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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.

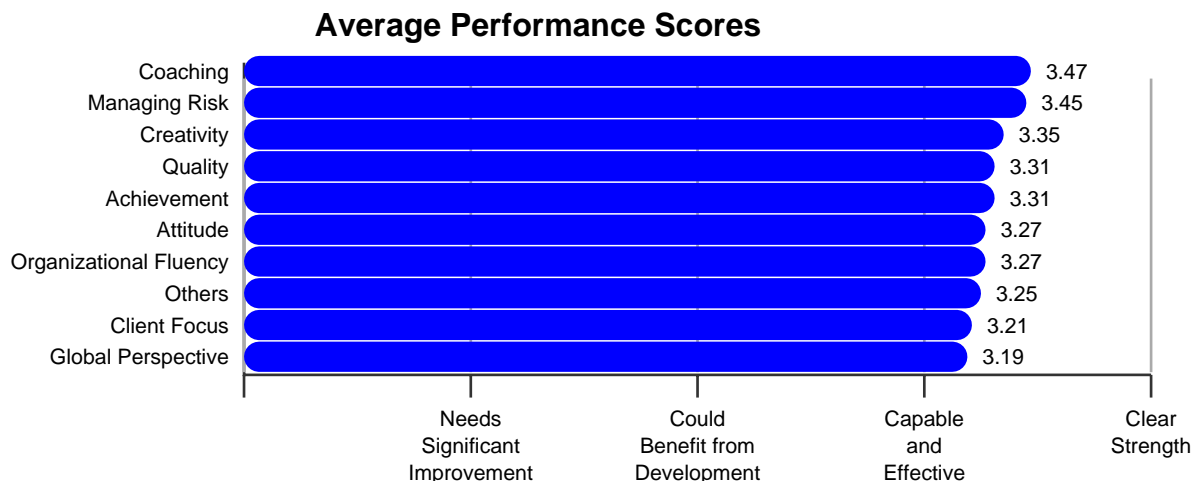
## What to Do with Your Feedback

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 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.



## Coaching

### 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. Helps employees to maintain high personal standards.	15	3.20	93.3	7%	67%		27%
2. Meets regularly with employees to coach them on areas that will enhance their performance	15	3.87	100.0	13%	87%		
3. Provides clear, motivating, and constructive feedback.	15	3.33	93.3	7%	53%		40%
4. Helps employees to understand responsibilities, authority, and expectations.	15	3.60	93.3	7%	27%	67%	
5. Addresses employee behavior problems effectively.	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. Helps employees to maintain high personal standards.	3.29	3.20	-0.09 ▼
2. Meets regularly with employees to coach them on areas that will enhance their performance	3.65	3.87	+0.22 ▲
3. Provides clear, motivating, and constructive feedback.	3.18	3.33	+0.16 ▲
4. Helps employees to understand responsibilities, authority, and expectations.	3.41	3.60	+0.19 ▲
5. Addresses employee behavior problems effectively.	3.24	3.33	+0.10 ▲

### Comments:

- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- \_\_\_'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- 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.
- \_\_\_ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- She solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- 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.

## Creativity

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Is creative.	15	3.20	93.3	7%	60%	33%	
7. Is creative and inspirational.	15	3.20	86.7	13%	53%	33%	
8. Conceives, implements and evaluates ideas.	15	3.40	93.3	7%	47%	47%	
9. Creates a lot of new ideas.	15	3.47	93.3	7%	40%	53%	
10. Develops solutions to challenging problems.	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. Is creative.	3.24	3.20	-0.04 ▼
7. Is creative and inspirational.	3.41	3.20	-0.21 ▼
8. Conceives, implements and evaluates ideas.	3.24	3.40	+0.16 ▲
9. Creates a lot of new ideas.	3.18	3.47	+0.29 ▲
10. Develops solutions to challenging problems.	3.35	3.47	+0.11 ▲

### Comments:

- \_\_\_ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.
- \_\_\_ is friendly to myself and other staff members. I believe she is very knowledgeable in the role of controller. She continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for her to complete work needed from her.
- I really appreciate her.
- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- More opportunities to share knowledge with the team.
- \_\_\_ is a very effective leader and a role model for other leaders.

