



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

February 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.

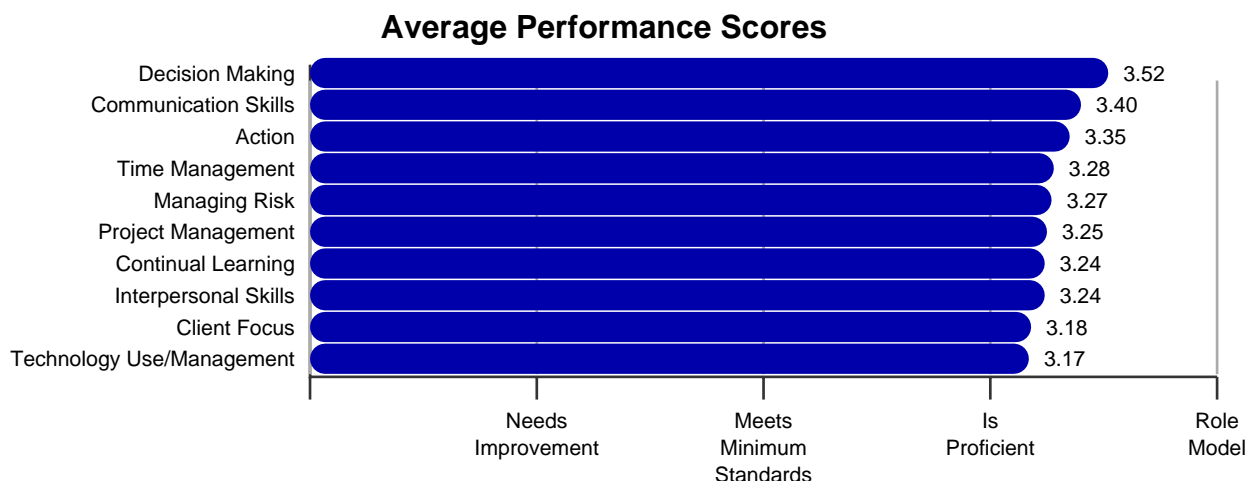
What to Do with Your Feedback

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 10 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.



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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Conveys ideas confidently and succinctly.	15	3.20	93.3	7%	67%		27%
2. Ready to offer feedback, even if it involves tough critiques.	15	3.87	100.0	13%	87%		
3. Faces the person when speaking or listening to engage in direct communication.	15	3.33	93.3	7%	53%		40%
4. Can effectively deliver presentations.	15	3.60	93.3	7%	27%	67%	
5. Listens effectively and responds to new information.	15	3.33	93.3	7%	53%		40%
6. Checks for understanding throughout conversations or group presentations/discussions	15	3.20	93.3	7%	60%		33%
7. Gives clear and convincing presentations.	15	3.20	86.7	13%	53%		33%
8. Delivers clear and concise instructions.	15	3.40	93.3	7%	47%		47%
9. Conducts impactful training sessions.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item

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

Item	2023	2024	Change
1. Conveys ideas confidently and succinctly.	3.29	3.20	-0.09 ▼
2. Ready to offer feedback, even if it involves tough critiques.	3.65	3.87	+0.22 ▲
3. Faces the person when speaking or listening to engage in direct communication.	3.18	3.33	+0.16 ▲
4. Can effectively deliver presentations.	3.41	3.60	+0.19 ▲
5. Listens effectively and responds to new information.	3.24	3.33	+0.10 ▲
6. Checks for understanding throughout conversations or group presentations/discussions	3.24	3.20	-0.04 ▼
7. Gives clear and convincing presentations.	3.41	3.20	-0.21 ▼
8. Delivers clear and concise instructions.	3.24	3.40	+0.16 ▲
9. Conducts impactful training sessions.	3.18	3.47	+0.29 ▲

Comments:

- ___ is an excellent communicator and is very open and supportive to her staff.
- ___ always has the customer at the center of focus.
- 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.
- ___'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in her new position.

- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- ___ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.

Action

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
10. Ensures that the team's tasks align with its overall objectives.	15	3.47	93.3	7%	40%	53%	
11. Works quickly when faced with difficult problems.	15	3.53	100.0		47%	53%	
12. Sets high standards for themselves and others.	15	3.27	100.0		73%	27%	
13. Does not procrastinate when there is a job to be done.	15	3.33	100.0		67%	33%	
14. Anticipates needs and takes pre-emptive action to address the issue.	15	3.13	86.7	13%	60%	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	2023	2024	Change
10. Ensures that the team's tasks align with its overall objectives.	3.35	3.47	+0.11 ▲
11. Works quickly when faced with difficult problems.	3.47	3.53	+0.06 ▲
12. Sets high standards for themselves and others.	3.47	3.27	-0.20 ▼
13. Does not procrastinate when there is a job to be done.	3.35	3.33	-0.02 ▼
14. Anticipates needs and takes pre-emptive action to address the issue.	3.18	3.13	-0.04 ▼

Comments:

- Before ___ came into the position it seemed that the department was a dump.
- I may not always agree with her decisions but I understand why they were made because she takes the time to explain them. The things she does for our department and me are immeasurable.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- Appreciate ___'s dedication to making the facilities cleaner. Results are evident.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- 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.

Continual Learning

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
15. Grasps new ideas, concepts, technical, or business knowledge.	15	3.07	80.0	20%	53%		27%
16. Views setbacks as opportunities to learn from.	15	3.40	93.3	7%	47%		47%
17. Pursues self-improvement through continual learning.	15	3.27	93.3	7%	60%		33%
18. Improves on their skill sets.	14	3.00	92.9	7%	79%		14%
19. Participates in regular training offered.	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	2023	2024	Change
15. Grasps new ideas, concepts, technical, or business knowledge.	3.00	3.07	+0.07 ▲
16. Views setbacks as opportunities to learn from.	3.65	3.40	-0.25 ▼
17. Pursues self-improvement through continual learning.	3.47	3.27	-0.20 ▼
18. Improves on their skill sets.	3.12	3.00	-0.12 ▼
19. Participates in regular training offered.	3.59	3.47	-0.12 ▼

Comments:

- She works diligently with our supplier to ensure the inventory is cost effective.
- ___ is an outstanding manager.
- ___ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- ___ has great communication skills and is a dependable member of the team.
- Has a "go getter" attitude!

Project Management

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
20. Conducts a risk assessment for each phase of the project.	15	3.40	93.3	7%	47%	47%	
21. Meets with stakeholders to determine the requirements for the project.	15	3.53	100.0		47%	53%	
22. Determines the project strategy for implementation.	15	3.00	80.0	20%	60%		20%
23. Estimates the duration for each phase of the project.	15	2.87	80.0	20%	73%		7%
24. Outlines the key objectives for the project.	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	2023	2024	Change
20. Conducts a risk assessment for each phase of the project.	3.29	3.40	+0.11 ▲
21. Meets with stakeholders to determine the requirements for the project.	3.35	3.53	+0.18 ▲
22. Determines the project strategy for implementation.	3.00	3.00	
23. Estimates the duration for each phase of the project.	2.88	2.87	-0.02 ▼
24. Outlines the key objectives for the project.	3.00	3.47	+0.47 ▲

Comments:

- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- I can't think of a single thing ___ could improve upon.
- 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.
- 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.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
25. Applies creative reasoning in making decisions.	15	3.67	100.0	33%	67%		
26. Defines what constraints must be met for the decision making process.	15	3.40	93.3	7%	47%	47%	
27. Understands how their decisions will affect others.	15	3.33	93.3	7%	53%	40%	
28. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	3.53	100.0	47%	53%		
29. Is aware of the impact of decisions and informs others about potential outcomes.	15	3.67	100.0	33%	67%		

