



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

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.

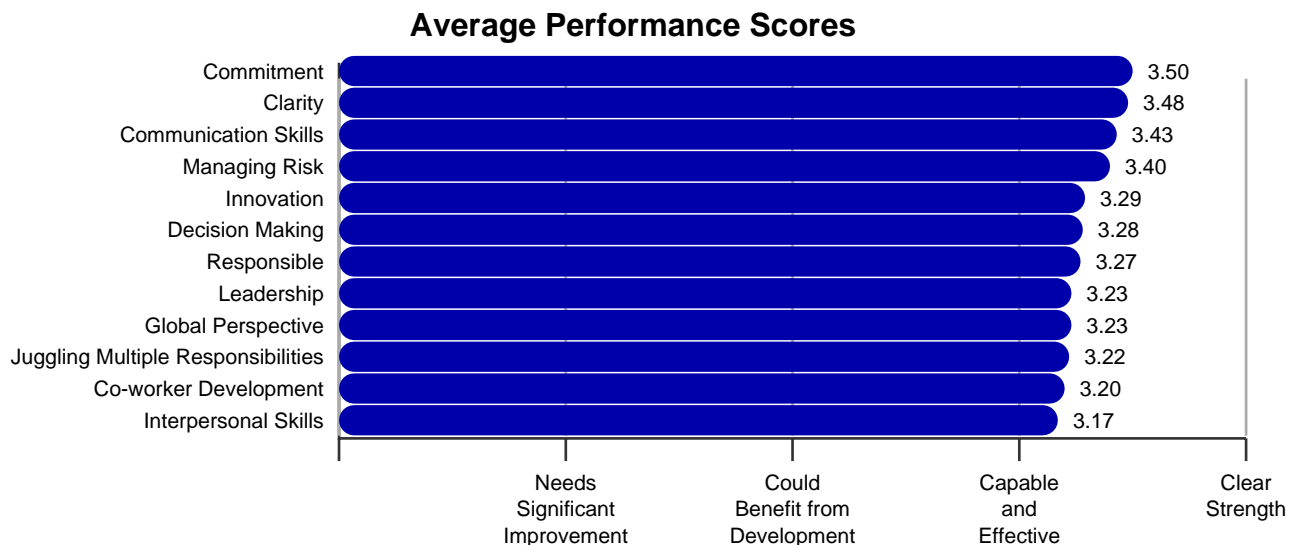
What to Do with Your Feedback

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.



Commitment

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. You create a compelling vision that employees see themselves in, transforming organizational goals into personal meaning.	15	3.20	93.3	7%	67%		27%
2. I am highly committed to achieving organizational goals and objectives.	15	3.87	100.0	13%	87%		
3. You demonstrate through behavior a strong investment in the organization's success.	15	3.33	93.3	7%	53%		40%
4. I encourage employees to live organizational values in ways that maximize effectiveness.	15	3.60	93.3	7%	27%	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	2024	2025	Change
1. You create a compelling vision that employees see themselves in, transforming organizational goals into personal meaning.	3.29	3.20	-0.09 ▼
2. I am highly committed to achieving organizational goals and objectives.	3.65	3.87	+0.22 ▲
3. You demonstrate through behavior a strong investment in the organization's success.	3.18	3.33	+0.16 ▲
4. I encourage employees to live organizational values in ways that maximize effectiveness.	3.41	3.60	+0.19 ▲

Comments:

- ___ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.
- ___ has been very supportive as a supervisor.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.
- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
5. I use simulations, role-playing, or scenario planning to explore outcomes before committing to a course of action.	15	3.33	93.3	7%	53%	40%	
6. You act confidently in the absence of guidance.	15	3.20	93.3	7%	60%	33%	
7. I gather information before making a decision.	15	3.20	86.7	13%	53%	33%	
8. I am open to listening to others who may have different ideas.	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	2024	2025	Change
5. I use simulations, role-playing, or scenario planning to explore outcomes before committing to a course of action.	3.24	3.33	+0.10 ▲
6. You act confidently in the absence of guidance.	3.24	3.20	-0.04 ▼
7. I gather information before making a decision.	3.41	3.20	-0.21 ▼
8. I am open to listening to others who may have different ideas.	3.24	3.40	+0.16 ▲

Comments:

- ___ 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.
- I look forward to working with her in her new role.
- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- We are very blessed to have ___ for our manager! Best one we've EVER had. We appreciate her very much.
- 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.
- Communication to staff has greatly improved.

