



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.

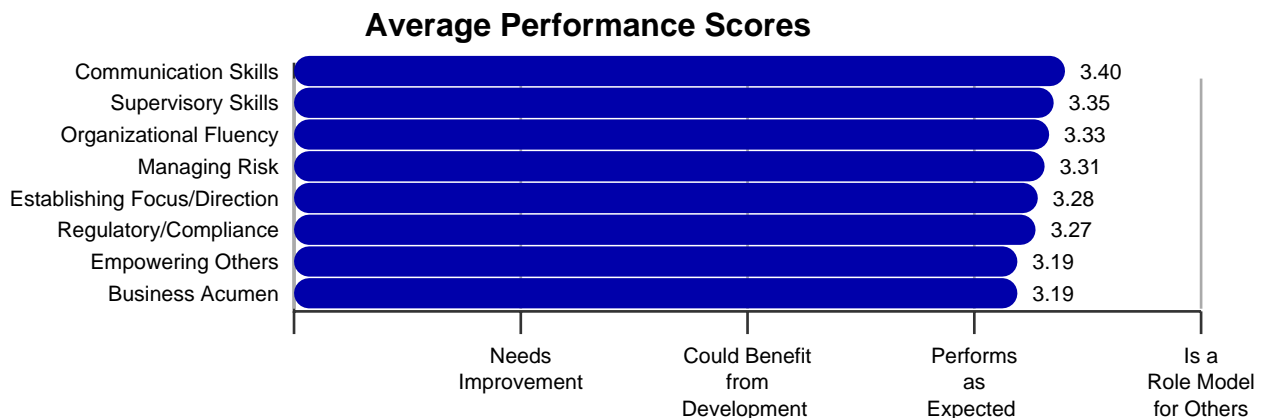
What to Do with Your Feedback

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

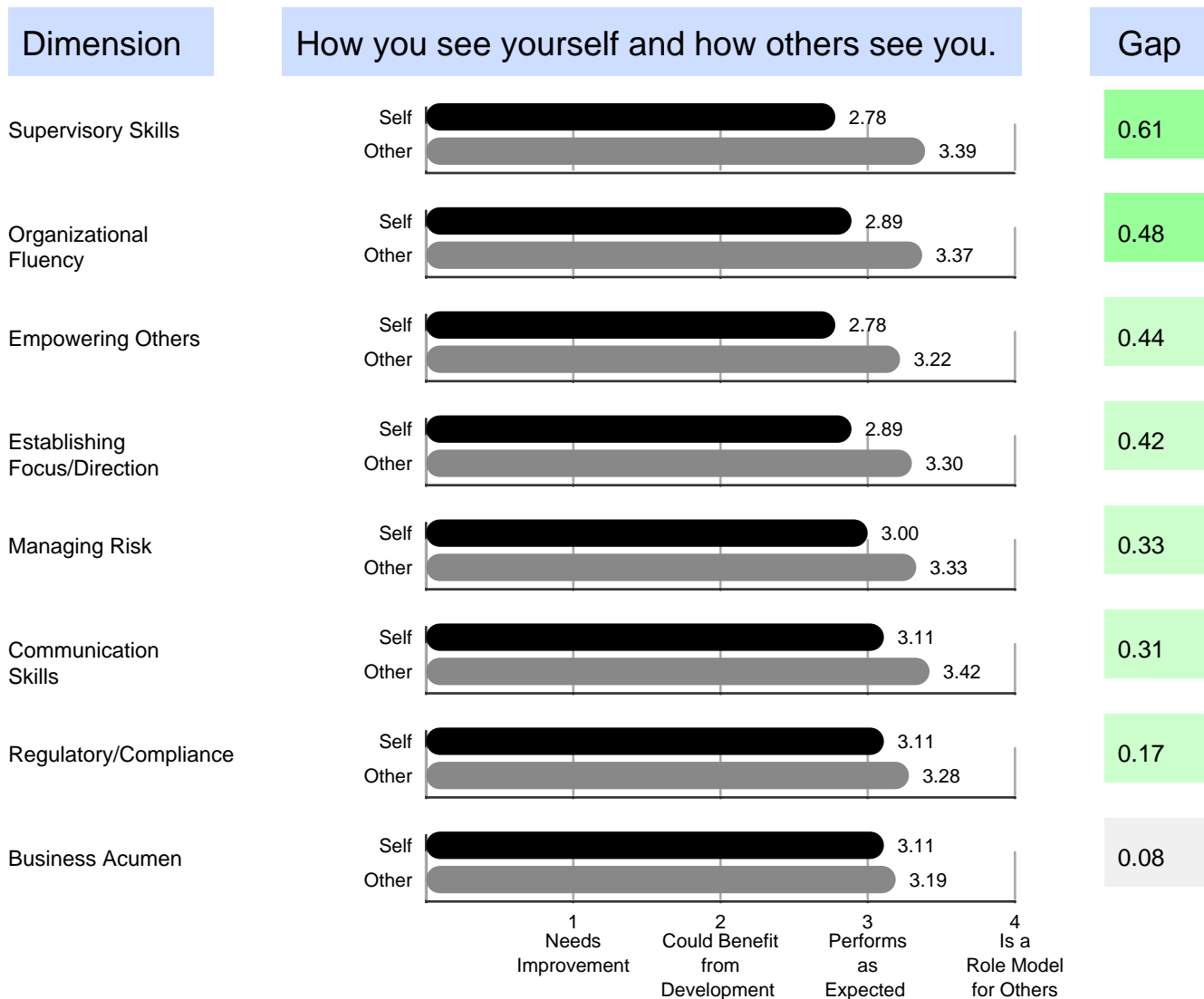
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Delivers well-prepared, informed, poised and succinct presentations.	15	3.20	93.3	7%	67%		27%
2. Engages in clear communication with both senior and junior management.	15	3.87	100.0	13%	87%		
3. Transforms complicated ideas into simple ones.	15	3.33	93.3	7%	53%		40%
4. Delivers influential presentations.	15	3.60	93.3	7%	27%	67%	
5. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	3.33	93.3	7%	53%		40%
6. Facilitates seamless communication across all management levels.	15	3.20	93.3	7%	60%		33%
7. Listens to others' points of view with an open mind	15	3.20	86.7	13%	53%		33%
8. Asks follow-up questions as needed.	15	3.40	93.3	7%	47%		47%
9. Comes across as comfortable and effective as a public speaker	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. Delivers well-prepared, informed, poised and succinct presentations.	3.29	3.20	-0.09 ▼
2. Engages in clear communication with both senior and junior management.	3.65	3.87	+0.22 ▲
3. Transforms complicated ideas into simple ones.	3.18	3.33	+0.16 ▲
4. Delivers influential presentations.	3.41	3.60	+0.19 ▲
5. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	3.24	3.33	+0.10 ▲
6. Facilitates seamless communication across all management levels.	3.24	3.20	-0.04 ▼
7. Listens to others' points of view with an open mind	3.41	3.20	-0.21 ▼
8. Asks follow-up questions as needed.	3.24	3.40	+0.16 ▲
9. Comes across as comfortable and effective as a public speaker	3.18	3.47	+0.29 ▲

