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Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

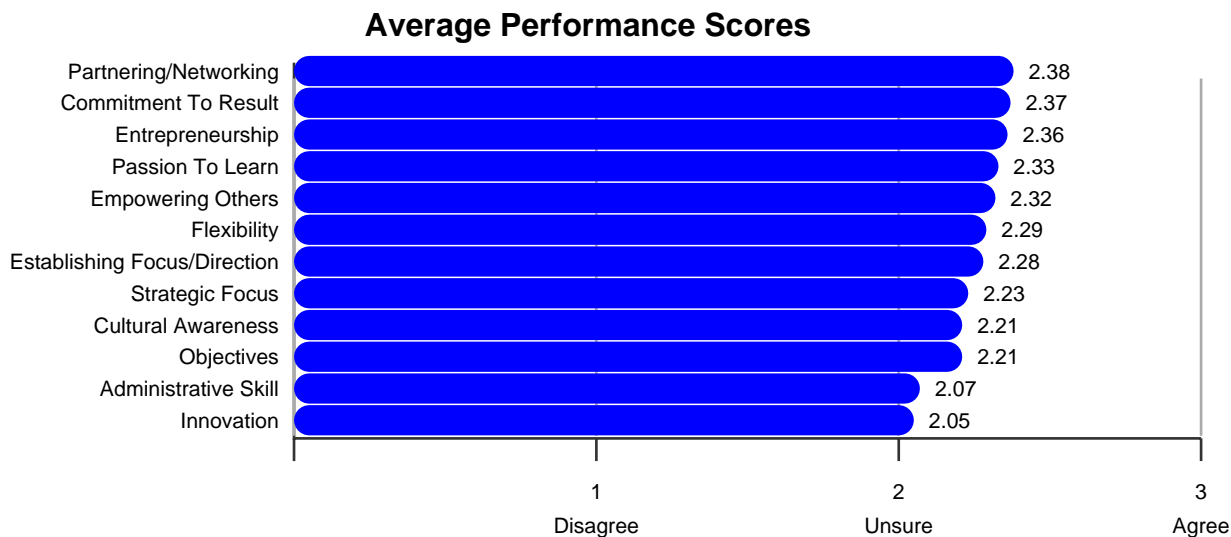
## What to Do with Your Feedback

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

# Summary

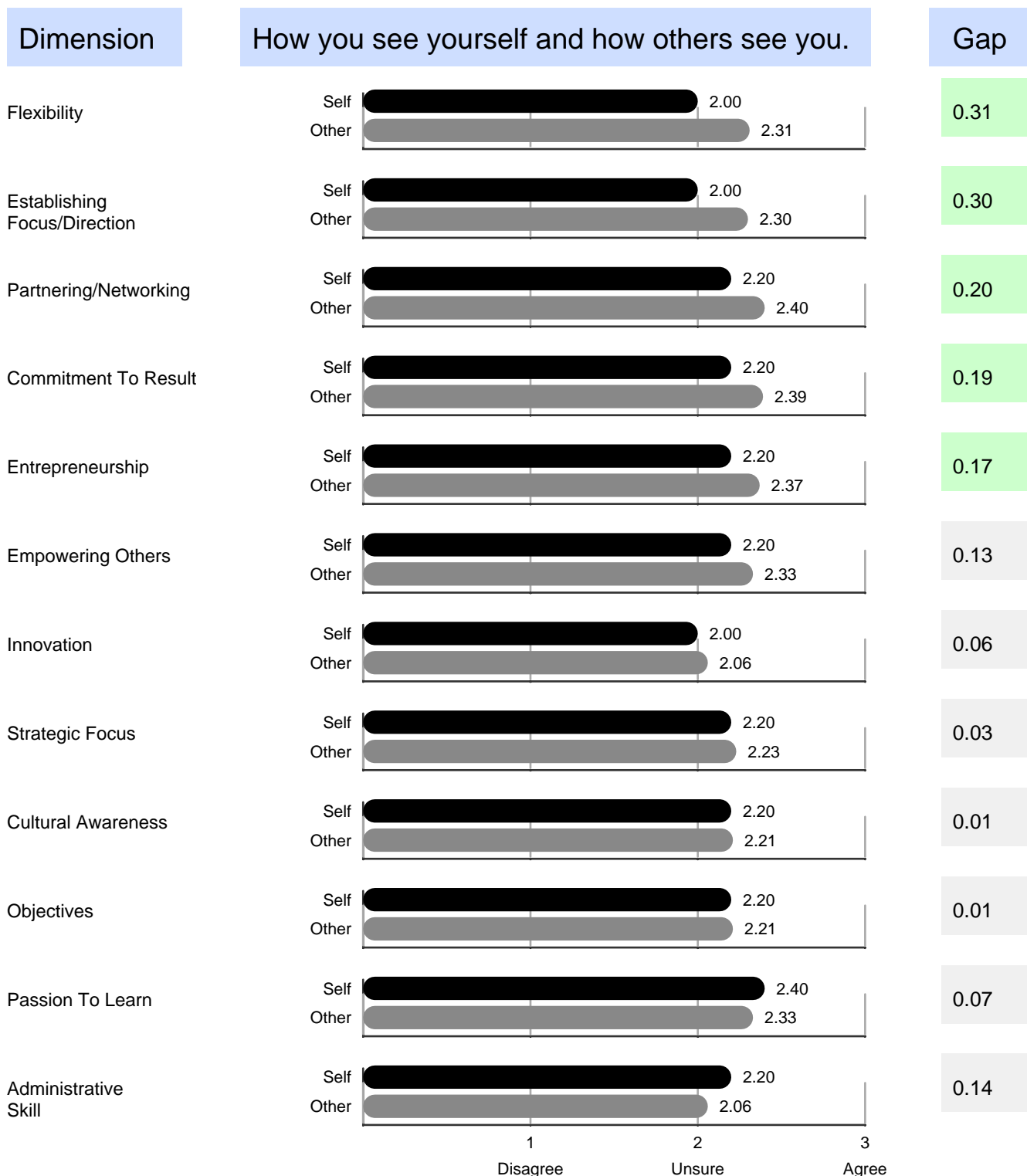
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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