Communication Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
9. You frequently communicate with the team.	15	3.47	93.3	7%	40%	53%	
10. I am approachable, dependable, and ready to assist when needed.	15	3.47	93.3	7%	40%	53%	
11. You accurately attends to/understands ideas which are exchanged.	15	3.53	100.0		47%	53%	
12. I mark my status as "available" to signal I am open for communication.	15	3.27	100.0		73%		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	2024	2025	Change
9. You frequently communicate with the team.	3.18	3.47	+0.29 ▲
10. I am approachable, dependable, and ready to assist when needed.	3.35	3.47	+0.11 ▲
11. You accurately attends to/understands ideas which are exchanged.	3.47	3.53	+0.06 ▲
12. I mark my status as "available" to signal I am open for communication.	3.47	3.27	-0.20 ▼

Comments:

- ___ communicates her expectations of the team well and involves them in the process improvement plans.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- ___ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. ___ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- I am glad to have ___ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- Does above and beyond work consistently

Leadership

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
13. You provide challenging assignments to employees.	15	3.33	100.0		67%		33%
14. You provide accurate, timely, and (where appropriate) positive feedback.	15	3.13	86.7	13%	60%		27%
15. You influence others on your team to reach goals, improve performance, and try new things	15	3.07	80.0	20%	53%		27%
16. You consistently follow the commitments in dealing with others	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
13. You provide challenging assignments to employees.	3.35	3.33	-0.02 ▼
14. You provide accurate, timely, and (where appropriate) positive feedback.	3.18	3.13	-0.04 ▼
15. You influence others on your team to reach goals, improve performance, and try new things	3.00	3.07	+0.07 ▲
16. You consistently follow the commitments in dealing with others	3.65	3.40	-0.25 ▼

Comments:

- It has been a pleasure working with _____. Her interactions with customers have improved over the last year.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- I do not have knowledge of ____'s own department and how she hires, assigns, or fits with her team.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- I had the opportunity to work very closely with _____ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.

Innovation

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
17. I optimize innovative ideas for maximum success.	15	3.27	93.3	7%	60%	33%	
18. You help focus the department on innovation.	14	3.00	92.9	7%	79%	14%	
19. I ensure employees possess the necessary technical competencies to engage in innovation.	15	3.47	100.0		53%	47%	
20. You facilitate ongoing technical training and development to enable employees to contribute to innovative solutions.	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	2024	2025	Change
17. I optimize innovative ideas for maximum success.	3.47	3.27	-0.20 ▼
18. You help focus the department on innovation.	3.12	3.00	-0.12 ▼
19. I ensure employees possess the necessary technical competencies to engage in innovation.	3.59	3.47	-0.12 ▼
20. You facilitate ongoing technical training and development to enable employees to contribute to innovative solutions.	3.29	3.40	+0.11 ▲

Comments:

- ___ continues to be a wonderful boss and mentor.
- She is a high energy individual, with a level of integrity that goes above and beyond.
- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- ___ is a solid asset to the human resources division and the [CompanyName] senior management team.
- ___ has also come down to help our department when we have been very busy and needed help.
- ___ encourages us as directors to go out with one voice and keeps us accountable.