Comments:

- ___ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- One of the main reasons I am here is because of ___.

- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- just know going through the hiring process with her.
- ___ has an impressive vision for the company.

Establishing Focus/Direction

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Stays focused even when under pressure and stress.	15	3.47	93.3	7%	40%	53%	
11. Maintains focus when handling several problems or tasks simultaneously.	15	3.53	100.0		47%	53%	
12. Sets appropriate goals for employees.	15	3.27	100.0		73%	27%	
13. Makes sure that employees understand how their work relates to organizational goals.	15	3.33	100.0		67%	33%	
14. Maintains self-control when personally criticized.	15	3.13	86.7	13%	60%	27%	
15. Functions well under stress, deadlines, and/or significant workloads.	15	3.07	80.0	20%	53%	27%	
16. Helps guide employees with prioritizing tasks.	15	3.40	93.3	7%	47%	47%	
17. Aligns the department's goals with the goals of the organization.	15	3.27	93.3	7%	60%	33%	
18. Makes sure that employees understand and identify with the team's mission.	14	3.00	92.9	7%	79%	14%	

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. Stays focused even when under pressure and stress.	3.35	3.47	+0.11 ▲
11. Maintains focus when handling several problems or tasks simultaneously.	3.47	3.53	+0.06 ▲
12. Sets appropriate goals for employees.	3.47	3.27	-0.20 ▼
13. Makes sure that employees understand how their work relates to organizational goals.	3.35	3.33	-0.02 ▼
14. Maintains self-control when personally criticized.	3.18	3.13	-0.04 ▼
15. Functions well under stress, deadlines, and/or significant workloads.	3.00	3.07	+0.07 ▲
16. Helps guide employees with prioritizing tasks.	3.65	3.40	-0.25 ▼
17. Aligns the department's goals with the goals of the organization.	3.47	3.27	-0.20 ▼
18. Makes sure that employees understand and identify with the team's mission.	3.12	3.00	-0.12 ▼

Comments:

- She won't settle for less.
- ___ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- She is organized, kind, and extremely approachable.

- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.
- 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.
- I feel as though ___ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.

Supervisory 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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
19. Maintains a calm demeanor when addressing stressful issues in the workplace.	15	3.47	100.0		53%	47%	
20. Identifies and maximizes opportunities for continuing education for employees.	15	3.40	93.3	7%	47%	47%	
21. Maintains an even temper in stressful situations.	15	3.53	100.0		47%	53%	
22. Uses disciplinary measures with the intent to guide and improve behavior, rather than to seek retribution.	15	3.00	80.0	20%	60%	20%	
23. Sets clear expectations for acceptable performance.	15	2.87	80.0	20%	73%	7%	
24. Values the opinions of subordinates.	15	3.47	100.0		53%	47%	
25. Is clear about the expectations that employees will be held accountable for.	15	3.67	100.0		33%	67%	
26. Makes decisions based on all relevant information.	15	3.40	93.3	7%	47%	47%	
27. Effectively determines which issues need immediate attention.	15	3.33	93.3	7%	53%	40%	

Time Comparisons by Item

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

Item	2023	2024	Change
19. Maintains a calm demeanor when addressing stressful issues in the workplace.	3.59	3.47	-0.12 ▼
20. Identifies and maximizes opportunities for continuing education for employees.	3.29	3.40	+0.11 ▲
21. Maintains an even temper in stressful situations.	3.35	3.53	+0.18 ▲
22. Uses disciplinary measures with the intent to guide and improve behavior, rather than to seek retribution.	3.00	3.00	
23. Sets clear expectations for acceptable performance.	2.88	2.87	-0.02 ▼
24. Values the opinions of subordinates.	3.00	3.47	+0.47 ▲
25. Is clear about the expectations that employees will be held accountable for.	3.76	3.67	-0.10 ▼
26. Makes decisions based on all relevant information.	3.53	3.40	-0.13 ▼
27. Effectively determines which issues need immediate attention.	3.12	3.33	+0.22 ▲

Comments:

- ___ continually is analyzing our current states and identifying areas that we can improve.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
-

___ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.

- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- ___ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- I appreciate her ability to deliver a direct message while remaining sensitive to how it may impact others as well as her sense of humor.

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Designs risk response activities that are proportionate to the level of risk.	15	3.53	100.0	47%	53%		
29. Takes calculated risks by effectively recognizing and managing them.	15	3.67	100.0	33%	67%		
30. Determines if the level of risk is tolerable.	15	3.33	100.0	67%		33%	
31. Determines the proper tools to efficiently manage the risk.	15	3.20	86.7	13%	53%	33%	
32. Provides support to managers involved in the risk management process.	15	3.40	100.0	60%		40%	
33. Determines the potential outcome of adverse risk events.	15	3.20	86.7	13%	53%	33%	
34. Works effectively to avoid risk.	15	3.27	93.3	7%	60%	33%	
35. Determines which are the serious threats.	15	3.00	80.0	20%	60%	20%	
36. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).	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	2023	2024	Change
28. Designs risk response activities that are proportionate to the level of risk.	3.41	3.53	+0.12 ▲
29. Takes calculated risks by effectively recognizing and managing them.	3.59	3.67	+0.08 ▲
30. Determines if the level of risk is tolerable.	3.41	3.33	-0.08 ▼
31. Determines the proper tools to efficiently manage the risk.	3.18	3.20	+0.02 ▲
32. Provides support to managers involved in the risk management process.	3.35	3.40	+0.05 ▲
33. Determines the potential outcome of adverse risk events.	3.18	3.20	+0.02 ▲
34. Works effectively to avoid risk.	2.88	3.27	+0.38 ▲
35. Determines which are the serious threats.	3.18	3.00	-0.18 ▼
36. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).	3.18	3.20	+0.02 ▲

Comments:

- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.
- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- ___ is very approachable and ensures the best for all employees in the department.

- It's been great working with her.
- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- As a new Manager to the area, ___ was subjected to a review of department services. This was tough on her, but she did very well with it.