## Summary Scores



1. You maintain persistence and dedication to achieving results.



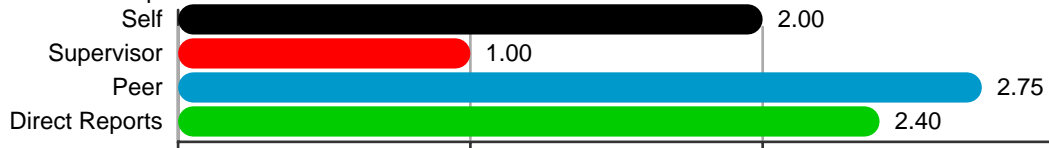
2. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



3. You are able to focus on a task even when working alone.



4. You coordinate all department activities into a cohesive team effort.



5. You are committed to the team.



## 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 (Disagree) to green (Agree).

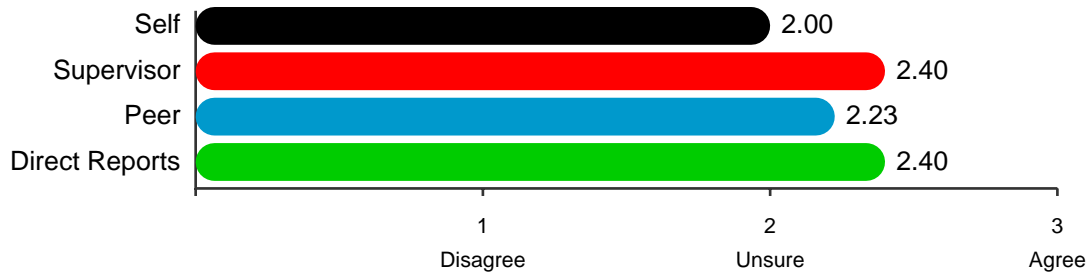
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. You maintain persistence and dedication to achieving results.	15	2.27	33.3	7%	60%	33%
2. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.53	73.3	20%	7%	73%
3. You are able to focus on a task even when working alone.	15	2.33	40.0	7%	53%	40%
4. You coordinate all department activities into a cohesive team effort.	15	2.47	53.3	7%	40%	53%
5. You are committed to the team.	15	2.27	40.0	13%	47%	40%

### Comments:

- \_\_\_ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development She is extremely customer focused.
- I enjoy working with \_\_\_. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- \_\_\_'s style of leading a team is both refreshing and different than what I have experienced in the past.
- She is becoming more comfortable to deliver critical feedback.
- When \_\_\_ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team She was able to raise the departments moral while implementing those changes. \_\_\_ is an engaged Leader.

