



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.

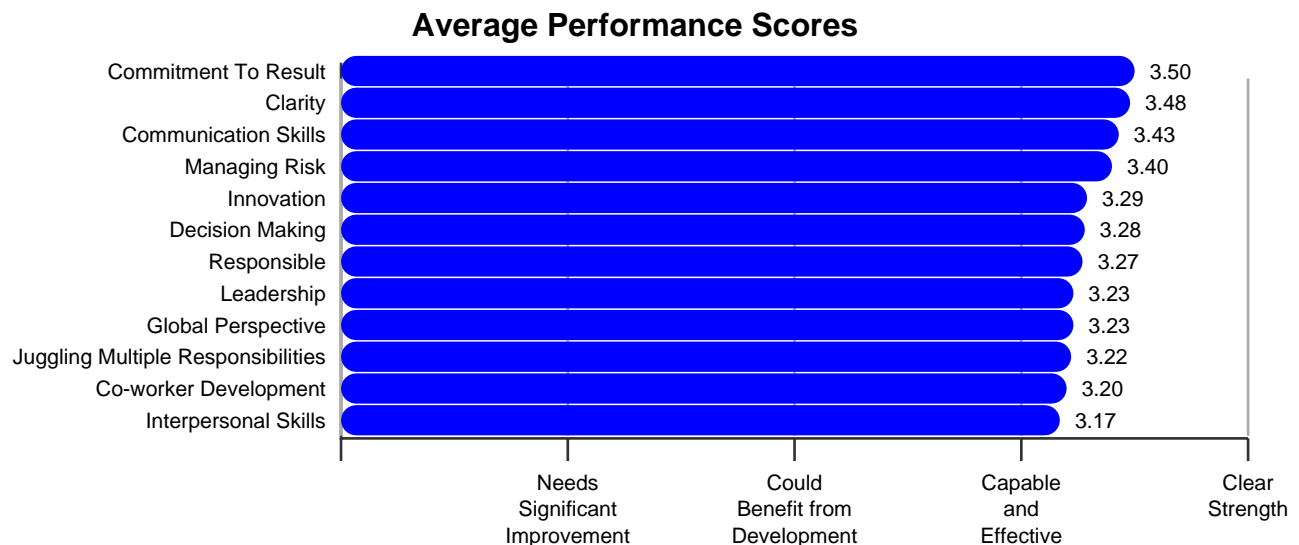
What to Do with Your Feedback

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.



Commitment To Result

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 are committed to the team.	15	3.20	93.3	7%	67%		27%
2. You take immediate action toward goals.	15	3.87	100.0	13%	87%		
3. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.33	93.3	7%	53%		40%
4. You encourage commitment in others to obtain results.	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	2022	2023	Change
1. You are committed to the team.	3.29	3.20	-0.09 ▼
2. You take immediate action toward goals.	3.65	3.87	+0.22 ▲
3. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.18	3.33	+0.16 ▲
4. You encourage commitment in others to obtain results.	3.41	3.60	+0.19 ▲

Comments:

- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- ___ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.
- ___ 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 is a fantastic resource.
- I feel ___ always has the customer's best interest at heart.
- She is, quite simply, the best boss I've ever had.

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. You are able to make decisions quickly.	15	3.33	93.3	7%	53%	40%	
6. You do not lose sight of the big picture when making decisions	15	3.20	93.3	7%	60%	33%	
7. You break complex issues into manageable parts and organize them in a systematic way before making decisions	15	3.20	86.7	13%	53%	33%	
8. You exercise good judgment by making sound and informed decisions.	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
5. You are able to make decisions quickly.	3.24	3.33	+0.10 ▲
6. You do not lose sight of the big picture when making decisions	3.24	3.20	-0.04 ▼
7. You break complex issues into manageable parts and organize them in a systematic way before making decisions	3.41	3.20	-0.21 ▼
8. You exercise good judgment by making sound and informed decisions.	3.24	3.40	+0.16 ▲

Comments:

- I really enjoy working with ___ and I respect her as a leader and role model.
- she is open and willing to share her vision for the team.
- This year ___ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.
- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- ___ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.

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 communicate effectively with colleagues and customers	15	3.47	93.3	7%	40%	53%	
10. You deal with difficult situations calmly and confidently.	15	3.47	93.3	7%	40%	53%	
11. You convey ideas confidently and succinctly.	15	3.53	100.0		47%	53%	
12. You communicate effectively with all levels of the organization.	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	2022	2023	Change
9. You communicate effectively with colleagues and customers	3.18	3.47	+0.29 ▲
10. You deal with difficult situations calmly and confidently.	3.35	3.47	+0.11 ▲
11. You convey ideas confidently and succinctly.	3.47	3.53	+0.06 ▲
12. You communicate effectively with all levels of the organization.	3.47	3.27	-0.20 ▼

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.
- ___'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- I observe her coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- ___ can be counted on for her reliability.
- ___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.

