



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.

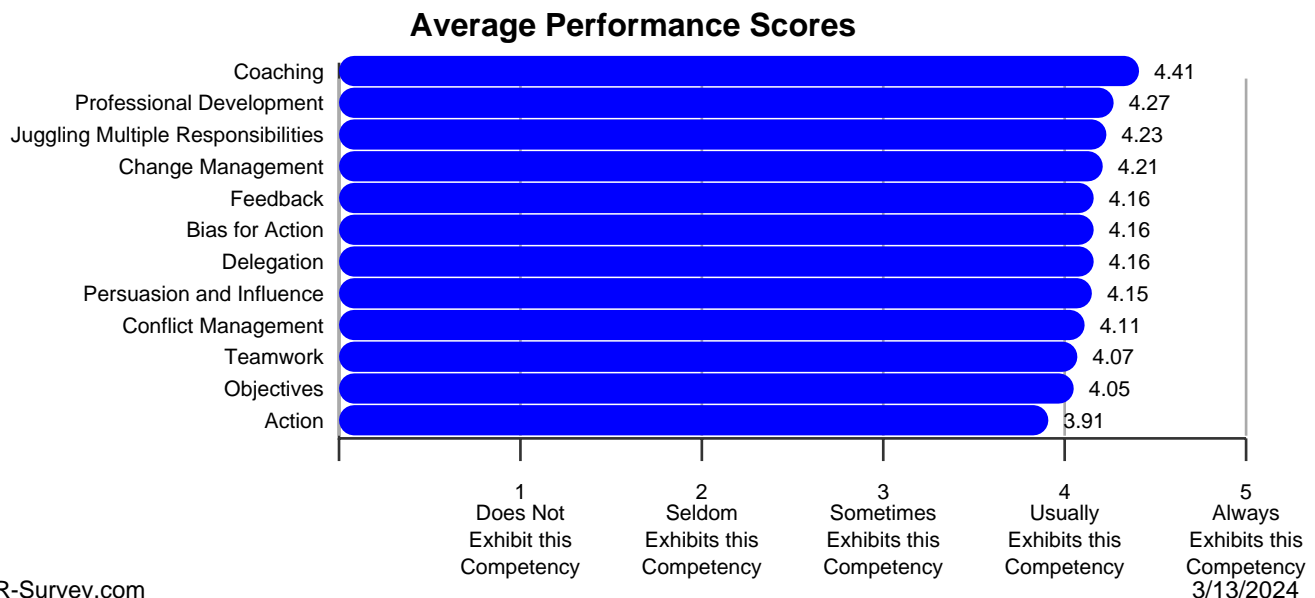
What to Do with Your Feedback

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

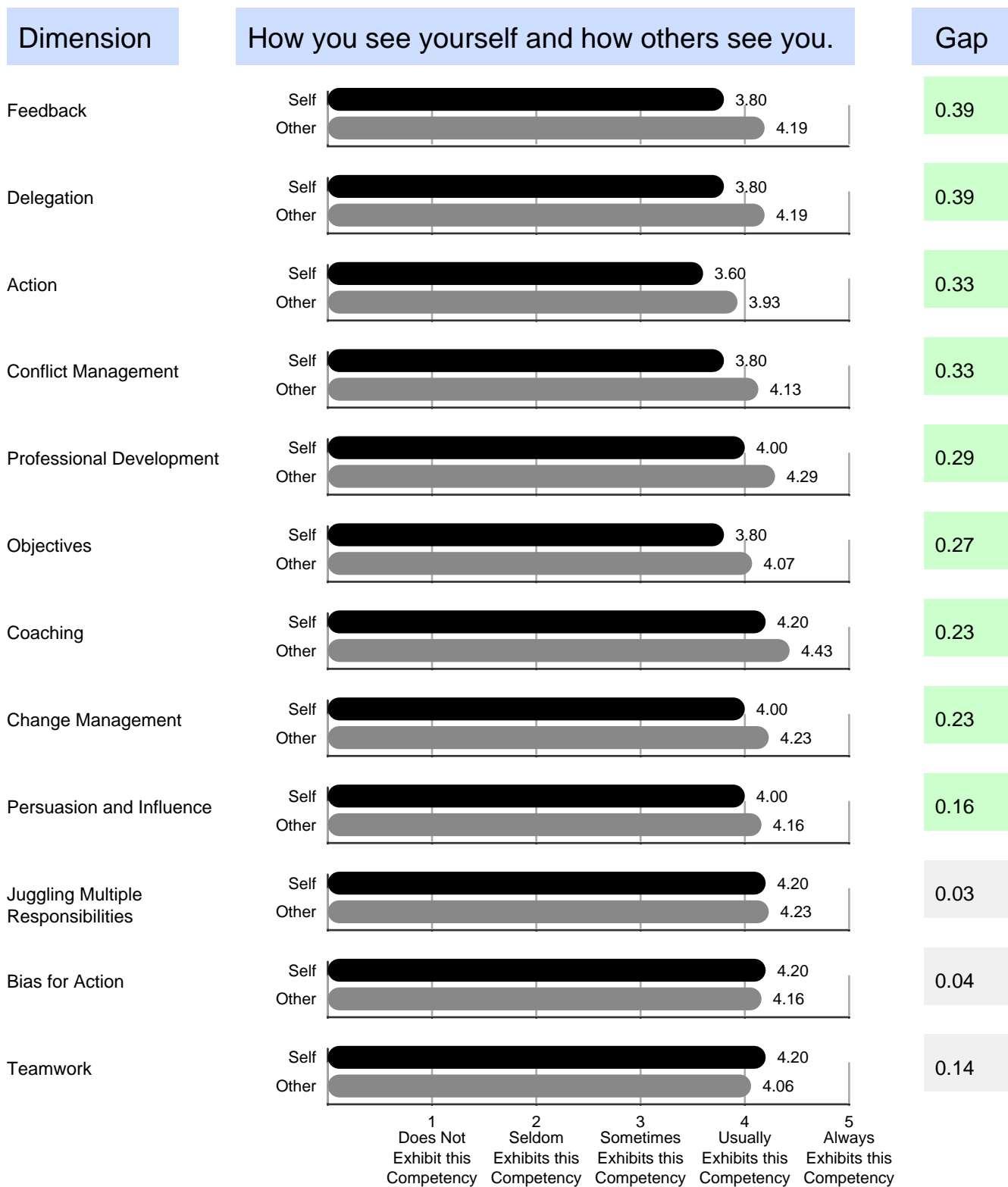
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