## Establishing Focus/Direction

### Summary Scores



6. You stay focused even when under pressure and stress.



7. You make sure that employees understand and identify with the team's mission.



8. You align the department's goals with the goals of the organization.



9. You set appropriate goals for employees.



10. You maintain focus when handling several problems or tasks simultaneously.



## 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 (Disagree) to green (Agree).

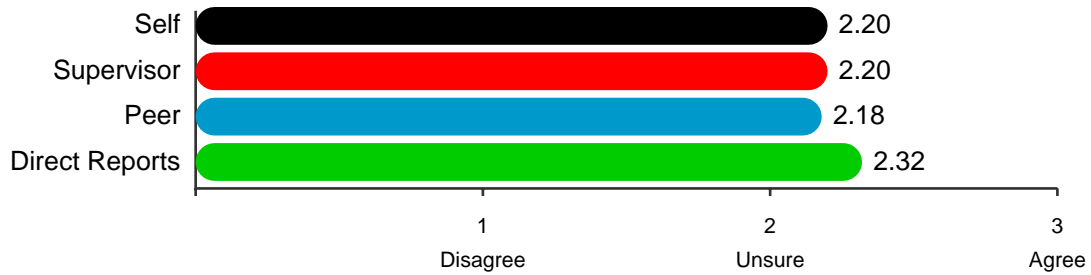
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. You stay focused even when under pressure and stress.	15	2.13	33.3	20%	47%	33%
7. You make sure that employees understand and identify with the team's mission.	15	2.07	26.7	20%	53%	27%
8. You align the department's goals with the goals of the organization.	15	2.33	40.0	7%	53%	40%
9. You set appropriate goals for employees.	15	2.40	53.3	13%	33%	53%
10. You maintain focus when handling several problems or tasks simultaneously.	15	2.47	60.0	13%	27%	60%

### Comments:

- \_\_\_ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. \_\_\_ continues to work to improve her departments and improve the engagement of her employees.
- Show others it is possible to understand both sides without having to agree all the time.
- \_\_\_ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- \_\_\_ has been so busy with her daily work, and filling in the gaps of a shortage of employee's that she has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for her to be able to attend these functions.
- \_\_\_ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.

# Strategic Focus

## Summary Scores



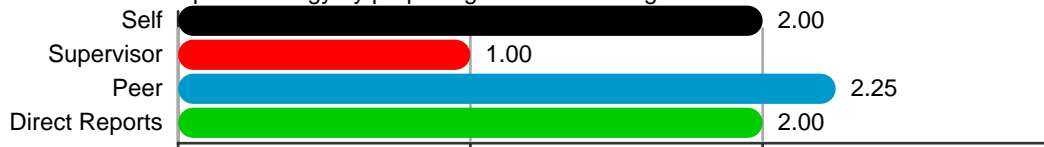
11. You create plans to develop and promote organizational and area strengths, as well as to address weaknesses.



12. You sustain or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.



13. You are able to decline a poor strategy by proposing alternate strategies.



14. You understand and contribute to development of strategic goals.



15. You communicate goals and objectives to employees.





## 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 (Disagree) to green (Agree).

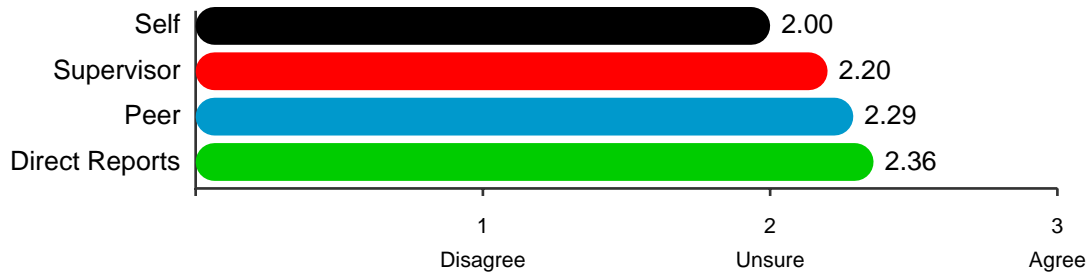
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. You create plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	2.33	40.0	7%	53%	40%
12. You sustain or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	2.07	20.0	13%	67%	20%
13. You are able to decline a poor strategy by proposing alternate strategies.	15	2.07	26.7	20%	53%	27%
14. You understand and contribute to development of strategic goals.	15	2.27	40.0	13%	47%	40%
15. You communicate goals and objectives to employees.	14	2.43	50.0	7%	43%	50%

### Comments:

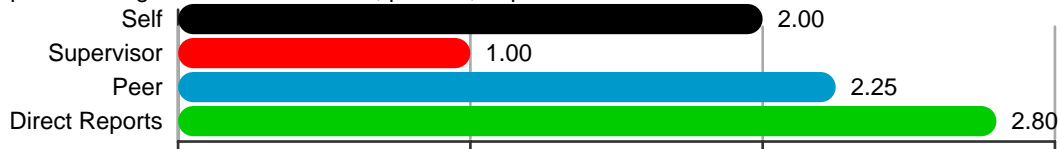
- I envy her versatility in working with a wide variety of issues and topics.
- \_\_\_ is a wonderful team member. . .has the gift of empathy and encouragement. She has a can do attitude when faced with projects/issues.
- I was impressed with the time she spent both working on the issue and with the individual. I believe these efforts will pay off.
- I have never known \_\_\_ to not hire for talent.
- I garner ideas from her regularly and look to her as a mentor.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, she aims to meet the needs of our customers and staff both today and in our future.