## 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
11. Contributes to a positive work environment.	15	3.53	100.0	47%	53%		
12. Treats all people fairly and with respect.	15	3.27	100.0	73%	27%		
13. Is gracious and professional in their interactions with others.	15	3.33	100.0	67%	33%		
14. Visibly supports and encourages diversity in style and background.	15	3.13	86.7	13%	60%	27%	
15. Contributes to a positive and fun work environment.	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. Contributes to a positive work environment.	3.47	3.53	+0.06 ▲
12. Treats all people fairly and with respect.	3.47	3.27	-0.20 ▼
13. Is gracious and professional in their interactions with others.	3.35	3.33	-0.02 ▼
14. Visibly supports and encourages diversity in style and background.	3.18	3.13	-0.04 ▼
15. Contributes to a positive and fun work environment.	3.00	3.07	+0.07 ▲

### Comments:

- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- Again, \_\_\_ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- We are very blessed to have \_\_\_ for our manager! Best one we've EVER had. We appreciate her very much.
- She communicates clearly, and is always willing to listen attentively.
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.

## Quality

### 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. Encourages employees to produce the best quality products.	15	3.40	93.3	7%	47%	47%	
17. Holds employees accountable for their quality of work.	15	3.27	93.3	7%	60%	33%	
18. Encourages others to achieve high quality standards.	14	3.00	92.9	7%	79%	14%	
19. Reflects on what is working and what could be improved.	15	3.47	100.0		53%	47%	
20. Analyze what occurred and re-adjusts accordingly when goals are not met.	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. Encourages employees to produce the best quality products.	3.65	3.40	-0.25 ▼
17. Holds employees accountable for their quality of work.	3.47	3.27	-0.20 ▼
18. Encourages others to achieve high quality standards.	3.12	3.00	-0.12 ▼
19. Reflects on what is working and what could be improved.	3.59	3.47	-0.12 ▼
20. Analyze what occurred and re-adjusts accordingly when goals are not met.	3.29	3.40	+0.11 ▲

#### Comments:

- I think \_\_\_ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- Willingness to help, patience in teaching.
- \_\_\_ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. \_\_\_ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- She is a joy to work for.
- 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.

## Achievement

### 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. Sets ambitious standards of performance.	15	3.53	100.0	47%		53%	
22. <u>Establishes</u> Specific Measurable Achievable Realistic and Timed (SMART) goals.	15	3.00	80.0	20%	60%		20%
23. Works at a quick pace to complete a high volume of work.	15	2.87	80.0	20%	73%		7%
24. Takes immediate action of projects fall behind schedule.	15	3.47	100.0	53%		47%	
25. Demonstrates improvement in performance.	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 ambitious standards of performance.	3.35	3.53	+0.18 ▲
22. <u>Establishes</u> Specific Measurable Achievable Realistic and Timed (SMART) goals.	3.00	3.00	
23. Works at a quick pace to complete a high volume of work.	2.88	2.87	-0.02 ▼
24. Takes immediate action of projects fall behind schedule.	3.00	3.47	+0.47 ▲
25. Demonstrates improvement in performance.	3.76	3.67	-0.10 ▼

### Comments:

- Appreciate \_\_\_'s calm approach
- I know I can always count on \_\_\_ to be reliable and respond in a timely manner to my request.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- \_\_\_ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- She won't settle for less.
- Delegates often with little to no direction.