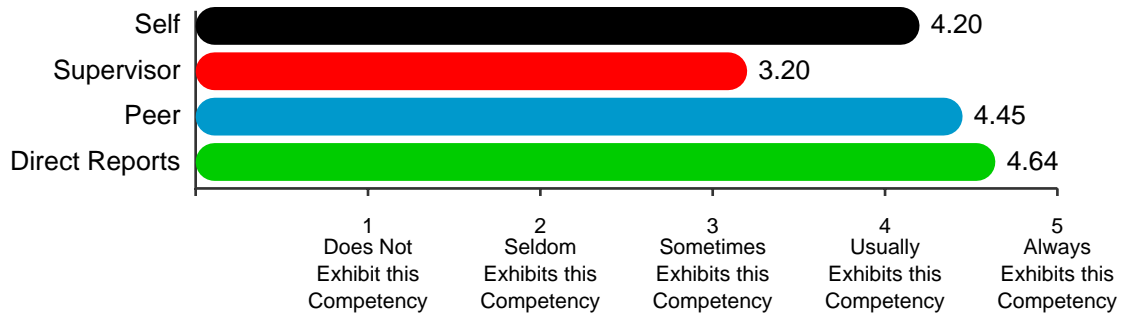
Gap Analysis

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

Summary Scores



1. Addresses employee behavior problems effectively.



2. Meets regularly with employees to coach them on areas that will enhance their performance



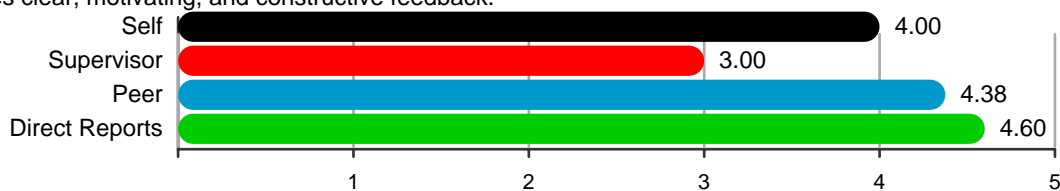
3. Develops the skills and capabilities of others.



4. Helps employees to maintain high personal standards.



5. Provides clear, motivating, and constructive feedback.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

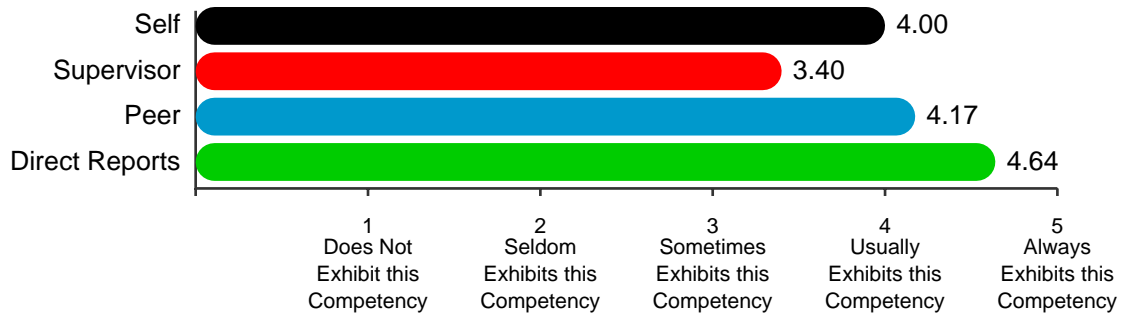
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Addresses employee behavior problems effectively.	15	4.20	93.3	7%		67%		27%
2. Meets regularly with employees to coach them on areas that will enhance their performance	15	4.87	100.0		13%		87%	
3. Develops the skills and capabilities of others.	15	4.27	93.3	7%		60%		33%
4. Helps employees to maintain high personal standards.	15	4.40	86.7	13%		33%		53%
5. Provides clear, motivating, and constructive feedback.	15	4.33	93.3	7%		53%		40%

Comments:

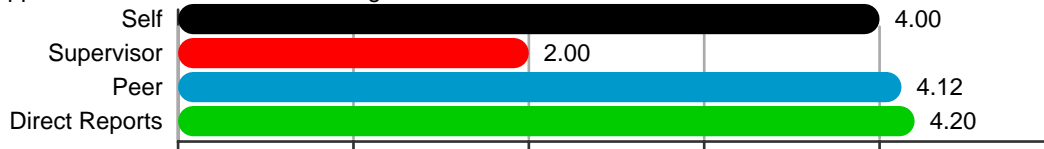
- ___ has an impressive vision for the company.
- ___ is a great manager and has nothing but the greatest interest for her employees and customers.
- She engages the staff and I feel the department is in the best shape it ever has been in.
- I enjoy working with ___ very much.
- She translated the creative thinking into real change and solution that advanced our department.
- ___ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.

