Feedback Results

Your CompanyName Here

2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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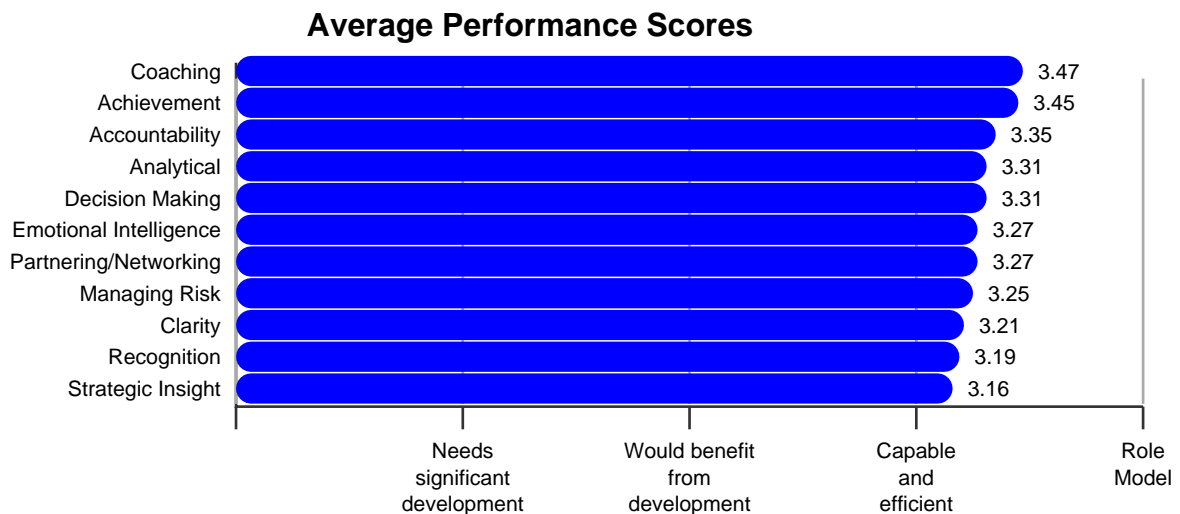
What to Do with Your Feedback

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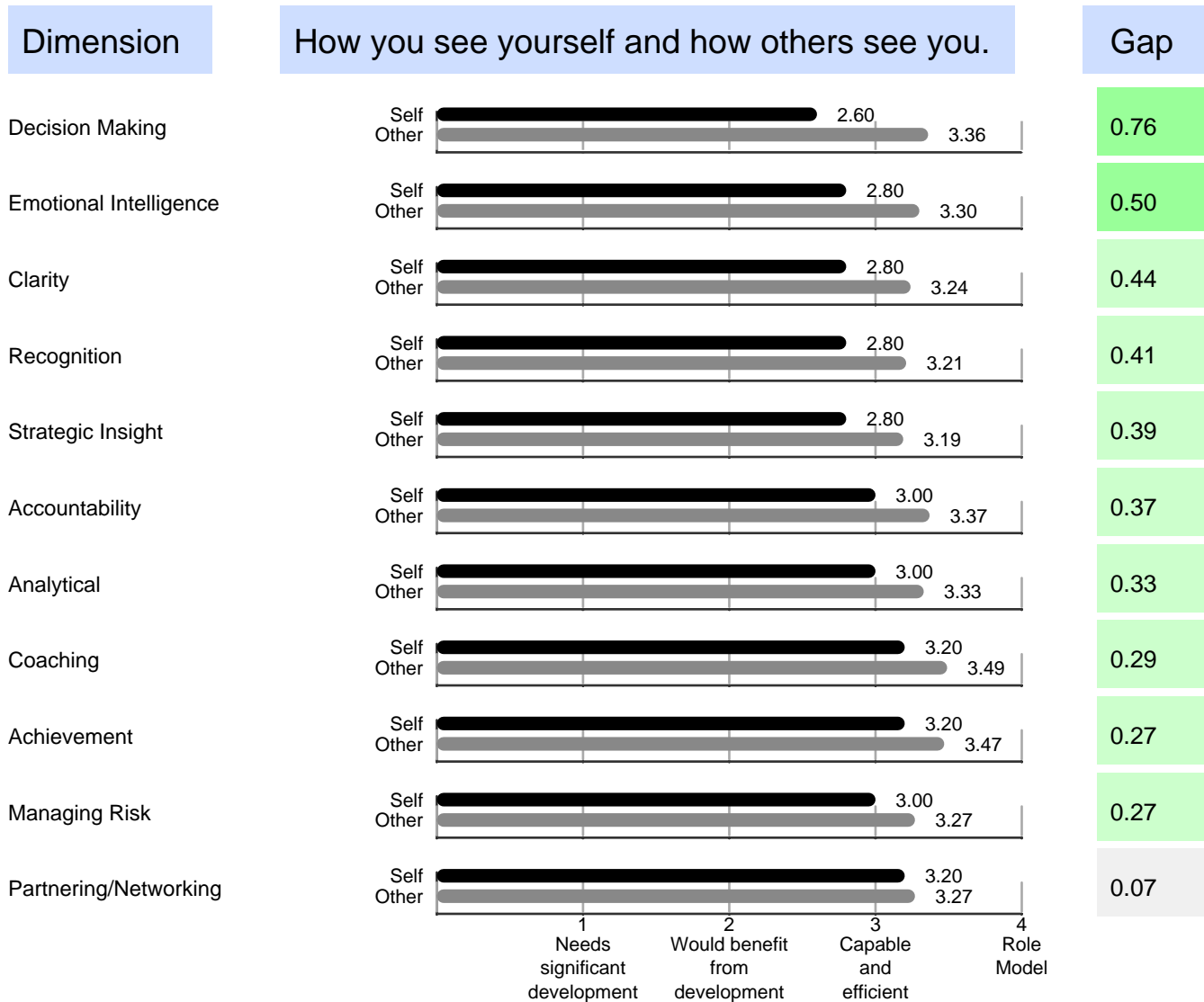
Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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