## Managing Risk

### 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. Performs regular risk analyses to minimize adverse outcomes.	15	3.40	93.3	7%	47%	47%	
27. Effectively responds to critical situations to reduce potential for losses.	15	3.33	93.3	7%	53%	40%	
28. Is aware of process safety management.	15	3.53	100.0		47%	53%	
29. Works within constraints of the organization.	15	3.67	100.0		33%	67%	
30. Has the knowledge and skills to accurately identify risks in the workplace.	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. Performs regular risk analyses to minimize adverse outcomes.	3.53	3.40	-0.13 ▼
27. Effectively responds to critical situations to reduce potential for losses.	3.12	3.33	+0.22 ▲
28. Is aware of process safety management.	3.41	3.53	+0.12 ▲
29. Works within constraints of the organization.	3.59	3.67	+0.08 ▲
30. Has the knowledge and skills to accurately identify risks in the workplace.	3.41	3.33	-0.08 ▼

### Comments:

- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. \_\_\_ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.
- \_\_\_ does a great job at demonstrating the value of her team to the organization.
- 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.
- \_\_\_ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- \_\_\_ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. She introduced Basecamp to the team facilitating better project management systems within the department.

## Client 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
31. Maintains strong relationships with clients.	15	3.20	86.7	13%	53%	33%	
32. Is pro-active in dealing with clients and addressing their needs.	15	3.40	100.0		60%	40%	
33. Ensures client commitments and requirements are met or exceeded	15	3.20	86.7	13%	53%	33%	
34. Looks for opportunities that have a positive impact on Clients.	15	3.27	93.3	7%	60%	33%	
35. Satisfies client needs.	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. Maintains strong relationships with clients.	3.18	3.20	+0.02 ▲
32. Is pro-active in dealing with clients and addressing their needs.	3.35	3.40	+0.05 ▲
33. Ensures client commitments and requirements are met or exceeded	3.18	3.20	+0.02 ▲
34. Looks for opportunities that have a positive impact on Clients.	2.88	3.27	+0.38 ▲
35. Satisfies client needs.	3.18	3.00	-0.18 ▼

### Comments:

- She has taken the initiative to always be finding new ways to grow both professionally and personally.
- \_\_\_ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- I have appreciated \_\_\_'s approach to simplify department tasks, goals, and initiatives.
- I really appreciate and respect \_\_\_'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- \_\_\_ has shown tremendous leadership. Always approachable and encourages her staff to provide feedback to better the organization.
- I think \_\_\_ should learn to be more concise and focused in her comments. She can consume a lot of meeting time with commentary that is lengthy and not always on point.

## 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
36. Supports the efforts of other employees in implementing solutions to problems.	15	3.20	93.3	7%	67%		27%
37. Is able to see issues from others' perspectives.	15	3.27	93.3	7%	60%		33%
38. Consistently demonstrates ability and willingness to trust others.	15	3.27	86.7	13%	47%		40%
39. Forms working relationships with employees from other departments.	15	3.13	86.7	13%	60%		27%
40. Works effectively with people from other departments.	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. Supports the efforts of other employees in implementing solutions to problems.	3.18	3.20	+0.02 ▲
37. Is able to see issues from others' perspectives.	3.35	3.27	-0.09 ▼
38. Consistently demonstrates ability and willingness to trust others.	3.24	3.27	+0.03 ▲
39. Forms working relationships with employees from other departments.	3.59	3.13	-0.45 ▼
40. Works effectively with people from other departments.	3.29	3.40	+0.11 ▲

#### Comments:

- \_\_\_ has been a strong leader at [CompanyName] for many years, and she will be missed.
- She is such a positive person and always willing to pitch in where help is needed.
- The role of interim director is new to \_\_\_ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.
- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!
- 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.
- \_\_\_ relies on her direct reports to solicit input and involve front line staff in everyday work.