Professional Development

Summary Scores



6. Seeks opportunities for continuous learning.



7. Quickly acquire and apply new knowledge and skills when needed



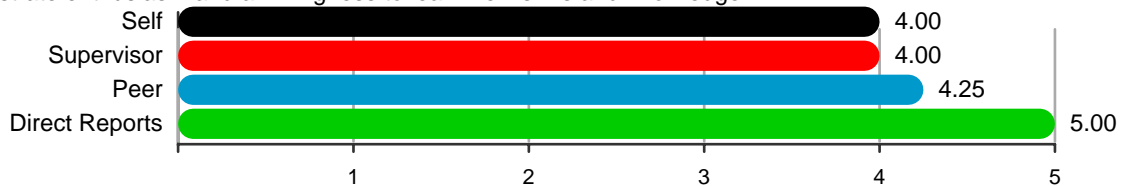
8. Keep themselves up-to-date of technical/professional issues



9. Seeks opportunities for professional development.



10. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



Level of Skill

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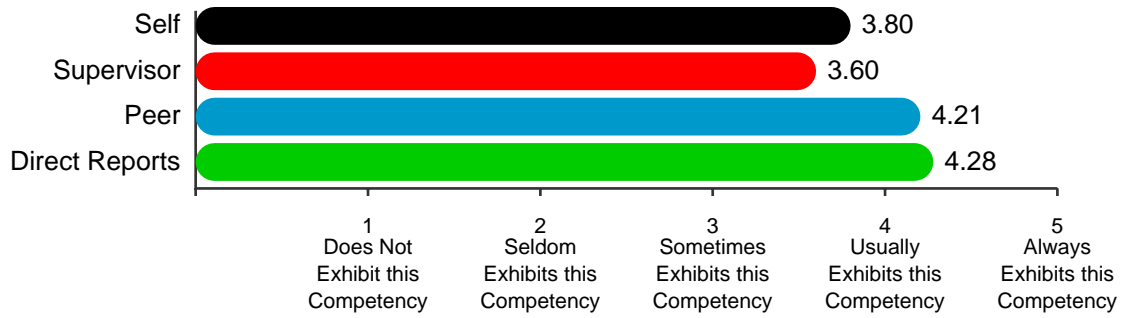
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Seeks opportunities for continuous learning.	15	4.00	80.0	7%	13%	53%	27%	
7. Quickly acquire and apply new knowledge and skills when needed	15	4.07	80.0		20%	53%	27%	
8. Keep themselves up-to-date of technical/professional issues	15	4.33	93.3	7%	47%		47%	
9. Seeks opportunities for professional development.	15	4.47	93.3	7%	40%		53%	
10. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.47	93.3	7%	40%		53%	

Comments:

- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, she aims to meet the needs of our customers and staff both today and in our future.
- ___ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- I truly enjoy working with ___ on a daily basis.
- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.

Feedback

Summary Scores



11. Asks others for their ideas and opinions.



12. Is easy to approach with ideas and opinions.



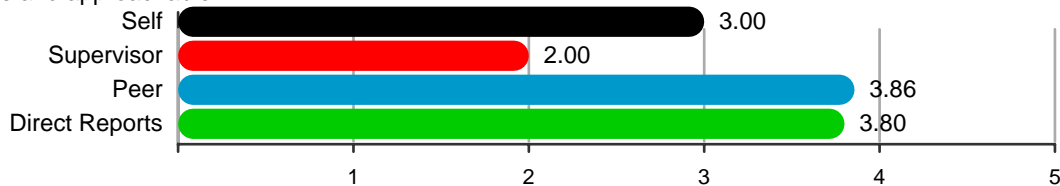
13. Considers other's opinion and suggestions.



14. Looks to others for input.



15. Is visible and approachable.



Level of Skill

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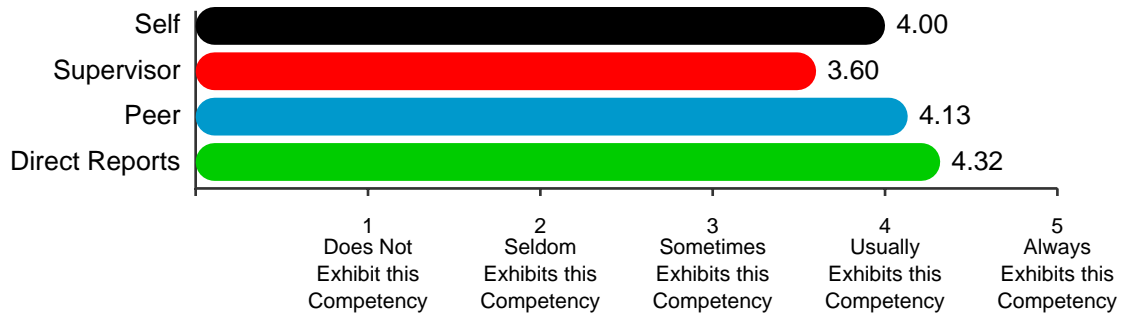
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Asks others for their ideas and opinions.	15	4.60	100.0			40%	60%	
12. Is easy to approach with ideas and opinions.	15	4.27	100.0			73%	27%	
13. Considers other's opinion and suggestions.	15	4.33	100.0			67%	33%	
14. Looks to others for input.	15	3.93	73.3	27%		53%	20%	
15. Is visible and approachable.	14	3.64	57.1	14%	29%	36%	21%	

Comments:

- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- ___ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- A willingness and flexibility to pitch in help where needed is important.
- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.
- She will always be able to state that she did everything she could, she gives this job her all!

Persuasion and Influence

Summary Scores



16. Attempts to persuade others rather than simply control them.



17. Develops a good rapport with others.



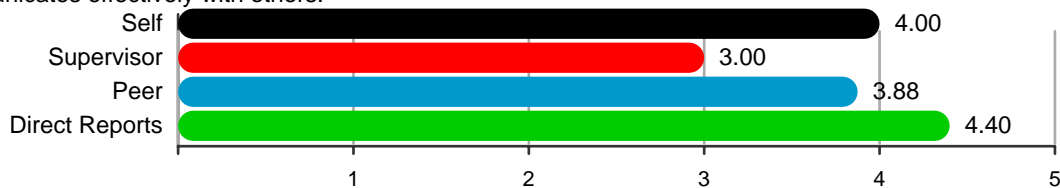
18. Persuades others to consider alternative points of view.