Average Performance Scores

Dimension	Score
Coaching	3.47
Achievement	3.45
Accountability	3.35
Analytical	3.31
Decision Making	3.31
Emotional Intelligence	3.27
Partnering/Networking	3.27
Managing Risk	3.25
Clarity	3.21
Recognition	3.19
Strategic Insight	3.16

Scale: Needs significant development — Would benefit from development — Capable and efficient — Role Model

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.

Dimension	How you see yourself and how others see you.	Gap
Decision Making	Self 2.60 / Other 3.36	0.76
Emotional Intelligence	Self 2.80 / Other 3.30	0.50
Clarity	Self 2.80 / Other 3.24	0.44
Recognition	Self 2.80 / Other 3.21	0.41
Strategic Insight	Self 2.80 / Other 3.19	0.39
Accountability	Self 3.00 / Other 3.37	0.37
Analytical	Self 3.00 / Other 3.33	0.33
Coaching	Self 3.20 / Other 3.49	0.29
Achievement	Self 3.20 / Other 3.47	0.27
Managing Risk	Self 3.00 / Other 3.27	0.27
Partnering/Networking	Self 3.20 / Other 3.27	0.07

Scale:
1 Needs significant development
2 Would benefit from development
3 Capable and efficient
4 Role Model

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Meets regularly with employees to coach them on areas that will enhance their performance	15	3.20	93.3	7%	67%		27%
2. Provides clear, motivating, and constructive feedback.	15	3.87	100.0	13%	87%		
3. Conducts regular performance appraisals and feedback.	15	3.33	93.3	7%	53%		40%
4. Addresses employee behavior problems effectively.	15	3.60	93.3	7%	27%	67%	
5. Develops the skills and capabilities of others.	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. Meets regularly with employees to coach them on areas that will enhance their performance	3.29	3.20	-0.09 ▼
2. Provides clear, motivating, and constructive feedback.	3.65	3.87	+0.22 ▲
3. Conducts regular performance appraisals and feedback.	3.18	3.33	+0.16 ▲
4. Addresses employee behavior problems effectively.	3.41	3.60	+0.19 ▲
5. Develops the skills and capabilities of others.	3.24	3.33	+0.10 ▲

Comments:
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.
- Resources are managed carefully with input sought and considered before applying those resources.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.   When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- ___ applied her strong analytical skills to problem solving.

