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.
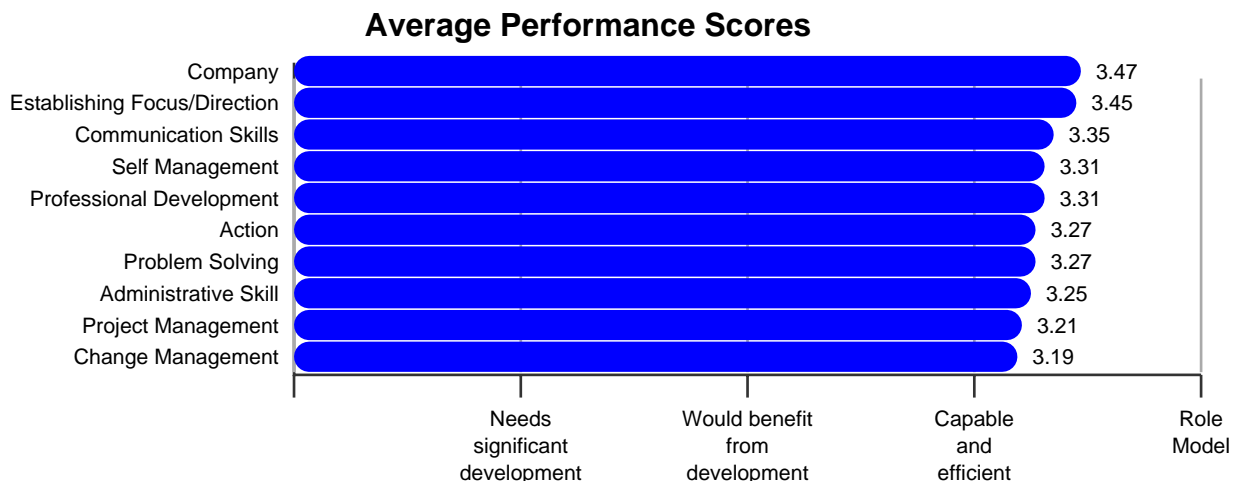
What to Do with Your Feedback

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 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.

Average Performance Scores

Dimension	Score
Company	3.47
Establishing Focus/Direction	3.45
Communication Skills	3.35
Self Management	3.31
Professional Development	3.31
Action	3.27
Problem Solving	3.27
Administrative Skill	3.25
Project Management	3.21
Change Management	3.19

Scale: Needs significant development — Would benefit from development — Capable and efficient — Role Model

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.

Dimension	How you see yourself and how others see you.	Gap
Professional Development	Self 2.60 / Other 3.36	0.76
Action	Self 2.80 / Other 3.30	0.50
Project Management	Self 2.80 / Other 3.24	0.44
Change Management	Self 2.80 / Other 3.21	0.41
Communication Skills	Self 3.00 / Other 3.37	0.37
Self Management	Self 3.00 / Other 3.33	0.33
Company	Self 3.20 / Other 3.49	0.29
Establishing Focus/Direction	Self 3.20 / Other 3.47	0.27
Administrative Skill	Self 3.00 / Other 3.27	0.27
Problem Solving	Self 3.20 / Other 3.27	0.07

Scale:
1 Needs significant development
2 Would benefit from development
3 Capable and efficient
4 Role Model

Company

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Impresses upon others the important aspects of [Company].	15	3.20	93.3	7%	67%		27%
2. Follows existing procedures and processes.	15	3.87	100.0	13%	87%		
3. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.33	93.3	7%	53%	40%	
4. Attends [Company] gatherings and social events.	15	3.60	93.3	7%	27%	67%	
5. Expresses loyalty and dedication to [Company] in interactions with others.	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	2022	2023	Change
1. Impresses upon others the important aspects of [Company].	3.29	3.20	-0.09 ▼
2. Follows existing procedures and processes.	3.65	3.87	+0.22 ▲
3. Understands how decisions impact other business units beyond their immediate department of work group.	3.18	3.33	+0.16 ▲
4. Attends [Company] gatherings and social events.	3.41	3.60	+0.19 ▲
5. Expresses loyalty and dedication to [Company] in interactions with others.	3.24	3.33	+0.10 ▲

Comments:
- 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.
- She communicates clearly and responds to request without unnecessary delay.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- ___ enjoys sharing knowledge and teaching her subordinates about their roles in the department. She regularly would spend 30 minutes sharing her insights on a topic. She also facilitated numerous training sessions when I started my job a year ago.