# Flexibility

## Summary Scores



16. You adapt to new organizational structures, policies, or procedures.



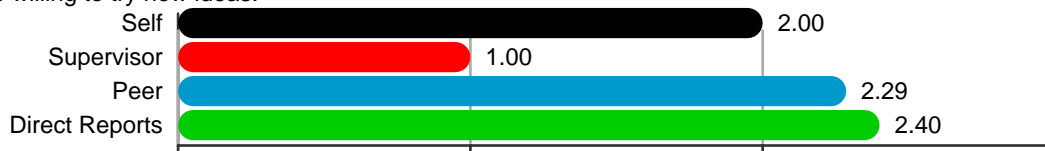
17. You identify new opportunities to achieve goals



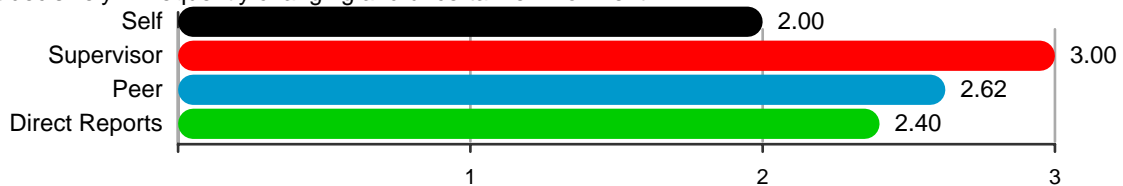
18. You encourage others to adopt new procedures.



19. You are willing to try new ideas.



20. You act decisively in frequently changing and uncertain environment.



## 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. You adapt to new organizational structures, policies, or procedures.	15	2.33	46.7	13%	40%	47%
17. You identify new opportunities to achieve goals	15	2.33	40.0	7%	53%	40%
18. You encourage others to adopt new procedures.	14	2.00	14.3	14%	71%	14%
19. You are willing to try new ideas.	14	2.21	42.9	21%	36%	43%
20. You act decisively in frequently changing and uncertain environment.	15	2.53	60.0	7%	33%	60%

### Comments:

- Closes off discussions with action plans.
- Is always available to assist with issues, all scopes business or personal.
- \_\_\_ addresses questions/concerns quickly and listens to staffs' needs.
- \_\_\_ would be my choice for permanent manager of the department.
- Appreciate \_\_\_'s willingness to participate on leadership in expanding research activity.
- \_\_\_'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.

# Passion To Learn

## Summary Scores



21. You enhance your value to the company through additional training and development.



22. You take advantage of training opportunities when they arise.



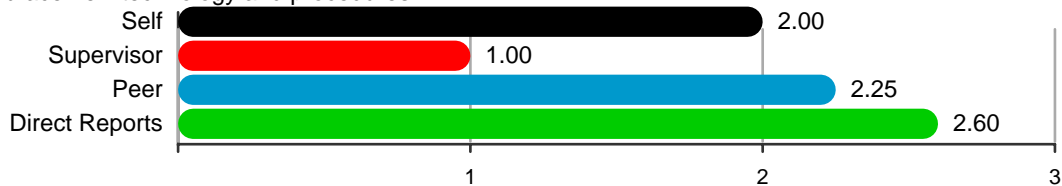
23. You demonstrate through personal behavior the commitment to high standards of performance.