Juggling Multiple Responsibilities

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. I identify which tasks require full attention and which can be layered with others.	15	3.53	100.0	47%	53%		
22. You are able to help team members face challenges from juggling multiple responsibilities.	15	3.00	80.0	20%	60%	20%	
23. You demonstrate grit by returning to unfinished work after being pulled into urgent issues.	15	2.87	80.0	20%	73%	7%	
24. You maintain high output during peak periods by streamlining processes and eliminating unnecessary steps.	15	3.47	100.0	53%	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	2024	2025	Change
21. I identify which tasks require full attention and which can be layered with others.	3.35	3.53	+0.18 ▲
22. You are able to help team members face challenges from juggling multiple responsibilities.	3.00	3.00	
23. You demonstrate grit by returning to unfinished work after being pulled into urgent issues.	2.88	2.87	-0.02 ▼
24. You maintain high output during peak periods by streamlining processes and eliminating unnecessary steps.	3.00	3.47	+0.47 ▲

Comments:

- It doesn't feel like ___'s been at her best this year. She seems disconnected from the work of her group.
- ___ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.
- Willingness to help, patience in teaching.
- 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.
- Look up collaboration and you'll find ___'s picture beside the word.
- She has been challenging us to find other ways to communicate that would be effective, other than email.

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
25. You are clear about goals that need to be achieved.	15	3.67	100.0	33%	67%		
26. You use appropriate grammar and tense in communications.	15	3.40	93.3	7%	47%	47%	
27. You make sure employees understand why they were given certain assignments.	15	3.33	93.3	7%	53%	40%	
28. You check details thoroughly.	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	2024	2025	Change
25. You are clear about goals that need to be achieved.	3.76	3.67	-0.10 ▼
26. You use appropriate grammar and tense in communications.	3.53	3.40	-0.13 ▼
27. You make sure employees understand why they were given certain assignments.	3.12	3.33	+0.22 ▲
28. You check details thoroughly.	3.41	3.53	+0.12 ▲

Comments:

- Each member feels they are a part of the team and knows their contribution is valued.
- I had the opportunity to work very closely with ___ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- ___ is a strong leader and passionate about her customers, staff and safety.
- I'm not sure if management is ___'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.
- ___ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.
- She holds herself to an even higher standard than she expects of her team, and that is respected throughout the organization.

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
29. I determine the potential outcome of adverse risk events.	15	3.67	100.0	33%	67%		
30. You prioritize the risks to determine the most pressing needs.	15	3.33	100.0		67%		33%
31. You are aware of process safety management.	15	3.20	86.7	13%	53%		33%
32. I determine a proportional response in relation to the level of risk.	15	3.40	100.0		60%		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	2024	2025	Change
29. I determine the potential outcome of adverse risk events.	3.59	3.67	+0.08 ▲
30. You prioritize the risks to determine the most pressing needs.	3.41	3.33	-0.08 ▼
31. You are aware of process safety management.	3.18	3.20	+0.02 ▲
32. I determine a proportional response in relation to the level of risk.	3.35	3.40	+0.05 ▲

Comments:

- She is respectful of the people she works with regardless of the level in the organization.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- ___ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- ___ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.

Interpersonal Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
33. You strive to lead by example to demonstrate the value of interpersonal relationships.	15	3.20	86.7	13%	53%	33%	
34. You apply appropriate communication techniques to the situation.	15	3.27	93.3	7%	60%	33%	
35. I offer constructive criticism to have a positive impact on performance.	15	3.00	80.0	20%	60%	20%	
36. I give credit where credit is due.	15	3.20	93.3	7%	67%	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	2024	2025	Change
33. You strive to lead by example to demonstrate the value of interpersonal relationships.	3.18	3.20	+0.02 ▲
34. You apply appropriate communication techniques to the situation.	2.88	3.27	+0.38 ▲
35. I offer constructive criticism to have a positive impact on performance.	3.18	3.00	-0.18 ▼
36. I give credit where credit is due.	3.18	3.20	+0.02 ▲

Comments:

- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- Don't work with her enough to observe the vast majority of these items.
- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.
- Uses her people skills to change negative situations into positive.
- ___ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- Over this past year ___ has demonstrated ambition and the desire for professional growth in her new role as CIO.