19. Able to express own goals and needs.



20. Communicates effectively with others.



Level of Skill

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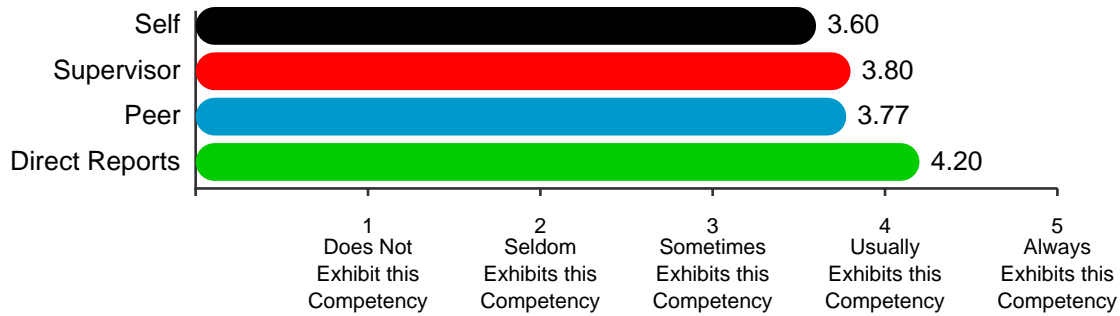
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Attempts to persuade others rather than simply control them.	15	4.33	86.7	13%		40%	47%	
17. Develops a good rapport with others.	15	4.27	93.3	7%		60%	33%	
18. Persuades others to consider alternative points of view.	14	4.00	92.9	7%		86%		7%
19. Able to express own goals and needs.	14	4.14	85.7	7%	7%	50%	36%	
20. Communicates effectively with others.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- She is an excellent teammate, great attitude, effort, and energy.
- ___ is highly professional in her everyday work.
- ___ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- ___ does a great job of keeping the lines of communication and this is appreciated.
- She also works to build and maintain community connections with local law enforcement and other emergency responders.
- ___ is the heart and soul of the pharmacy. She has great vision and she is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.

Action

Summary Scores



21. Does whatever it takes (within reason) to get the job done.



22. Gets the job done.



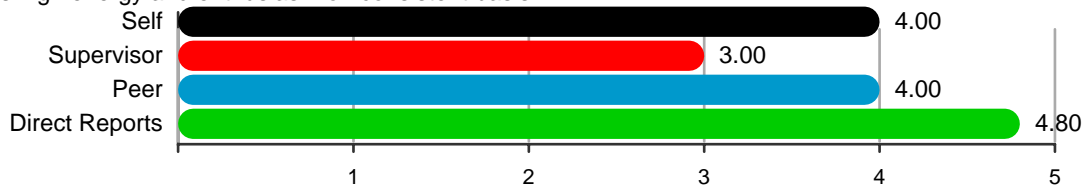
23. Is not afraid to take corrective action when necessary.



24. Effectively makes decisions



25. Displays high energy and enthusiasm on consistent basis.



Level of Skill

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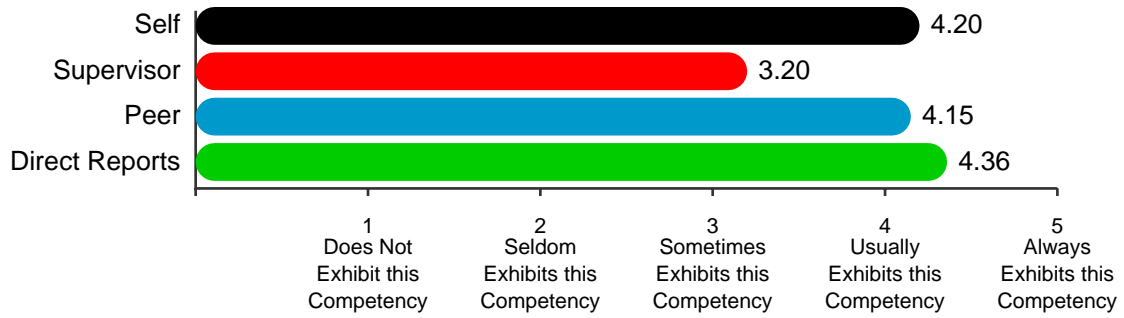
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Does whatever it takes (within reason) to get the job done.	15	4.00	66.7	13%	20%	20%	47%	
22. Gets the job done.	15	3.47	53.3	13%	33%	47%	7%	
23. Is not afraid to take corrective action when necessary.	15	3.60	66.7	13%	20%	60%	7%	
24. Effectively makes decisions	15	4.27	86.7	7%	7%	40%	47%	
25. Displays high energy and enthusiasm on consistent basis.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

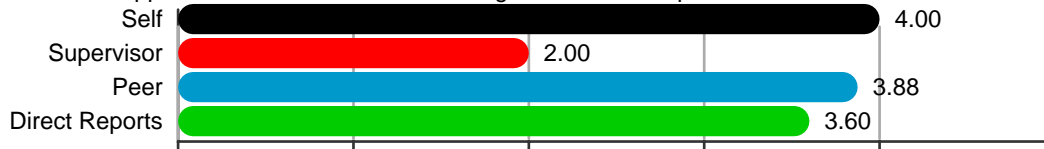
- I think ___ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower her and are willing to follow.
- Her quality of work is good.
- I appreciate her dedication to the department employees.
- ___ continues to be a wonderful boss and mentor.
- She is becoming more comfortable to deliver critical feedback.
- Always looking for ways to grow as a person. Inspires others to do the same.