Accountability

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
6. Can be counted on to do what they say they are going to do.	15	3.20	93.3	7%	60%		33%
7. Takes ownership of mistakes and learns from them.	15	3.20	86.7	13%	53%		33%
8. Defines roles, rights, and responsibilities of employees.	15	3.40	93.3	7%	47%		47%
9. Keeps supervisor informed of recent events.	15	3.47	93.3	7%	40%	53%	
10. Acts like an owner when they make decisions.	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. Can be counted on to do what they say they are going to do.	3.24	3.20	-0.04 ▼
7. Takes ownership of mistakes and learns from them.	3.41	3.20	-0.21 ▼
8. Defines roles, rights, and responsibilities of employees.	3.24	3.40	+0.16 ▲
9. Keeps supervisor informed of recent events.	3.18	3.47	+0.29 ▲
10. Acts like an owner when they make decisions.	3.35	3.47	+0.11 ▲

Comments:
- ___ takes people where they want to go and pushes them to be their own success.
- Is a great teammate and valuable resource for the company.   it is obvious she cares for the team
- ___ will sometimes delegate work while continuing to do her own work on the same project she delegated without including the employee she originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- I admire her ability to see the big picture (both within our walls and outside our walls).
- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.

Emotional Intelligence

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. Is able to control their own emotions.	15	3.53	100.0		47%	53%	
12. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.27	100.0		73%		27%
13. Is able to express themselves clearly.	15	3.33	100.0		67%	33%	
14. Accurately perceives the emotional reactions of others.	15	3.13	86.7	13%	60%		27%
15. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	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. Is able to control their own emotions.	3.47	3.53	+0.06 ▲
12. Is attentive to emotional cues and interprets others' feelings correctly.	3.47	3.27	-0.20 ▼
13. Is able to express themselves clearly.	3.35	3.33	-0.02 ▼
14. Accurately perceives the emotional reactions of others.	3.18	3.13	-0.04 ▼
15. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.00	3.07	+0.07 ▲

Comments:
- She is a joy to work for.
- ___ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagment by setting the bar high. As an operational manager I respect ___ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have wittnessed in the last 30 years.
- Don't know where we would be without her.
- I would recommend that ___ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- ___ 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.
- ___ 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.

Analytical

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
16. Analyzes data and information from several sources and arrives at logical conclusions.	15	3.40	93.3	7%	47%		47%
17. Implements data validation techniques and methods.	15	3.27	93.3	7%	60%		33%
18. Analyzes issues and reduces them to their component parts.	14	3.00	92.9	7%	79%		14%
19. Asks the "right" questions to size up or evaluate situations.	15	3.47	100.0		53%		47%
20. Identifies the root cause of a problem.	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. Analyzes data and information from several sources and arrives at logical conclusions.	3.65	3.40	-0.25	▼
17. Implements data validation techniques and methods.	3.47	3.27	-0.20	▼
18. Analyzes issues and reduces them to their component parts.	3.12	3.00	-0.12	▼
19. Asks the "right" questions to size up or evaluate situations.	3.59	3.47	-0.12	▼
20. Identifies the root cause of a problem.	3.29	3.40	+0.11	▲

Comments:
- ___ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- She is a great manager and person to work for/with.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- ___ analyzes all situations before making a decision.

Decision Making

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.53	100.0		47%	53%	
22. Seeks input from key people who should be involved in, or will be affected by, decisions	15	3.00	80.0	20%	60%		20%
23. Asks for additional information when making critical decisions.	15	2.87	80.0	20%	73%		7%
24. Does not lose sight of the big picture when making decisions	15	3.47	100.0		53%	47%	
25. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	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. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.35	3.53	+0.18 ▲
22. Seeks input from key people who should be involved in, or will be affected by, decisions	3.00	3.00	
23. Asks for additional information when making critical decisions.	2.88	2.87	-0.02 ▼
24. Does not lose sight of the big picture when making decisions	3.00	3.47	+0.47 ▲
25. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	3.76	3.67	-0.10 ▼

Comments:
- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- I think 16 & 17 relate in the sense that I believe ___ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from her side as well as ours and it is improving.
- 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.
- She has been influential in our focus on the future.
- ___'s unit appears to be functioning well in regards to outcomes so she should be proud of her leadership abilities.