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 are able to organize the work of others.	15	3.33	100.0		67%		33%
14. You set clear goals and objectives for subordinates.	15	3.13	86.7	13%	60%		27%
15. You motivate others to reach and exceed organizational goals and objectives.	15	3.07	80.0	20%	53%		27%
16. You express clear goals and objectives.	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
13. You are able to organize the work of others.	3.35	3.33	-0.02 ▼
14. You set clear goals and objectives for subordinates.	3.18	3.13	-0.04 ▼
15. You motivate others to reach and exceed organizational goals and objectives.	3.00	3.07	+0.07 ▲
16. You express clear goals and objectives.	3.65	3.40	-0.25 ▼

Comments:

- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- ___'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the management teams that she partners with have great respect for her and value her input.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- I would encourage her to share with others the work going on in her area in this regard. It deserves to be recognized and shared.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- When issues or questions are raised in the department, ___ follows thru to address them in a timely manner.

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. You implement best practices within the department.	15	3.27	93.3	7%	60%		33%
18. You analyze current procedures and identify opportunities for improvement.	14	3.00	92.9	7%	79%		14%
19. You foster a creative and innovative work environment.	15	3.47	100.0		53%		47%
20. You create improved methods or solutions for meeting goals and objectives.	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
17. You implement best practices within the department.	3.47	3.27	-0.20 ▼
18. You analyze current procedures and identify opportunities for improvement.	3.12	3.00	-0.12 ▼
19. You foster a creative and innovative work environment.	3.59	3.47	-0.12 ▼
20. You create improved methods or solutions for meeting goals and objectives.	3.29	3.40	+0.11 ▲

Comments:

- ___ is an impressive performer.
- ___ is a great director to work with because she listens to understand and she balances the business and the HR needs before making decisions or rushing to a judgment.
- 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.
- ___ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- ___ is a wonderful partner. She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.

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. You observe, analyze, and respond to merchandise needs while serving customers and accomplishing operational tasks.	15	3.53	100.0	47%		53%	
22. You begin tasks as soon as possible.	15	3.00	80.0	20%	60%		20%
23. You organize tasks for the most efficient order of completion.	15	2.87	80.0	20%	73%		7%
24. You determine which tasks are critical and which tasks are optional.	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	2022	2023	Change
21. You observe, analyze, and respond to merchandise needs while serving customers and accomplishing operational tasks.	3.35	3.53	+0.18 ▲
22. You begin tasks as soon as possible.	3.00	3.00	
23. You organize tasks for the most efficient order of completion.	2.88	2.87	-0.02 ▼
24. You determine which tasks are critical and which tasks are optional.	3.00	3.47	+0.47 ▲

Comments:

- Improve communication delivery. Acknowledge what others are saying.
- ___ is one of the most honest, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.
- She does not settle- but will continue a search until the right fit is found.
- Everyone who works with ___ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- It has been a wonderful having ___ as our manager so far, the future looks brighter!

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 avoid stating unclear or conflicting goals.	15	3.67	100.0	33%	67%		
26. You check details thoroughly.	15	3.40	93.3	7%	47%	47%	
27. You clarify problems and your causes to help employees correct them.	15	3.33	93.3	7%	53%	40%	
28. You avoid creating ambiguity or mixed messages.	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
25. You avoid stating unclear or conflicting goals.	3.76	3.67	-0.10 ▼
26. You check details thoroughly.	3.53	3.40	-0.13 ▼
27. You clarify problems and your causes to help employees correct them.	3.12	3.33	+0.22 ▲
28. You avoid creating ambiguity or mixed messages.	3.41	3.53	+0.12 ▲

Comments:

- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- She is well respected by her peers and it is clear to see why.
- I honestly cannot think of anything that she could improve on.
- She cares deeply about the engagement of her staff and has concern for those in need.
- ___ is a true asset to [CompanyName].
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.

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. You are aware of process safety management.	15	3.67	100.0	33%	67%		
30. You recognize that small changes may snowball into major events.	15	3.33	100.0		67%		33%
31. You maintain open communication with other departments.	15	3.20	86.7	13%	53%		33%
32. You know how to obtain desired results with minimal losses.	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	2022	2023	Change
29. You are aware of process safety management.	3.59	3.67	+0.08 ▲
30. You recognize that small changes may snowball into major events.	3.41	3.33	-0.08 ▼
31. You maintain open communication with other departments.	3.18	3.20	+0.02 ▲
32. You know how to obtain desired results with minimal losses.	3.35	3.40	+0.05 ▲

Comments:

- She truly is the best Manager I have ever had.
- I look forward to learning and improving with her and the other members in the division.
- Need to continue to take action when needed, although have improved. . .
- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.
- The department is lucky to have her.
- She will sit down with all parties involved before she makes a decision.