Bias for Action

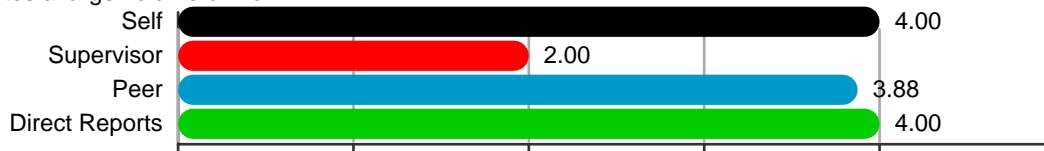
Summary Scores



26. Seeks and utilizes opportunities for continuous learning and self-development.



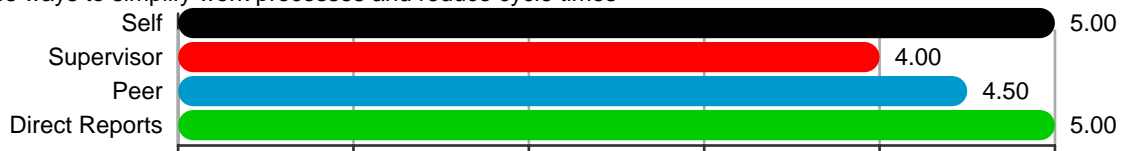
27. Completes a large volume of work.



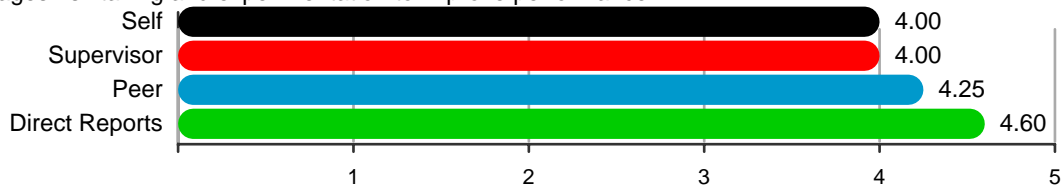
28. Displays high energy and enthusiasm on consistent basis.



29. Identifies ways to simplify work processes and reduce cycle times



30. Encourages risk taking and experimentation to improve performance



Level of Skill

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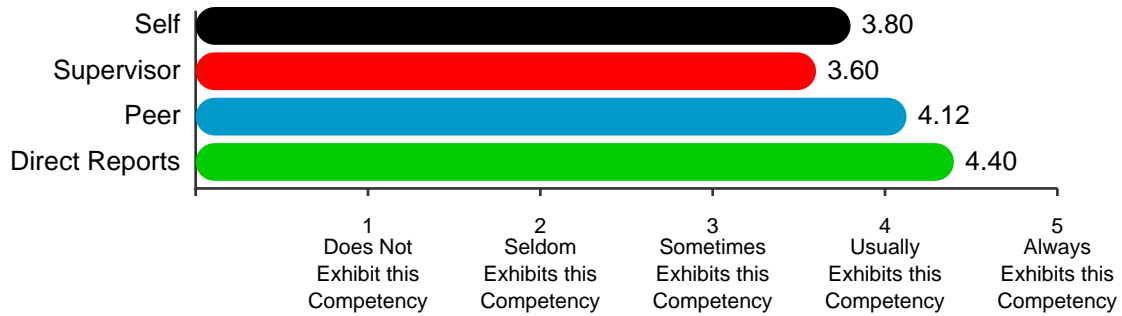
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Seeks and utilizes opportunities for continuous learning and self-development.	15	3.67	66.7	20%	13%	47%	20%	
27. Completes a large volume of work.	15	3.80	73.3	20%	7%	47%	27%	
28. Displays high energy and enthusiasm on consistent basis.	15	4.33	86.7	13%	40%	47%		
29. Identifies ways to simplify work processes and reduce cycle times	15	4.67	100.0		33%	67%		
30. Encourages risk taking and experimentation to improve performance	15	4.33	100.0		67%		33%	

Comments:

- ___ has demonstrated excellent leadership and organizational qualities. She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.
- She not only clearly communicates her desired outcomes but also follows up with her team members to ensure they understand. She is open for questions or feedback by everyone.
- Have persistence and tenacity
- ___ models teamwork; she is always willing to go the extra mile to assist on a project or help a co-worker.
- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.
- She has been influential in our focus on the future.

Delegation

Summary Scores



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



32. Assigns tasks to create learning opportunities for the employees.



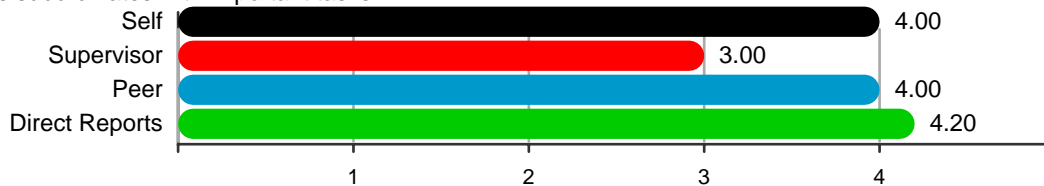
33. Allows employees to decide how they wish to complete the tasks.



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



35. Entrusts subordinates with important tasks.



Level of Skill

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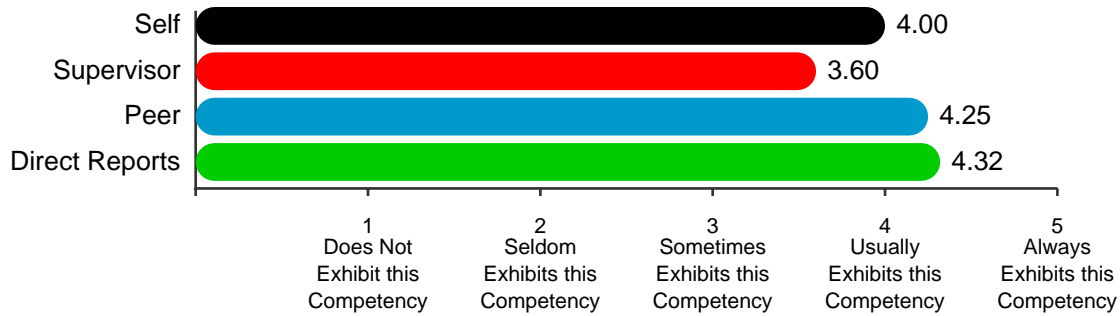
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Allows subordinates to use their own methods and procedures.	15	4.07	80.0	20%		53%		27%
32. Assigns tasks to create learning opportunities for the employees.	15	4.47	100.0		53%		47%	
33. Allows employees to decide how they wish to complete the tasks.	15	4.13	80.0	20%		47%		33%
34. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	4.13	86.7	13%		60%		27%
35. Entrusts subordinates with important tasks.	15	4.00	80.0	20%		60%		20%

Comments:

- She knows what her customers needs and seeks to find the best individual to fill those roles.
- Delegates often with little to no direction.
- ___ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about ___ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.
- ___ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- ___ 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.
- ___ is a valuable member of the leadership team and routinely contributes perspectives missed by others.