24. You hold self and associates accountable for goal achievement.



25. You embrace new technology and procedures.



## 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. You enhance your value to the company through additional training and development.	15	2.60	66.7	7%	27%	67%
22. You take advantage of training opportunities when they arise.	15	2.33	40.0	7%	53%	40%
23. You demonstrate through personal behavior the commitment to high standards of performance.	15	2.07	20.0	13%	67%	20%
24. You hold self and associates accountable for goal achievement.	15	2.40	53.3	13%	33%	53%
25. You embrace new technology and procedures.	15	2.27	53.3	27%	20%	53%

### Comments:

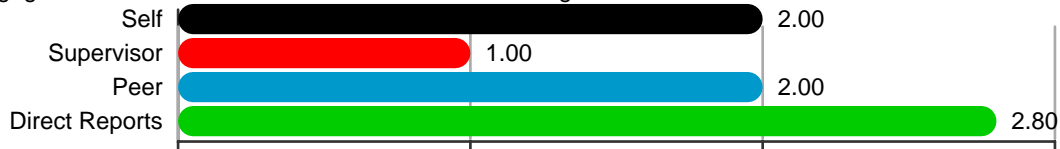
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- There have been many changes in each department and \_\_\_'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- \_\_\_ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- Don't work with her enough to observe the vast majority of these items.
- \_\_\_ does not shy away from making the tough calls and is respected by many members of our team.
- \_\_\_ is honest, does what she says she is going to do and can be counted on to be timely in her communication.

# Cultural Awareness

## Summary Scores



26. You engage with individuals that have different cultural backgrounds.



27. You foster a diverse workforce free from discrimination and harassment.



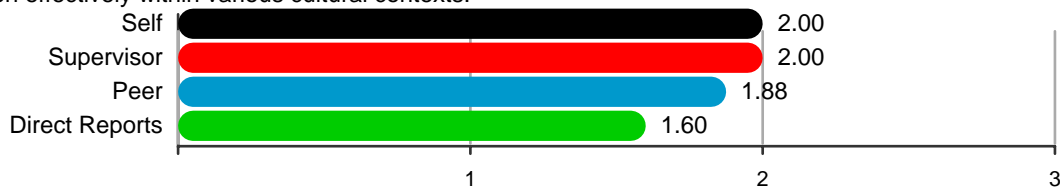
28. You treat others with dignity and respect.



29. I participate in cultural training sessions/classes.



30. I function effectively within various cultural contexts.



## 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 (Disagree) to green (Agree).

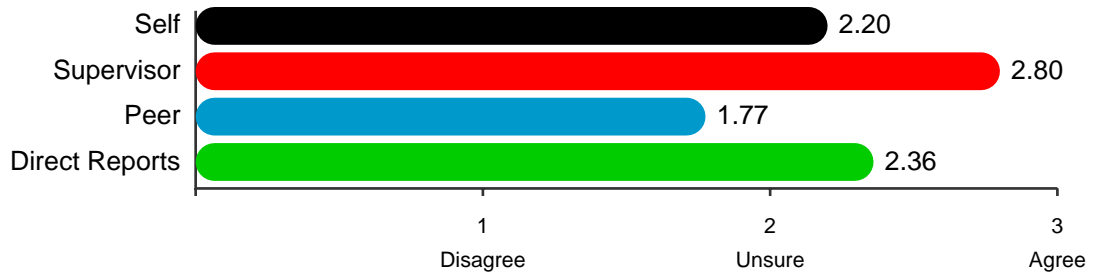
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. You engage with individuals that have different cultural backgrounds.	15	2.20	33.3	13%	53%	33%
27. You foster a diverse workforce free from discrimination and harassment.	15	2.00	26.7	27%	47%	27%
28. You treat others with dignity and respect.	15	2.47	53.3	7%	40%	53%
29. I participate in cultural training sessions/classes.	15	2.60	60.0		40%	60%
30. I function effectively within various cultural contexts.	15	1.80	13.3	33%	53%	13%

### Comments:

- Resources are managed carefully with input sought and considered before applying those resources.
- Overall, \_\_\_ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- I enjoyed working with \_\_\_ on the project and thought that the Rx team involves were strong partners.
- Always available to give us what we need to succeed.
- Without a doubt, \_\_\_ is the best director I have worked for in my 30+ year carrer at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- \_\_\_ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.

# Administrative Skill

## Summary Scores



31. You take responsibility for decisions.



32. You have strong technical/computer skills.



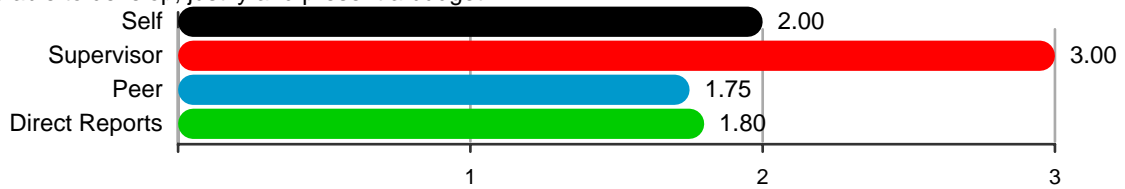
33. You implement and use performance measures.