Regulatory/Compliance

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
37. Ensures the company meets legal requirements/standards regarding employees.	15	3.27	93.3	7%	60%	33%	
38. Is aware of federal and local laws affecting employees.	15	3.27	86.7	13%	47%	40%	
39. Develops compliance reports in accordance with federal and industry regulations.	15	3.13	86.7	13%	60%	27%	
40. Creates and distributes code of ethics and code of conduct.	15	3.40	93.3	7%	47%	47%	
41. Coordinates the execution of compliance strategies across departments.	15	3.33	93.3	7%	53%	40%	
42. Strengthens employees' ability to appropriately handle compliance and ethics issues.	15	3.33	93.3	7%	53%	40%	
43. Implements regulatory compliance strategies.	15	3.13	86.7	13%	60%	27%	
44. Explains regulations and procedures to others as required.	15	3.00	86.7	13%	73%	13%	
45. Understands the applicable regulations and laws that impact our business.	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	2023	2024	Change
37. Ensures the company meets legal requirements/standards regarding employees.	3.35	3.27	-0.09 ▼
38. Is aware of federal and local laws affecting employees.	3.24	3.27	+0.03 ▲
39. Develops compliance reports in accordance with federal and industry regulations.	3.59	3.13	-0.45 ▼
40. Creates and distributes code of ethics and code of conduct.	3.29	3.40	+0.11 ▲
41. Coordinates the execution of compliance strategies across departments.	3.29	3.33	+0.04 ▲
42. Strengthens employees' ability to appropriately handle compliance and ethics issues.	3.41	3.33	-0.08 ▼
43. Implements regulatory compliance strategies.	3.35	3.13	-0.22 ▼
44. Explains regulations and procedures to others as required.	3.18	3.00	-0.18 ▼
45. Understands the applicable regulations and laws that impact our business.	3.35	3.53	+0.18 ▲

Comments:

- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- 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.

- She is open to feedback and actively tries to improve.
- ___ routinely goes out of her way to make work a more engaging experience.
- ___ is a tremendous leader in our organization.
- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.

Empowering Others

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
46. Acknowledges and appreciates employees for their proactive decision-making.	15	3.00	86.7	13%	73%		13%
47. Is confident in the abilities of employees assigned important tasks.	15	3.20	93.3	7%	60%		33%
48. Encourages employees to take on greater responsibilities.	15	3.20	93.3	7%	67%		27%
49. Gives employees the resources they need to complete the job.	15	3.40	93.3	7%	47%		47%
50. Allows employees the freedom to do tasks how they see fit, but holds them accountable for obtaining results.	15	3.13	80.0	7%	13%	40%	40%
51. Lets employees complete tasks according to their methods.	14	3.14	92.9	7%	71%		21%
52. Recognizes the contributions that others make to the department.	14	3.21	85.7	14%	50%		36%
53. Includes others in the decision making process.	15	3.27	86.7	13%	47%		40%
54. Assigns important tasks to subordinates.	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
46. Acknowledges and appreciates employees for their proactive decision-making.	3.24	3.00	-0.24 ▼
47. Is confident in the abilities of employees assigned important tasks.	3.00	3.20	+0.20 ▲
48. Encourages employees to take on greater responsibilities.	3.18	3.20	+0.02 ▲
49. Gives employees the resources they need to complete the job.	3.35	3.40	+0.05 ▲
50. Allows employees the freedom to do tasks how they see fit, but holds them accountable for obtaining results.	3.29	3.13	-0.16 ▼
51. Lets employees complete tasks according to their methods.	3.24	3.14	-0.09 ▼
52. Recognizes the contributions that others make to the department.	3.06	3.21	+0.16 ▲
53. Includes others in the decision making process.	3.59	3.27	-0.32 ▼
54. Assigns important tasks to subordinates.	2.94	3.13	+0.19 ▲

Comments:

- She has established credibility and trust with all the directors and managers.
- She is an excellent Manager!
- She's a good and reliable team member.

- I have only recently started working with ___ and therefore do not have comments on some items, but regarding the projects I have worked with ___ on to date the above applies.
- Her communication techniques are clear and to the point which is very much appreciated.
- ___ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.