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. Completes work promptly and efficiently.	15	3.40	93.3	7%	47%	47%	
27. Sets ambitious standards of performance.	15	3.33	93.3	7%	53%	40%	
28. Allocates resources as needed to accomplish organizational goals.	15	3.53	100.0		47%	53%	
29. Strives to meet goals and objectives.	15	3.67	100.0		33%	67%	
30. Establishes stretch goals to advance skills and output.	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. Completes work promptly and efficiently.	3.53	3.40	-0.13 ▼
27. Sets ambitious standards of performance.	3.12	3.33	+0.22 ▲
28. Allocates resources as needed to accomplish organizational goals.	3.41	3.53	+0.12 ▲
29. Strives to meet goals and objectives.	3.59	3.67	+0.08 ▲
30. Establishes stretch goals to advance skills and output.	3.41	3.33	-0.08 ▼

Comments:
- Confidence, Attitude, Desire to learn.
- ___ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- ___ 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 has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- Her communication techniques are clear and to the point which is very much appreciated.

Clarity

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
31. Checks details thoroughly.	15	3.20	86.7	13%	53%		33%
32. Seeks to reduce ambiguity in messaging and documents.	15	3.40	100.0		60%		40%
33. Communicates ideas and facts clearly and effectively in writing.	15	3.20	86.7	13%	53%		33%
34. Writes clear job descriptions for positions in the organization.	15	3.27	93.3	7%	60%		33%
35. Is clear about the roles and duties of team members.	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. Checks details thoroughly.	3.18	3.20	+0.02 ▲
32. Seeks to reduce ambiguity in messaging and documents.	3.35	3.40	+0.05 ▲
33. Communicates ideas and facts clearly and effectively in writing.	3.18	3.20	+0.02 ▲
34. Writes clear job descriptions for positions in the organization.	2.88	3.27	+0.38 ▲
35. Is clear about the roles and duties of team members.	3.18	3.00	-0.18 ▼

Comments:
- ___ 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.
- ___ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- ___ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- She is a strong leader complemented with sound judgement
- She's a good and reliable team member.

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
36. Recognizes that small changes may snowball into major events.	15	3.20	93.3	7%	67%		27%
37. Tracks risks in a project.	15	3.27	93.3	7%	60%		33%
38. Creates informative guides regarding potential risks and risky behaviors.	15	3.27	86.7	13%	47%		40%
39. Seeks to maintain the long-term viability of the Company.	15	3.13	86.7	13%	60%		27%
40. Is concerned about process safety management.	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. Recognizes that small changes may snowball into major events.	3.18	3.20	+0.02 ▲
37. Tracks risks in a project.	3.35	3.27	-0.09 ▼
38. Creates informative guides regarding potential risks and risky behaviors.	3.24	3.27	+0.03 ▲
39. Seeks to maintain the long-term viability of the Company.	3.59	3.13	-0.45 ▼
40. Is concerned about process safety management.	3.29	3.40	+0.11 ▲

Comments:
- She also cares about me as a person.   I have learned a lot from her and look forward to learning more.
- ___'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.
- ___ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- I have enjoyed working with ___ and will miss her support and direction.
- ___ excels at customer service and keeping our team focused on the customer.
- In the area of 'Communication skills' I would like to see ___ be more direct in her oral delivery.

Partnering/Networking

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
41. Supports a partnering/networking culture.	15	3.33	93.3	7%	53%	40%	
42. Collaborates with others to accomplish goals and objectives.	15	3.33	93.3	7%	53%	40%	
43. Seeks to reduce institutional roadblocks to information sharing.	15	3.13	86.7	13%	60%	27%	
44. Maintains infrastructure to support partnerships and networks.	15	3.00	86.7	13%	73%	13%	
45. Develops a sense of trust in subordinates so they can freely interact and share information with others.	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. Supports a partnering/networking culture.	3.29	3.33	+0.04 ▲
42. Collaborates with others to accomplish goals and objectives.	3.41	3.33	-0.08 ▼
43. Seeks to reduce institutional roadblocks to information sharing.	3.35	3.13	-0.22 ▼
44. Maintains infrastructure to support partnerships and networks.	3.18	3.00	-0.18 ▼
45. Develops a sense of trust in subordinates so they can freely interact and share information with others.	3.35	3.53	+0.18 ▲

Comments:
- She often involves her team in decision making and to determine how to achieve outcomes.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- ___ has used her strengths to make this department stronger in many ways.
- She holds everyone to such a high standard, you don't want to disappoint her.
- Collaboration with other departments and stakeholders is inconsistent.   When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor.   She seems hesitant to ask for feedback, review, or help.