Change Management

Summary Scores



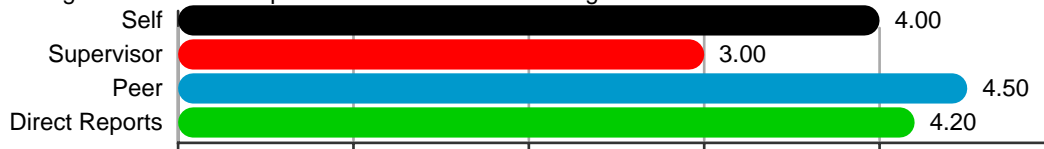
36. Supports the Company's efforts to implement changes.



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



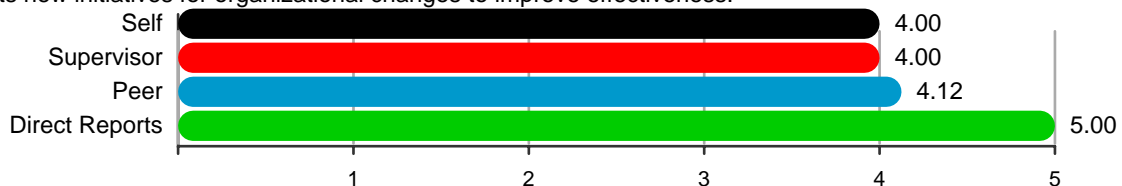
38. Addresses organizational and departmental resistance to changes.



39. Assists others in understanding changes to the organization.



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



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

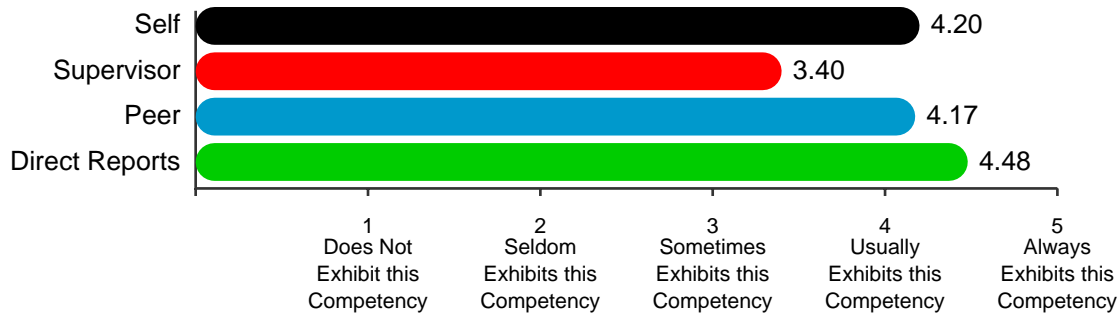
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Supports the Company's efforts to implement changes.	15	4.33	100.0			67%		33%
37. Adopts changes to set and example for others to follow.	15	3.93	80.0	13%	7%	53%		27%
38. Addresses organizational and departmental resistance to changes.	15	4.27	86.7		13%	47%		40%
39. Assists others in understanding changes to the organization.	15	4.13	86.7		13%	60%		27%
40. Supports new initiatives for organizational changes to improve effectiveness.	15	4.40	93.3		7%	47%		47%

Comments:

- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- ___ collaborates well with other departments and managers.
- Her view of what is right is a welcome asset to any team. Ensuring integrity in all its forms helps the team to achieve excellence.
- ___ is very approachable and always willing to listen.
- ___ is a new manager she has done a wonderful job, she is still in a learning curve and is still in the process of learning this role
- I truly enjoy working with ___ on a daily basis.

Juggling Multiple Responsibilities

Summary Scores



41. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.



42. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.



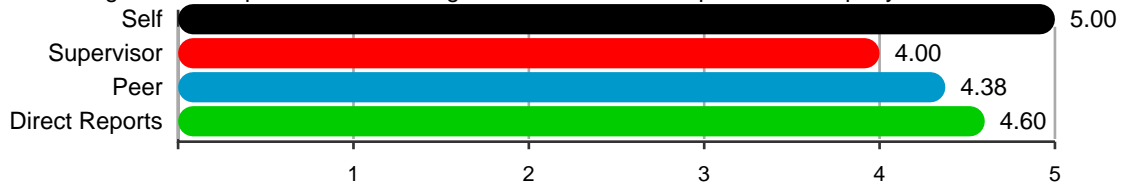
43. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.