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 successfully resolve conflicts and grievances to a win-win solution.	15	3.20	86.7	13%	53%	33%	
34. You adapt management style to meet the needs of the individual or situation.	15	3.27	93.3	7%	60%	33%	
35. You are trusted by peers and co-workers; others are willing to confide in him/her	15	3.00	80.0	20%	60%	20%	
36. You build a strong rapport with co-workers.	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	2022	2023	Change
33. You successfully resolve conflicts and grievances to a win-win solution.	3.18	3.20	+0.02 ▲
34. You adapt management style to meet the needs of the individual or situation.	2.88	3.27	+0.38 ▲
35. You are trusted by peers and co-workers; others are willing to confide in him/her	3.18	3.00	-0.18 ▼
36. You build a strong rapport with co-workers.	3.18	3.20	+0.02 ▲

Comments:

- ___ has been using more shared decision making and has allowed the department to enact recommendations that she personally may not have agreed with. That gave her a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- 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.
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- Having very minimum one-on-one discussion.
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).

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 set high personal standards of performance.	15	3.27	93.3	7%	60%	33%	
38. You take personal responsibility for results.	15	3.27	86.7	13%	47%	40%	
39. You complete assigned work tasks.	15	3.13	86.7	13%	60%	27%	
40. Your behavior is ethical and honest.	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
37. You set high personal standards of performance.	3.35	3.27	-0.09 ▼
38. You take personal responsibility for results.	3.24	3.27	+0.03 ▲
39. You complete assigned work tasks.	3.59	3.13	-0.45 ▼
40. Your behavior is ethical and honest.	3.29	3.40	+0.11 ▲

Comments:

- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- She has been a great addition to the company.
- ___ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on ___ to stand her ground and take care of her employees / department.
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- Is a natural leader with her personality. I believe more experience would make her a more effective leader.

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 work to identify root causes of performance problems	15	3.33	93.3	7%	53%	40%	
42. You give others development opportunities through project assignments and increased job responsibilities	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	2022	2023	Change
41. You work to identify root causes of performance problems	3.29	3.33	+0.04 ▲
42. You give others development opportunities through project assignments and increased job responsibilities	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:

- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- You can count on ___ to give you the most honest feedback even if it is information you may not want to hear.
- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.
- ___ is a role model of a leader and I feel privileged to have ___ as a leader and a mentor.
- She takes the time to explain to staff the rationale of changes being made.

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 accept setbacks and challenges in foreign markets as improvement opportunities	15	3.53	100.0	47%	53%		
46. You demonstrate working knowledge of global transactions.	15	3.00	86.7	13%	73%		13%
47. You set the example for team on importance of cultural awareness.	15	3.20	93.3	7%	60%		33%
48. You understand global systems such as the global economy.	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	2022	2023	Change
45. You accept setbacks and challenges in foreign markets as improvement opportunities	3.35	3.53	+0.18 ▲
46. You demonstrate working knowledge of global transactions.	3.24	3.00	-0.24 ▼
47. You set the example for team on importance of cultural awareness.	3.00	3.20	+0.20 ▲
48. You understand global systems such as the global economy.	3.18	3.20	+0.02 ▲

Comments:

- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- ___ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- ___ is able to problem solve very well.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- She provided coaching and support to improve this individual's performance.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.

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 often involves her team in decision making and to determine how to achieve outcomes.
- She has grown as a manager in the last few months and it shows.
- Very knowledgeable and always steps up if help is needed.
- ___ is a great manager. Very supportive of her staff.
- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.

What do you like best about working with this individual?

- ___ has shown tremendous leadership. Always approachable and encourages her staff to provide feedback to better the organization.
- Shows curiosity.
- She is continually looking for ways to improve our service to our customers.
- ___ has my back and breaks down the barriers when I let her know that need her support.
- ___ is still learning her role and I see her only improving in the future. I do question her judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- She is both the manager and the interim director for the service line.

What do you like least about working with this individual?

- ___ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- Need to continue to take action when needed, although have improved. . .
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- I feel that we would not be such a great place if it wasn't for ____. ___ is the best!!!!!!
- She could improve with a take charge attitude.
- I admire ___'s decision making skills when it comes to hiring new employees for our department.

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

- Isn't afraid to ask the tough questions to get people to think outside of their box.
- ___ is excellent at providing positive feedback in the moment while in meetings.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- She truly is the best Manager I have ever had.
- Lean on team to help reduce burden and establish clear expectations.

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

- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- She always asks and seeks the advice of the whole leadership she listens to what we have to say.
- She inspires us to remember that as leaders, anything's possible.
- ___ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally received.

Any final comments?

- Does above and beyond work consistently
- ___ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- She is smart, quick, compassionate, and thorough.
- She is well respected by her peers and it is clear to see why.
- I can not say enough good things about ___ she has been an asset to our department from day one.