34. You complete reports on-time.



35. You are able to develop, justify and present a budget.





## 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 (Disagree) to green (Agree).

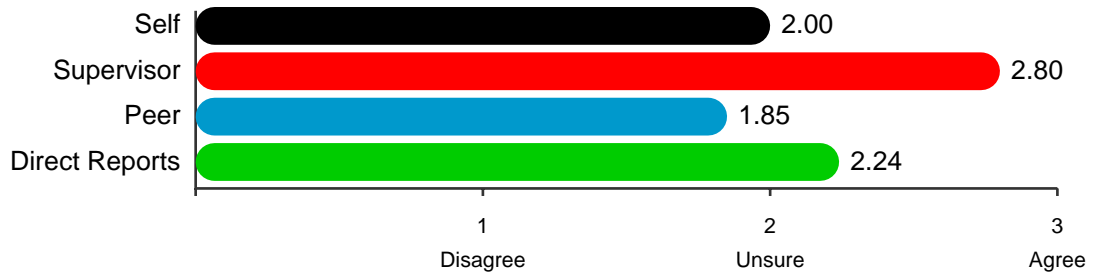
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. You take responsibility for decisions.	15	2.13	33.3	20%	47%	33%
32. You have strong technical/computer skills.	15	2.13	33.3	20%	47%	33%
33. You implement and use performance measures.	15	2.07	33.3	27%	40%	33%
34. You complete reports on-time.	15	2.13	26.7	13%	60%	27%
35. You are able to develop, justify and present a budget.	15	1.87	20.0	33%	47%	20%

### Comments:

- \_\_\_ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- She is very professional and caring in her job
- She communicates well to all staff and we know what is expected of us.
- She can fall behind on projects without providing timely feedback.
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.

# Innovation

## Summary Scores



36. You foster a creative and innovative work environment.



37. You offer constructive improvements to existing systems.



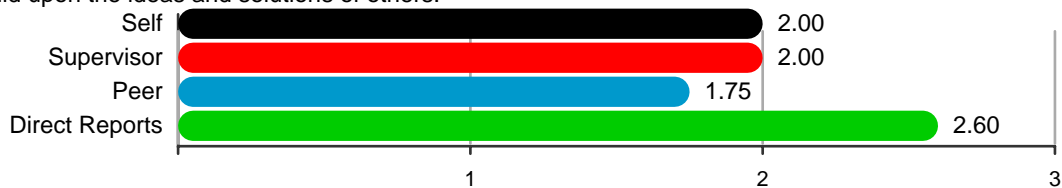
38. You search for opportunities and innovative ways to improve the organization.



39. You create improved methods or solutions for meeting goals and objectives.



40. You build upon the ideas and solutions of others.



## Level of Skill

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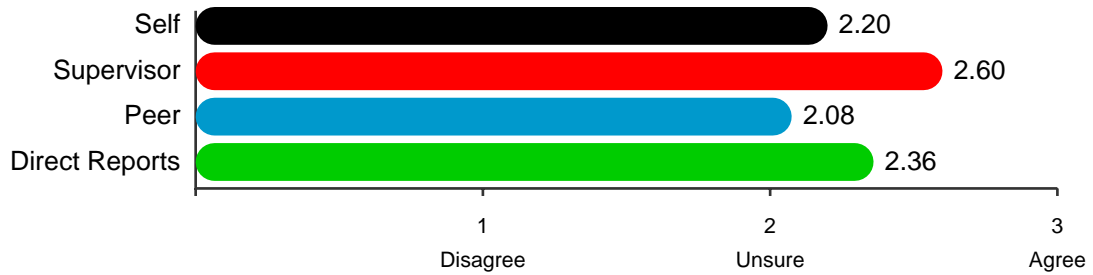
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. You foster a creative and innovative work environment.	15	1.87	20.0	33%	47%	20%
37. You offer constructive improvements to existing systems.	15	1.93	13.3	20%	67%	13%
38. You search for opportunities and innovative ways to improve the organization.	15	2.07	33.3	27%	40%	33%
39. You create improved methods or solutions for meeting goals and objectives.	15	2.33	33.3		67%	33%
40. You build upon the ideas and solutions of others.	15	2.07	33.3	27%	40%	33%

### Comments:

- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.
- I think \_\_\_ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.
- She has always encouraged others and provided tools for the employee to do so.
- Sometimes it seems like \_\_\_'s priorities or expectations shift unexpectedly.
- She encourages each staff member to understand each other and to work together in a very positive manner.
- She's a good and reliable team member.