Time Comparisons by Item

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

Item	2023	2024	Change
25. Applies creative reasoning in making decisions.	3.76	3.67	-0.10 ▼
26. Defines what constraints must be met for the decision making process.	3.53	3.40	-0.13 ▼
27. Understands how their decisions will affect others.	3.12	3.33	+0.22 ▲
28. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.41	3.53	+0.12 ▲
29. Is aware of the impact of decisions and informs others about potential outcomes.	3.59	3.67	+0.08 ▲

Comments:

- Expectations are not always clearly communicated/outlined.
- ___ has a strong work ethic and is consistently working with the mindset that customers come first.
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- ___'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.

Time Management

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
30. Works at a quick pace to avoid getting behind in work.	15	3.33	100.0		67%		33%
31. Persists with crucial assignments.	15	3.20	86.7	13%	53%		33%
32. Leverages teams and assigns specialized tasks to maximize productivity.	15	3.40	100.0		60%		40%
33. Sets time limits on how much time is spent on particular tasks so that one task does not dominate the schedule.	15	3.20	86.7	13%	53%		33%
34. Maintains precise time logs for billing.	15	3.27	93.3	7%	60%		33%

Time Comparisons by Item

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

Item	2023	2024	Change
30. Works at a quick pace to avoid getting behind in work.	3.41	3.33	-0.08 ▼
31. Persists with crucial assignments.	3.18	3.20	+0.02 ▲
32. Leverages teams and assigns specialized tasks to maximize productivity.	3.35	3.40	+0.05 ▲
33. Sets time limits on how much time is spent on particular tasks so that one task does not dominate the schedule.	3.18	3.20	+0.02 ▲
34. Maintains precise time logs for billing.	2.88	3.27	+0.38 ▲

Comments:

- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- She has really filled the role of interim manager for the department well.
- Timeliness and accountability of projects.
- ___'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.
- ___ is very good at recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that ___ respects their abilities and contributions to the department.
- ___ 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.

Technology Use/Management

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
35. Supports technical training and development of employees.	15	3.00	80.0	20%	60%		20%
36. Supports employee training and development initiatives regarding implementation of technology.	15	3.20	93.3	7%	67%		27%
37. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.27	93.3	7%	60%		33%
38. Adopts the implementation of new technology into the workplace.	15	3.27	86.7	13%	47%		40%
39. Proficient in the use of technical systems and processes.	15	3.13	86.7	13%	60%		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	2023	2024	Change
35. Supports technical training and development of employees.	3.18	3.00	-0.18 ▼
36. Supports employee training and development initiatives regarding implementation of technology.	3.18	3.20	+0.02 ▲
37. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.35	3.27	-0.09 ▼
38. Adopts the implementation of new technology into the workplace.	3.24	3.27	+0.03 ▲
39. Proficient in the use of technical systems and processes.	3.59	3.13	-0.45 ▼

Comments:

- ___ is an extremely competent leader and I am enjoying learning by her example.
- I think ___ is very good at identifying processes she observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- Provide regular updates on the progress of work/tasks/projects.
- I have found that ___ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- I respect ___ and have turned to her for advice.
- Establishes a culture where everyone's contribution is acknowledged and valued.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
40. Is someone you can trust.	15	3.40	93.3	7%	47%	47%	
41. Respects other members of the team/department.	15	3.33	93.3	7%	53%	40%	
42. Follows up on inquiries in a timely manner.	15	3.33	93.3	7%	53%	40%	
43. Pays close attention to what is being communicated verbally and nonverbally.	15	3.13	86.7	13%	60%	27%	
44. Assists employees that need help.	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	2023	2024	Change
40. Is someone you can trust.	3.29	3.40	+0.11 ▲
41. Respects other members of the team/department.	3.29	3.33	+0.04 ▲
42. Follows up on inquiries in a timely manner.	3.41	3.33	-0.08 ▼
43. Pays close attention to what is being communicated verbally and nonverbally.	3.35	3.13	-0.22 ▼
44. Assists employees that need help.	3.18	3.00	-0.18 ▼

Comments:

- Stay focused more on the agenda for meetings.
- There have been many changes in management over the last 5 years. I can truly say that ___ is an exceptional manager. Our dept has made some truly good changes under ___.
- The Core Competency Training has been a great success. ___ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- Everyone who works with ___ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- I would encourage ___ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect her to have hands on with everything).