44. Coordinates the work of a team by assigning tasks to other team members.



45. Ensures that assignments are prioritized according to the needs of the department/company.



Level of Skill

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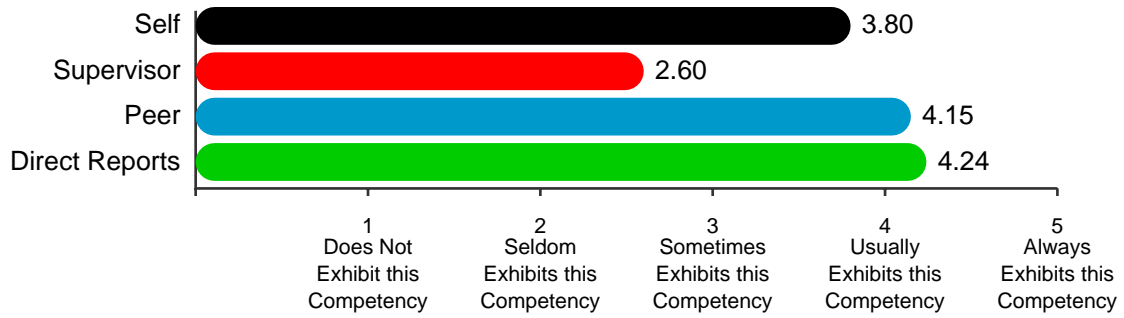
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	15	4.33	93.3	7%		53%	40%	
42. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	4.20	80.0	20%		40%	40%	
43. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	4.13	86.7	13%		60%	27%	
44. Coordinates the work of a team by assigning tasks to other team members.	15	4.00	86.7	13%		73%	13%	
45. Ensures that assignments are prioritized according to the needs of the department/company.	15	4.47	93.3	7%		40%	53%	

Comments:

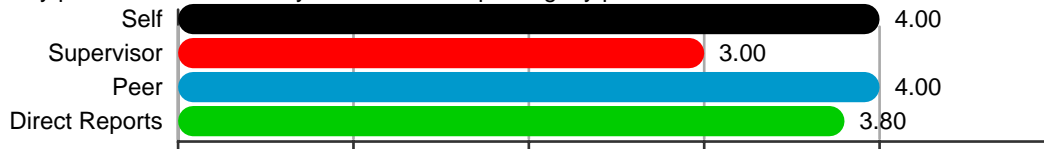
- ___ is deeply invested in the Labor and Delivery unit and it is obvious that her focus is in making it the top choice for customers and employees.
- ___ is very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.
- She makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- I appreciate the straight forward style of leadership ___ uses.
- She uses the strengths of everyone around her to get the best solutions possible.
- ___ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.

Objectives

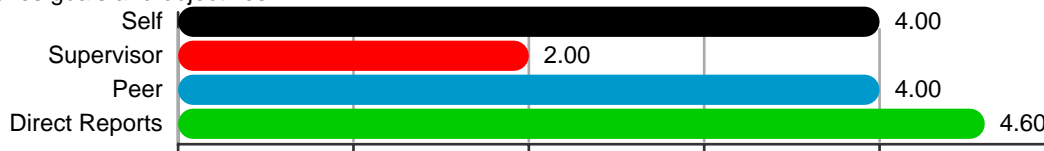
Summary Scores



46. Consistently provides me with timely feedback for improving my performance.



47. Establishes goals and objectives.



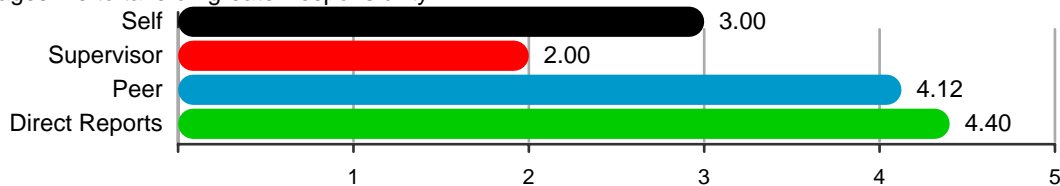
48. Works toward achieving established goals and objectives.



49. Sets long-term and short-term goals.



50. Encourages me to take on greater responsibility.



Level of Skill

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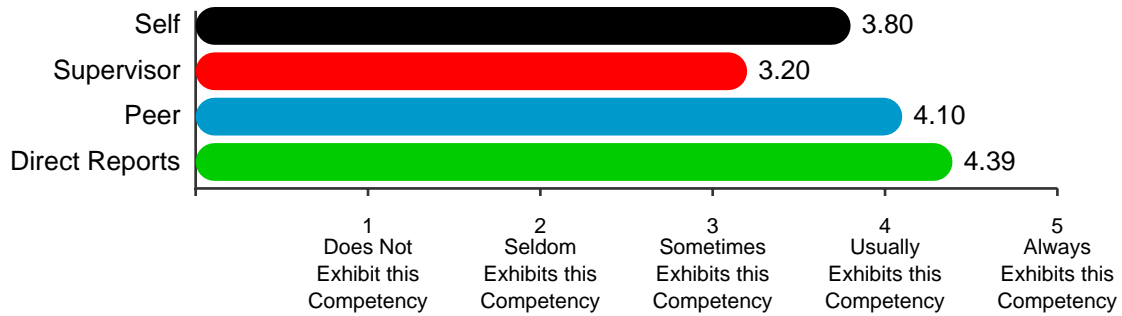
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Consistently provides me with timely feedback for improving my performance.	15	3.87	80.0	7%	13%	67%	13%	
47. Establishes goals and objectives.	15	4.07	86.7	13%	53%	33%		
48. Works toward achieving established goals and objectives.	15	4.13	86.7	13%	60%	27%		
49. Sets long-term and short-term goals.	15	4.20	86.7	7%	7%	47%	40%	
50. Encourages me to take on greater responsibility.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- ___ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- ___ is an excellent communicator and is very open and supportive to her staff.
- She is willing to fill in with daily workload when we are short staffed.
- ___ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about ___ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.
- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!

Conflict Management

Summary Scores



51. Helps employees to think through alternative ways to resolve conflict situations.



52. Clearly expresses expectations to others.



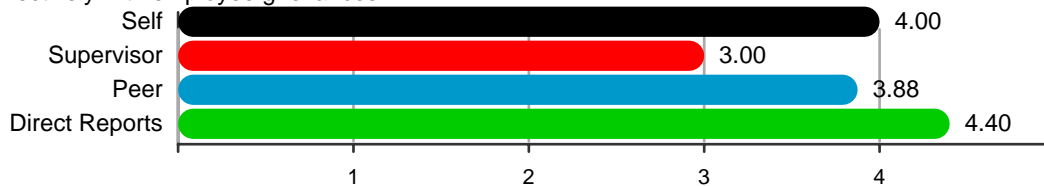
53. Discusses conflict situations with supervisor.