# Objectives

## Summary Scores



41. You encourage others to take on greater responsibility.



42. You effectively organize resources and plans



43. You assure [Company] principles are understood, employed & pursued.



44. You work toward achieving established goals and objectives.



45. You communicate goals and objectives to employees.



## 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 (Disagree) to green (Agree).

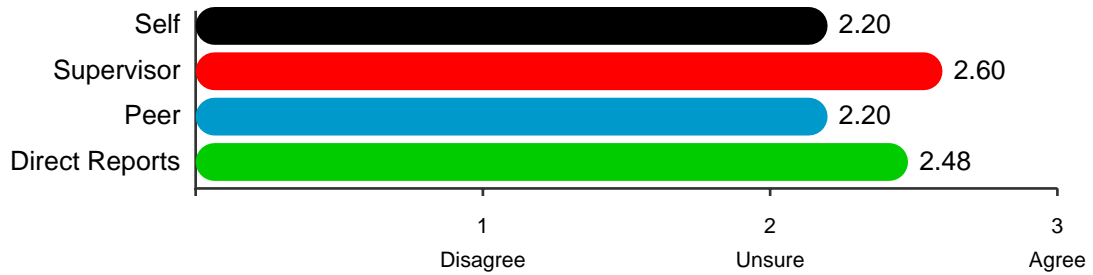
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. You encourage others to take on greater responsibility.	15	2.00	26.7	27%	47%	27%
42. You effectively organize resources and plans	15	2.13	33.3	20%	47%	33%
43. You assure [Company] principles are understood, employed & pursued.	15	2.20	40.0	20%	40%	40%
44. You work toward achieving established goals and objectives.	15	2.20	26.7	7%	67%	27%
45. You communicate goals and objectives to employees.	15	2.53	60.0	7%	33%	60%

### Comments:

- There are times that the customers interest is overlooked because it is the way we have always done it.
- Overall I think she does a great job and she is very approachable.
- \_\_\_ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- \_\_\_ is very cognizant of areas for improvement. She has made a huge impact on how the department functions.
- \_\_\_ 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.

# Empowering Others

## Summary Scores



46. You ensure employees understand what is being assigned to them.



47. You encourage others to obtain necessary skills and training.



48. You let employees make their own decisions.



49. You allow individuals to be responsible for their decisions.



50. You set clear goals for others to accomplish.



## 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 (Disagree) to green (Agree).

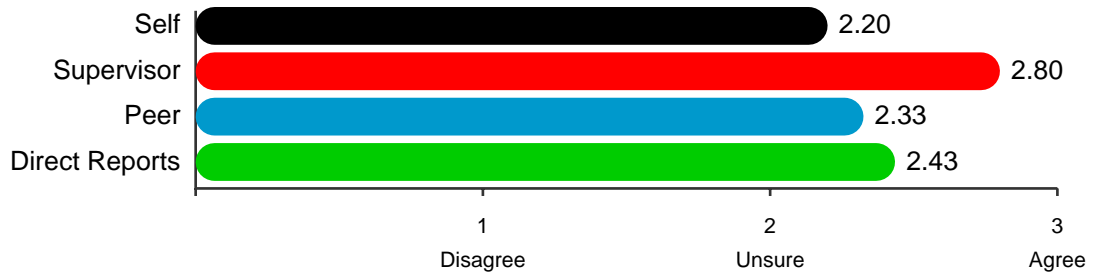
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. You ensure employees understand what is being assigned to them.	15	2.27	26.7		73%	27%
47. You encourage others to obtain necessary skills and training.	15	2.13	26.7	13%	60%	27%
48. You let employees make their own decisions.	15	2.40	40.0		60%	40%
49. You allow individuals to be responsible for their decisions.	15	2.47	46.7		53%	47%
50. You set clear goals for others to accomplish.	15	2.33	46.7	13%	40%	47%

### Comments:

- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapated to [CompanyName] and to the department, well done.
- \_\_\_ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.
- I strongly believe the potential she has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of her abilities.
- \_\_\_ is very visible on the unit. Spending many hours with staff.
- \_\_\_ has not been afraid to make difficult decisions to improve customer service. She is keenly aware of the strengths of those around her and ensures a good fit between demonstrated performance and tasks.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.