## Organizational Fluency

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Anticipates problems that may affect the department.	15	3.33	93.3	7%	53%	40%	
42. Able to explain departmental policies and procedures to others.	15	3.33	93.3	7%	53%	40%	
43. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.13	86.7	13%	60%	27%	
44. Adept at navigating within the culture of the department.	15	3.00	86.7	13%	73%	13%	
45. Understands the current organizational culture.	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. Anticipates problems that may affect the department.	3.29	3.33	+0.04 ▲
42. Able to explain departmental policies and procedures to others.	3.41	3.33	-0.08 ▼
43. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.35	3.13	-0.22 ▼
44. Adept at navigating within the culture of the department.	3.18	3.00	-0.18 ▼
45. Understands the current organizational culture.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_ is a great asset to the team. We are grateful to have her.
- \_\_\_ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- \_\_\_ has high expectation of staff, but provides the support needed for success. She is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- \_\_\_ sets high standards for those she works with and expects the same of herself.

## 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
46. Demonstrates a curiosity about diverse individuals and cultures.	15	3.00	86.7	13%	73%		13%
47. Able to listen and understand others and discuss issues in a respectful way.	15	3.20	93.3	7%	60%		33%
48. Sets the example for team on importance of cultural awareness.	15	3.20	93.3	7%	67%		27%
49. Exemplifies the skills of a global worker.	15	3.40	93.3	7%	47%		47%
50. Is able to work with individuals having different backgrounds and cultures.	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. Demonstrates a curiosity about diverse individuals and cultures.	3.24	3.00	-0.24 ▼
47. Able to listen and understand others and discuss issues in a respectful way.	3.00	3.20	+0.20 ▲
48. Sets the example for team on importance of cultural awareness.	3.18	3.20	+0.02 ▲
49. Exemplifies the skills of a global worker.	3.35	3.40	+0.05 ▲
50. Is able to work with individuals having different backgrounds and cultures.	3.29	3.13	-0.16 ▼

#### Comments:

- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- She could improve with a take charge attitude.
- 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.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- She is becoming more comfortable to deliver critical feedback.
- I believe the team greatly values \_\_\_\_'s visionary capabilities and ideas, which is appropriate for a Vice President, but she is getting too involved in Director level tasks.

## 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?

- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.
- \_\_\_ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- \_\_\_ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- She is well respected.
- As mentioned above, good collaboration.
- \_\_\_ has a very high integrity standard. She handles all of her business with the utmost professionalism.

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

- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand. \_\_\_ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!
- \_\_\_ is a solid asset to the human resources division and the [CompanyName] senior management team.
- \_\_\_ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about \_\_\_ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.
- \_\_\_ is so attentive to the needs of our department and to the needs of individuals.
- \_\_\_ 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.

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

- I think at times her dedicaton to her team can sometimes come off like she is not thinking about a system perspective, I know that \_\_\_ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.
- \_\_\_ is friendly to myself and other staff members. I believe she is very knowledgeable in the role of controller. She continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for her to complete work needed from her.
- A willingness and flexibility to pitch in help where needed is important.
- I will always welcome \_\_\_'s direct, honest, caring feedback.
- \_\_\_ does not beat around the bush nor does she have hidden agendas.
- \_\_\_ could also improve her ability to work with the framework of a team. \_\_\_ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.

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

- \_\_\_ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- She is decisive about budgets, emergency preparedness, and safety.
- \_\_\_ is an excellent leader. She seeks input from everyone involved to solve an issue.
- Another area she needs to work on is honoring team decisions. She will make unilateral decisions and then not tell the team.
- Her communication style can also come across as very directive at times to peers and subordinates.
- I look forward to learning and improving with her and the other members in the division.

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

- \_\_\_ is professional, collaborative. . .a great team member.
- She has been challenging us to find other ways to communicate that would be effective, other than email.
- \_\_\_ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, she is able to listen and alter her approach for consideration to staff's views.
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- Expectations are not always clearly communicated/outlined.

### Any final comments?

- \_\_\_ has continued to have some bumps this year along the lines of teamwork and collaboration.
- Great addition to our team!
- One of the best supervisors that I have had.
- I look forward to working with her in her new role.
- \_\_\_ communicates her expectations of the team well and involves them in the process improvement plans.
- She is strong and firm in her decisions, but involves her entire team in those decisions.