Responsible

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
37. You are responsible for setting the vision of the department.	15	3.27	93.3	7%	60%	33%	
38. Your behavior is ethical and honest.	15	3.27	86.7	13%	47%	40%	
39. You complete assigned work tasks.	15	3.13	86.7	13%	60%	27%	
40. You set a good example.	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	2024	2025	Change
37. You are responsible for setting the vision of the department.	3.35	3.27	-0.09 ▼
38. Your behavior is ethical and honest.	3.24	3.27	+0.03 ▲
39. You complete assigned work tasks.	3.59	3.13	-0.45 ▼
40. You set a good example.	3.29	3.40	+0.11 ▲

Comments:

- Please know that stress can occasionally slow down progress.
- ___ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- ___ is very clear about her expectations and I appreciate this.
- Employees were not encouraged to do anything besides come to work.

Co-worker Development

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. You give others development opportunities through project assignments and increased job responsibilities	15	3.33	93.3	7%	53%	40%	
42. You adapt coaching and mentoring approach to meet the style or needs of individuals	15	3.33	93.3	7%	53%	40%	
43. You take immediate action on poor performance	15	3.13	86.7	13%	60%	27%	
44. You set and clearly communicate expectations, performance goals, and measurements to others	15	3.00	86.7	13%	73%	13%	

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	2024	2025	Change
41. You give others development opportunities through project assignments and increased job responsibilities	3.29	3.33	+0.04 ▲
42. You adapt coaching and mentoring approach to meet the style or needs of individuals	3.41	3.33	-0.08 ▼
43. You take immediate action on poor performance	3.35	3.13	-0.22 ▼
44. You set and clearly communicate expectations, performance goals, and measurements to others	3.18	3.00	-0.18 ▼

Comments:

- She cares deeply about the engagement of her staff and has concern for those in need.
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leads and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.
- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.
- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- We are striving to meet best practice standards.

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
45. You demonstrate working knowledge of global transactions.	15	3.53	100.0	47%	53%		
46. You apply knowledge of overseas markets.	15	3.00	86.7	13%	73%		13%
47. You can effectively deliver presentations to international clients.	15	3.20	93.3	7%	60%		33%
48. You are able to work with individuals having different backgrounds and cultures.	15	3.20	93.3	7%	67%		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	2024	2025	Change
45. You demonstrate working knowledge of global transactions.	3.35	3.53	+0.18 ▲
46. You apply knowledge of overseas markets.	3.24	3.00	-0.24 ▼
47. You can effectively deliver presentations to international clients.	3.00	3.20	+0.20 ▲
48. You are able to work with individuals having different backgrounds and cultures.	3.18	3.20	+0.02 ▲

Comments:

- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- You can count on ___ to be honest and stay true to commitments.
- She strives for self improvement and is heavily invested in the same for others.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- The only area with which she struggles is the need for relationship building with staff she supervises. I know she understands the reason for this and has been working on developing a better approach.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.

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?

- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- Although I have only reported to ___ for a couple of months, the quality of my work life" has improved greatly.
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- She has been influential in our focus on the future.
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- ___ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.

What do you like best about working with this individual?

- She make sure the team effort not only succeed on paper.
- ___ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- I know ___ is working with her director and HR business partner in understanding her role as a operational manager.
- ___ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.

What do you like least about working with this individual?

- ___ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.
- Uses her people skills to change negative situations into positive.
- ___ 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.
- ___ would be my choice for permanent manager of the department.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.
- ___ is extremely supportive of her staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. She supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.

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

- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- She communicates well to all staff and we know what is expected of us.
- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- Although I have only reported to ___ for a couple of months, the quality of my work life" has improved greatly.
- Provide and solicit more frequent feedback.
- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.

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

- ___ is a great role model and leader. Others could learn from her style.
- 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.
- ___ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ___ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ___ without her bringing them before the team for discussion.
- She's a good and reliable team member.
- I think ___ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.

Any final comments?

- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- Positive attitude.
- Provide more frequent development feedback.
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ___, your the best.
- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.