# Partnering/Networking

## Summary Scores



51. You create the conditions for partnerships to grow and develop.



52. You build alliances between departments and teams.



53. You partner with peers to obtain influence within the Company.



54. You support a partnering/networking culture.



55. You support and encourage relationships that are created by diverse team members.





## 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 (Disagree) to green (Agree).

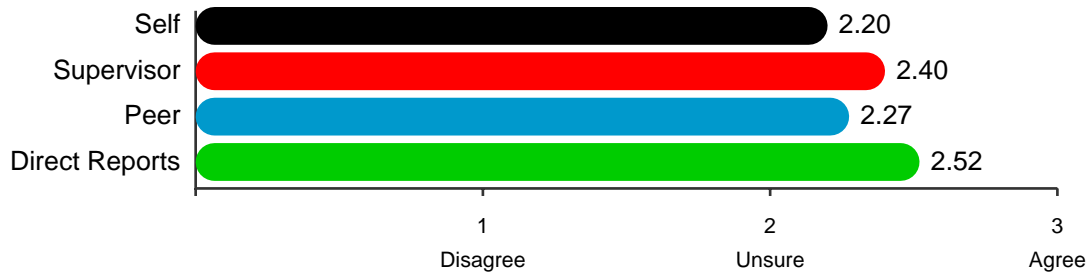
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. You create the conditions for partnerships to grow and develop.	14	2.21	28.6	7%	64%	29%
52. You build alliances between departments and teams.	14	2.29	42.9	14%	43%	43%
53. You partner with peers to obtain influence within the Company.	15	2.53	53.3		47%	53%
54. You support a partnering/networking culture.	15	2.47	46.7		53%	47%
55. You support and encourage relationships that are created by diverse team members.	15	2.40	40.0		60%	40%

### Comments:

- \_\_\_ has been an excellent assistant manager.
- \_\_\_ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- The few problems we have experienced during these changes is a reflection of \_\_\_'s leadership.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of her and areas that our work touches.
- \_\_\_ is a valuable resource to the organization and the team.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.

# Entrepreneurship

## Summary Scores



56. You seek and utilize mentors to help guide your professional development.



57. You have a strategic awareness on how to promote the organization.



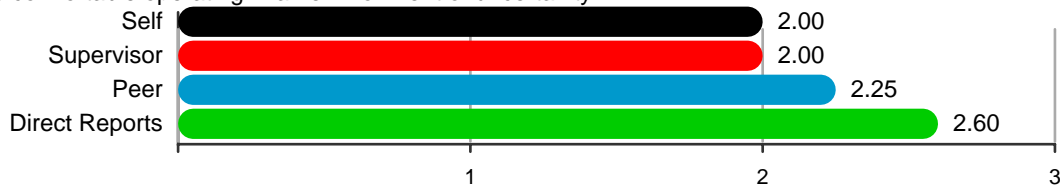
58. You encourage risk taking for developing potential business opportunities.



59. You find unique ways to go around barriers to success.



60. You are comfortable operating in an environment of uncertainty.



## 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
56. You seek and utilize mentors to help guide your professional development.	15	2.53	53.3	47%	53%	
57. You have a strategic awareness on how to promote the organization.	15	2.33	33.3	67%	33%	
58. You encourage risk taking for developing potential business opportunities.	15	2.33	33.3	67%	33%	
59. You find unique ways to go around barriers to success.	15	2.27	26.7	73%	27%	
60. You are comfortable operating in an environment of uncertainty.	15	2.33	33.3	67%	33%	

### Comments:

- Without a doubt, \_\_\_ is the best director I have worked for in my 30+ year career at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- 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 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.
- \_\_\_ has been very supportive for me in my new role as technical specialist. She has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- \_\_\_ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- \_\_\_ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.

## 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 think \_\_\_ is doing a great job! The learning curve is steep and she is growing to meet the challenge.
- She is a dedicated person who inspires excellence in both staff and customer service.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- A great addition to the team.
- \_\_\_ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.

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

- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.
- \_\_\_ is an intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- I have always respected her concern for stakeholder input and her efforts to put her customers first.
- \_\_\_'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.
- \_\_\_ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.

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

- \_\_\_ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, \_\_\_ fits the leadership role well.
- \_\_\_ 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, engagement 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 witnessed in the last 30 years.
- She is the only manager in the department to help us when we are short.
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.
- \_\_\_ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.

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

- \_\_\_ can be counted on for her reliability.
- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.
- \_\_\_ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about \_\_\_ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.
- \_\_\_ 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.
- \_\_\_ is a new manager. Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- She translated the creative thinking into real change and solution that advanced our department.

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

- \_\_\_ always goes above and beyond in her daily work.
- I have great respect and appreciation for \_\_\_. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.
- \_\_\_ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- \_\_\_ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- I am always impressed by \_\_\_'s insight into our processes so that we continuously strive to improve and be consistent.
- One of the things I appreciate about \_\_\_ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.

### Any final comments?

- \_\_\_ handles every situation in a professional manner and she responds promptly to requests.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- When \_\_\_ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- 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.
- \_\_\_ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- \_\_\_ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.