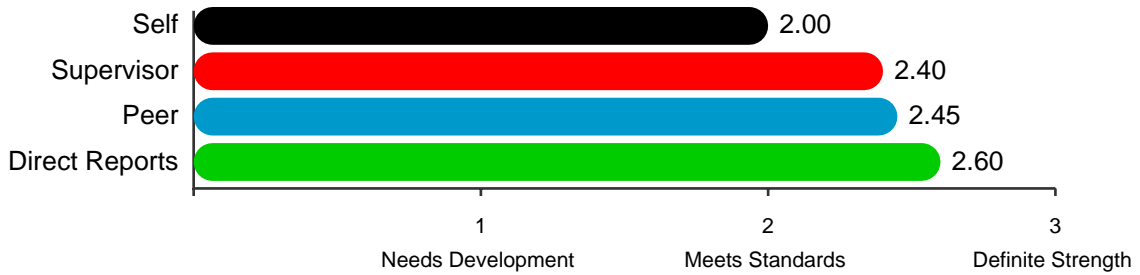
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
56. Treats others with respect and dignity.	15	2.53	53.3	47%	53%	
57. Helpful	15	2.33	33.3	67%	33%	
58. Supports the efforts of other employees in implementing solutions to problems.	15	2.33	33.3	67%	33%	
59. Includes others in the decision making processes.	15	2.27	26.7	73%	27%	
60. Is able to see issues from others' perspectives.	15	2.33	33.3	67%	33%	

### Comments:

- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- \_\_\_ 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.
- It shows that \_\_\_ takes pride in making her direct reports feel like they are doing good work and are valued members of the team.
- \_\_\_'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.

# Vision

## Summary Scores



### 61. Demonstrates consistency between words and actions



### 62. Works to support the strategy of [Company]



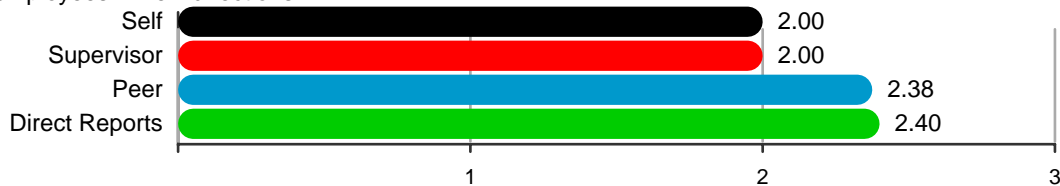
### 63. Develops action plans to align his/her work with the goals of the organization



### 64. Creates a positive vision of the future for the Company.



### 65. Leads employees in new directions.



## 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. Demonstrates consistency between words and actions	15	2.47	46.7	53%	47%	
62. Works to support the strategy of [Company]	15	2.47	46.7	53%	47%	
63. Develops action plans to align his/her work with the goals of the organization	15	2.47	46.7	53%	47%	
64. Creates a positive vision of the future for the Company.	15	2.60	60.0	40%	60%	
65. Leads employees in new directions.	15	2.33	40.0	7%	53%	40%

### Comments:

- 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.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- Provides reinforcement and feedback within the context of the overall business strategy.
- She's a good and reliable team member.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- I would encourage her to empathize with her team and show more of a calm, caring side.

## 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 role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- She gives you confidence knowing she always has your back.
- \_\_\_ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.
- \_\_\_ is a "One of a kind" She is a great manager.
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- \_\_\_ has been wonderful to work with. She is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.

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

- Overall \_\_\_ is highly competent and brings a fresh perspective to the Engineering department.
- \_\_\_ is a great listener and leader for the department.
- Stay focused more on the agenda for meetings.
- 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.
- \_\_\_ 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.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.

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

- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- Experience, mentoring and self-confidence.
- \_\_\_ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- \_\_\_ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- \_\_\_ has improved our means of communication within the department and is receptive to suggestions from her employees.
- \_\_\_ has been instrumental in the working relationship of our department.

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

- She can always be counted on to do what she commits to.
- She often involves her team in decision making and to determine how to achieve outcomes.
- I think \_\_\_ is very good at identifying processes she observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- \_\_\_ has done a great job in most of the areas above. She has really moved our services team forward in a very positive way.
- \_\_\_ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- \_\_\_ not only values and listens to her staff she also gives them the support they need.

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

- \_\_\_ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- I have been most impressed by \_\_\_ in the last year. Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from \_\_\_.
- \_\_\_ has a calm and professional style.
- She communicates with the people involved to resolve the issue. She shows effort to understand each employee's workflow by asking questions. She shares her calendar to us (her subordinates) and tell us that we can talk to her if we have questions or issues to talk about.
- She is all the above and more, have never worked with a more engaged leader. Her shoes will be difficult to fill.
- Uses her people skills to change negative situations into positive.

### Any final comments?

- \_\_\_ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally received.
- Where do I even start to articulate how much I value about working with \_\_\_ ? I learn something every time I have the opportunity to work with her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: himsher ] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as \_\_\_ is.
- \_\_\_ is a steady leader who maintains her objectivity during stressful times.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- \_\_\_ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.