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
45. Seeks specific risks that will create opportunities to advance the department/company.	15	3.53	100.0	47%	53%		
46. Uses risk management to make better strategic decisions.	15	3.00	86.7	13%	73%		13%
47. Accurately perceives potential risks in the workplace and initiates preventative measures.	15	3.20	93.3	7%	60%		33%
48. Identifies what actions the organization is willing to take.	15	3.20	93.3	7%	67%		27%
49. Determines the impact of specific risks on infrastructure.	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	2023	2024	Change
45. Seeks specific risks that will create opportunities to advance the department/company.	3.35	3.53	+0.18 ▲
46. Uses risk management to make better strategic decisions.	3.24	3.00	-0.24 ▼
47. Accurately perceives potential risks in the workplace and initiates preventative measures.	3.00	3.20	+0.20 ▲
48. Identifies what actions the organization is willing to take.	3.18	3.20	+0.02 ▲
49. Determines the impact of specific risks on infrastructure.	3.35	3.40	+0.05 ▲

Comments:

- ___ is very process oriented. She has streamlined/improved several processes in the lab.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- ___ is a 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.
- She is a joy to work for.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- 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.

Client Focus

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
50. Makes client's needs a top priority.	15	3.13	80.0	7% 13%	40%	40%	
51. Supports client focused policies and procedures.	14	3.14	92.9	7%	71%		21%
52. Creates customized solutions for the client.	14	3.21	85.7	14%	50%		36%
53. Demonstrates a commitment to client focus.	15	3.27	86.7	13%	47%		40%
54. Gets feedback from the client on a weekly basis.	15	3.13	86.7	13%	60%		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	2023	2024	Change
50. Makes client's needs a top priority.	3.29	3.13	-0.16 ▼
51. Supports client focused policies and procedures.	3.24	3.14	-0.09 ▼
52. Creates customized solutions for the client.	3.06	3.21	+0.16 ▲
53. Demonstrates a commitment to client focus.	3.59	3.27	-0.32 ▼
54. Gets feedback from the client on a weekly basis.	2.94	3.13	+0.19 ▲

Comments:

- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.
- In every interaction that I have had with ___, I have found her to be professional, reliable, and engaged in the process.
- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- I appreciate that ___ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.

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?

- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.
- I love working with her and hope to continue having her as my supervisor!
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- Shows curiosity.
- She walks the walk and talks the talk.

What do you like best about working with this individual?

- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- Sometimes ___'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- ___ is a strong advocate for both the customer and staff.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.

What do you like least about working with this individual?

- She is truly dedicated to doing a good job, by helping us do a good job.
- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.
- She is very astute, proactive in problem solving, and a great team member.
- ___ models teamwork; she is always wiling to go the extra mile to assist on a project or help a co-worker.
- She listens to the team.
- I enjoy working with ___ and look forward to future opportunities for collaboration.

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

- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- ___ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. She introduced Basecamp to the team facilitating better project management systems within the department.
- I think ___ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.

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

- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- ___ addresses questions/concerns quickly and listens to staffs' needs.
- She is very astute, proactive in problem solving, and a great team member.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- ___ is approachable and professional in her interaction with staff and with customers.
- Knowledge, experience, and the will to help when help is needed.

Any final comments?

- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- ___ has a good perspective on the organization as a whole.
- ___ has used her strengths to make this department stronger in many ways.
- ___ 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 clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work