Business Acumen

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
55. Develops strategic plans to promote business and organizational strengths.	15	3.07	86.7	13%	67%		20%
56. Bases decisions on business data rather than on intuition or hunches.	15	2.93	73.3	27%	53%		20%
57. Identifies new business opportunities.	15	3.20	93.3	7%	67%		27%
58. Understands how strategic decisions impact constituents within the Company.	15	3.20	93.3	7%	67%		27%
59. Has an understanding of various asset classes and how to interpret balance sheets.	15	3.13	93.3	7%	67%		27%
60. Is up-to-date with regulatory guidelines and policies.	15	3.20	93.3	7%	67%		27%
61. Able to decipher complex data making it easier to generate new insights.	15	3.47	100.0		53%		47%
62. Uses risk management to make more effective business decisions.	15	3.27	93.3	7%	60%		33%
63. Has a good understanding of business operations to more effectively align company services to meet the needs of its customers.	15	3.20	86.7	13%	53%		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
55. Develops strategic plans to promote business and organizational strengths.	2.88	3.07	+0.18 ▲
56. Bases decisions on business data rather than on intuition or hunches.	2.88	2.93	+0.05 ▲
57. Identifies new business opportunities.	3.18	3.20	+0.02 ▲
58. Understands how strategic decisions impact constituents within the Company.	3.24	3.20	-0.04 ▼
59. Has an understanding of various asset classes and how to interpret balance sheets.	3.18	3.13	-0.04 ▼
60. Is up-to-date with regulatory guidelines and policies.	3.47	3.20	-0.27 ▼
61. Able to decipher complex data making it easier to generate new insights.	3.29	3.47	+0.17 ▲
62. Uses risk management to make more effective business decisions.	3.35	3.27	-0.09 ▼
63. Has a good understanding of business operations to more effectively align company services to meet the needs of its customers.	3.18	3.20	+0.02 ▲

Comments:

- I think ___ works really hard to engage with everyone of us.
- ___ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- She has integrity, dependability, and a desire to constantly improve.

- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- She does not settle- but will continue a search until the right fit is found.
- 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.

Organizational Fluency

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
64. Understands the current organizational culture.	15	3.53	100.0	47%	53%		
65. Able to deal with sensitive issues with tact and professionalism.	15	3.40	100.0	60%	40%		
66. Able to explain departmental policies and procedures to others.	15	3.33	100.0	67%	33%		
67. Gets things done through the department.	15	3.47	100.0	53%	47%		
68. Adept at navigating within the culture of the department.	15	3.33	93.3	7%	53%	40%	
69. Understands departmental policies and procedures.	15	3.20	93.3	7%	67%	27%	
70. Effective in communicating with others within the organization.	15	3.27	100.0	73%	27%		
71. Anticipates problems that may affect the department.	15	3.20	86.7	13%	53%	33%	
72. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	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
64. Understands the current organizational culture.	3.41	3.53	+0.12 ▲
65. Able to deal with sensitive issues with tact and professionalism.	3.41	3.40	-0.01 ▼
66. Able to explain departmental policies and procedures to others.	3.47	3.33	-0.14 ▼
67. Gets things done through the department.	3.29	3.47	+0.17 ▲
68. Adept at navigating within the culture of the department.	3.53	3.33	-0.20 ▼
69. Understands departmental policies and procedures.	3.18	3.20	+0.02 ▲
70. Effective in communicating with others within the organization.	3.24	3.27	+0.03 ▲
71. Anticipates problems that may affect the department.	3.12	3.20	+0.08 ▲
72. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.18	3.27	+0.09 ▲

Comments:

- ___ 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.
- ___ is always working collaboratively with many different teams not only within the organization but within the community
-

___ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and to the point.

- Overall I think she does a great job and she is very approachable.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- ___ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.

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 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.
- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.
- Always has the company's best interest at heart.
- I can depend on her with whatever is needed.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- Where do I even start to articulate how much I value about working with ___ ? I learn something every time I have the opportunity to work with her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as ___ is.

What do you like best about working with this individual?

- Charisma, In-depth knowledge, and an ability to train/mentor others.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- ___ is willing to tackle performance situations and solicits feedback on how her team is doing.
- ___ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- ___ is friendly to myself and other staff members. I believe she is very knowledgeable in the role of controller. She continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for her to complete work needed from her.
- Always appreciate ___'s organized approach to coordinating service opportunities between departments

What do you like least about working with this individual?

- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.
- 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.
- ___ is very knowledgeable, honest, and consistent in her leadership decisions.
- She is also very enthusiastic and energetic.
- She is very supportive and easily approachable.
- ___ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.

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

- ___ sets high standards for those she works with and expects the same of herself.
- Is viewed by many as a strong organizational resource.
- She values our feedback and takes our recommendations seriously.
- ___ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- Completes variance analysis and identifies corrective actions.

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

- Norm made an excellent choice by selecting ___ to lead [CompanyName].
- She leads by example.
- ___ is very approachable and always willing to listen.
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- At times I feel like ___ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- She is also very enthusiastic and energetic.

Any final comments?

- Does above and beyond work consistently
- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- A willingness and flexibility to pitch in help where needed is important.
- ___'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- 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 ___.