54. Identifies and takes steps to prevent potential confrontations.



55. Deals effectively with employee grievances.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

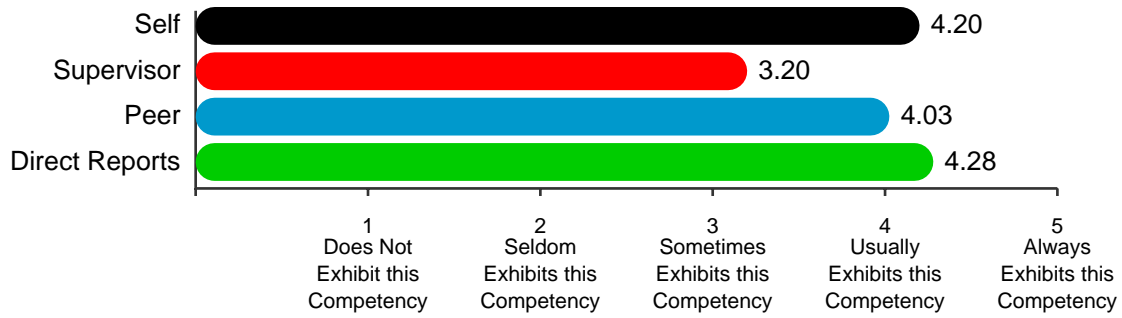
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Helps employees to think through alternative ways to resolve conflict situations.	14	4.14	92.9	7%		71%		21%
52. Clearly expresses expectations to others.	14	4.21	85.7	14%		50%		36%
53. Discusses conflict situations with supervisor.	15	4.13	80.0	20%		47%		33%
54. Identifies and takes steps to prevent potential confrontations.	15	4.07	80.0	20%		53%		27%
55. Deals effectively with employee grievances.	15	4.00	80.0	20%		60%		20%

Comments:

- ___ provides opportunities for her staff to grow professionally and encourages them.
- Show others it is possible to understand both sides without having to agree all the time.
- She easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- ___ is very cognizant of areas for improvement. She has made a huge impact on how the department functions.
- She knows product and how to engage potential clients.
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.

Teamwork

Summary Scores



56. Carries his/her share of the workload



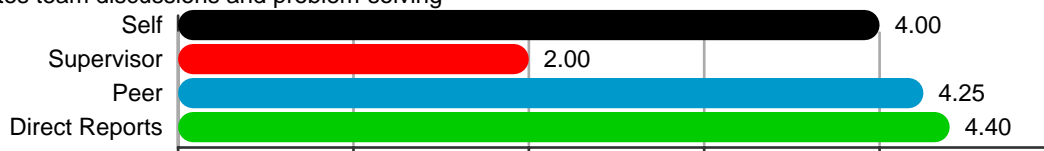
57. Encourages collaboration with other departments.



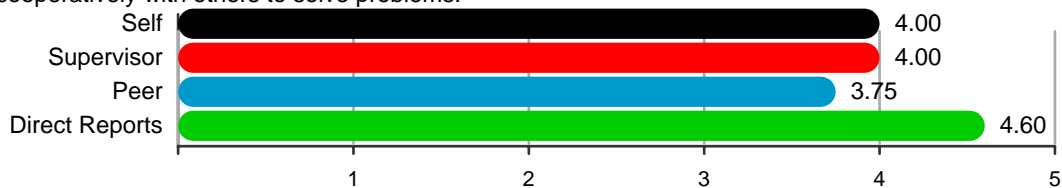
58. Is open to new ideas that may change own goals for benefit of the team



59. Facilitates team discussions and problem-solving



60. Works cooperatively with others to solve 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
56. Carries his/her share of the workload	15	3.87	66.7					
57. Encourages collaboration with other departments.	15	4.07	86.7					
58. Is open to new ideas that may change own goals for benefit of the team	15	4.20	93.3					
59. Facilitates team discussions and problem-solving	15	4.13	93.3					
60. Works cooperatively with others to solve problems.	15	4.07	86.7					

Comments:

- I think she is doing really good work and I found that to be one area I could list that might help.
- ___ is creative and has great ideas and she's quick to implement her ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- ___ has been particularly helpful to me as I transition into my new role. She provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.
- Great addition to the department!

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 outstanding manager.
- Everyone who works with ___ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- There is room for improvement in all these elements.
- Provide more clarity. Increase your technical knowledge.
- ___ has extremely strong communication skills and is able to work in a wide variety of settings.

What do you like best about working with this individual?

- Takes complete ownership of role and looks for ways to assist teammates.
- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.
- ___ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.
- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.

What do you like least about working with this individual?

- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- ___ is the consummate professional and pleasure to work with.
- ___ is someone I feel I can talk to about any problem or situation and I value her opinion.
- I would encourage her to rely on the documented minutes when she communicates decisions as a stop gap measure.
- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- 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.

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

- She knows her subject matter!
- ___ is a hands on leader in our program.
- ___ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- I appreciate her perspective and guidance on a variety of things.
- 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.
- Job performance is excellent. Lucky to have ___ on our team.

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

- I know I can go to her with any question and she will either have an answer for me or get one the same goes for problem solving.
- 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.
- It doesn't feel like ___'s been at her best this year. She seems disconnected from the work of her group.
- ___ is a dynamic and busy individual. At times she over commits herself and then has to cancel her participation as she cannot be in two places at once. It can inadvertently give off the aura that she is not engaged in the project meeting that was missed.
- ___ is incredibly talented and very smart. Her attention to detail is unparalleled.
- ___ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.

Any final comments?

- ___ 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.
- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- I believe ___ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with ___ and I appreciate her style and understanding and support of the work that I do.
- ___ has done a great job of continuing to grow and refine the service lines.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.