Recognition

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
46. Compliments other people when they do good work	15	3.00	86.7	13%	73%		13%
47. Recognizes individuals for a specific outstanding achievement.	15	3.20	93.3	7%	60%		33%
48. Readily shares credit and gives others opportunity for visibility.	15	3.20	93.3	7%	67%		27%
49. Makes people around them feel appreciated and valued.	15	3.40	93.3	7%	47%		47%
50. Offers recognition in a timely manner.	15	3.13	80.0	7%	13%	40%	40%

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The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
46. Compliments other people when they do good work	3.24	3.00	-0.24 ▼
47. Recognizes individuals for a specific outstanding achievement.	3.00	3.20	+0.20 ▲
48. Readily shares credit and gives others opportunity for visibility.	3.18	3.20	+0.02 ▲
49. Makes people around them feel appreciated and valued.	3.35	3.40	+0.05 ▲
50. Offers recognition in a timely manner.	3.29	3.13	-0.16 ▼

Comments:
- 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.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.
- ___ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level.   Her high standards for excellence are admirable and inspiring.
- She is, quite simply, the best boss I've ever had.
- I may not know all that is going on behind the scenes, however there are times when she may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- 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.

Strategic Insight

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
51. Analyzes unique issues or problems impacting the Company.	14	3.14	92.9	7%	71%		21%
52. Implements long-term solutions to problems.	14	3.21	85.7	14%	50%		36%
53. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	3.27	86.7	13%	47%		40%
54. Formulates policies and strategies for addressing the Company's important challenges.	15	3.13	86.7	13%	60%		27%
55. Identifies potential problems before they become critical incidents.	15	3.07	86.7	13%	67%		20%

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2022	2023	Change	
51. Analyzes unique issues or problems impacting the Company.	3.24	3.14	-0.09	▼
52. Implements long-term solutions to problems.	3.06	3.21	+0.16	▲
53. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	3.59	3.27	-0.32	▼
54. Formulates policies and strategies for addressing the Company's important challenges.	2.94	3.13	+0.19	▲
55. Identifies potential problems before they become critical incidents.	2.88	3.07	+0.18	▲

Comments:
- She is very collaborative and always attempts to work with others.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- As a new Manager to the area, ___ was subjected to a review of department services.   This was tough on her, but she did very well with it.
- ___ continually is analyzing our current states and identifying areas that we can improve.
- ___ is a great leader. She has excellent communication skills and has a wonderful leadership style.
- 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.

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?

- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- Shows curiosity.
- She sometimes comes off as confused about organizational/operational direction.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group.   She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- I have not observed ___'s interaction with the members of her team. ___ consistently communicates openly in my interactions with her.

What do you like best about working with this individual?

- Is a natural leader with her personality.   I believe more experience would make her a more effective leader.
- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- Another area she needs to work on is honoring team decisions. She will make unilateral decisions and then not tell the team.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.

What do you like least about working with this individual?

- ___ is always working collaboratively with many different teams not only within the organization but within the community
- Outstanding leader.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- ___ has demonstrated the ability to manage significant changes in her area with great skill.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- I have appreciated ___'s approach to simplify department tasks, goals, and initiatives.

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

- ___ demonstrates excellent skills at approaching employees that need correction action.   My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- ___ is an excellent employee, I do not know of any areas that need improvement.
- Is self-aware of own strength and weakness.   Asking for help by adding another manager.
- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.
- Her professionalism is beyond reproach and she is fair and just.
- ___ 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

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

- She stays in her office, and is largely oblivious to the daily activities of customer service.
- ___ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- ___ is a valued member of the department.
- ___ is a great boss and director.   ___ has been a great resource to me with my struggles as I grow professionally.   ___ is respected greatly by myself and the staff I work with.   She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.

Any final comments?

- She is very collaborative and always attempts to work with others.
- Need to continue to engage staff in team development and role clarification.
- I enjoy working with ___.   I feel she is honest and has a desire to see improvement in the organization as a whole.   Her area is unique which, at times, allows ___ to give a whole new perspective on a subject.
- Works hard to build a team environment.
- There are two items above that will be part of my goals for the coming year.
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.