Communication Skills

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
6. Is an effective communicator	15	3.20	93.3	7%	60%		33%
7. Presents issues, ideas, and strategy concisely and clearly.	15	3.20	86.7	13%	53%		33%
8. Addresses issues of key importance to stakeholders.	15	3.40	93.3	7%	47%		47%
9. Deals with difficult situations calmly and confidently.	15	3.47	93.3	7%	40%		53%
10. Communicates effectively with colleagues and customers	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	2022	2023	Change
6. Is an effective communicator	3.24	3.20	-0.04 ▼
7. Presents issues, ideas, and strategy concisely and clearly.	3.41	3.20	-0.21 ▼
8. Addresses issues of key importance to stakeholders.	3.24	3.40	+0.16 ▲
9. Deals with difficult situations calmly and confidently.	3.18	3.47	+0.29 ▲
10. Communicates effectively with colleagues and customers	3.35	3.47	+0.11 ▲

Comments:

- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- ___ is someone I have immense respect for.   She is someone that I can turn to if I am having problems or concerns.   Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.
- I think she is an asset to the department.
- I would encourage her to rely on the documented minutes when she communicates decisions as a stop gap measure.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. Does whatever it takes (within reason) to get the job done.	15	3.53	100.0		47%	53%	
12. Gets the job done.	15	3.27	100.0		73%	27%	
13. Works quickly when faced with difficult problems.	15	3.33	100.0		67%	33%	
14. Is not afraid to take corrective action when necessary.	15	3.13	86.7	13%	60%	27%	
15. Makes effective decisions, even when under pressure.	15	3.07	80.0	20%	53%	27%	

Time Comparisons by Item

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

Item	2022	2023	Change
11. Does whatever it takes (within reason) to get the job done.	3.47	3.53	+0.06 ▲
12. Gets the job done.	3.47	3.27	-0.20 ▼
13. Works quickly when faced with difficult problems.	3.35	3.33	-0.02 ▼
14. Is not afraid to take corrective action when necessary.	3.18	3.13	-0.04 ▼
15. Makes effective decisions, even when under pressure.	3.00	3.07	+0.07 ▲

Comments:
- ___'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.
- ___ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- ___ has a Competency mindset.   She is always looking for how we as an organization and specifically her department can improve.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff.   There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- ___ is very good a 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 contrabutions to the department.
- 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.

Self 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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
16. Uses patience and self-control in working with customers and associates.	15	3.40	93.3	7%	47%	47%	
17. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.27	93.3	7%	60%	33%	
18. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	14	3.00	92.9	7%	79%	14%	
19. Steps away from a situation to process appropriate response.	15	3.47	100.0		53%	47%	
20. Consciously controls own negative emotions in order to keep team morale up.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

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

Item	2022	2023	Change	
16. Uses patience and self-control in working with customers and associates.	3.65	3.40	-0.25	▼
17. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.47	3.27	-0.20	▼
18. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.12	3.00	-0.12	▼
19. Steps away from a situation to process appropriate response.	3.59	3.47	-0.12	▼
20. Consciously controls own negative emotions in order to keep team morale up.	3.29	3.40	+0.11	▲

Comments:
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff.   The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- Improvement should come over time. There is potential which is present.
- She has helped make me a better manager through her actions and follow through.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- I appreciate the straight forward style of leadership ___ uses.
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.

Professional Development

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Seeks opportunities for continuous learning.	15	3.53	100.0		47%	53%	
22. Keep themselves up-to-date of technical/professional issues	15	3.00	80.0	20%	60%		20%
23. Contributing fully to the extent of their skills	15	2.87	80.0	20%	73%		7%
24. Encourages employees to take courses relevant to their job.	15	3.47	100.0		53%	47%	
25. Quickly acquire and apply new knowledge and skills when needed	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	2022	2023	Change
21. Seeks opportunities for continuous learning.	3.35	3.53	+0.18 ▲
22. Keep themselves up-to-date of technical/professional issues	3.00	3.00	
23. Contributing fully to the extent of their skills	2.88	2.87	-0.02 ▼
24. Encourages employees to take courses relevant to their job.	3.00	3.47	+0.47 ▲
25. Quickly acquire and apply new knowledge and skills when needed	3.76	3.67	-0.10 ▼

Comments:
- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- 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.
- There are two items above that will be part of my goals for the coming year.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. Excellent at managing time.	15	3.40	93.3	7%	47%		47%
27. Maintains self-control when personally criticized.	15	3.33	93.3	7%	53%		40%
28. Helps guide employees with prioritizing tasks.	15	3.53	100.0		47%	53%	
29. Functions well under stress, deadlines, and/or significant workloads.	15	3.67	100.0		33%	67%	
30. Stays focused even when under pressure and stress.	15	3.33	100.0		67%		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	2022	2023	Change
26. Excellent at managing time.	3.53	3.40	-0.13 ▼
27. Maintains self-control when personally criticized.	3.12	3.33	+0.22 ▲
28. Helps guide employees with prioritizing tasks.	3.41	3.53	+0.12 ▲
29. Functions well under stress, deadlines, and/or significant workloads.	3.59	3.67	+0.08 ▲
30. Stays focused even when under pressure and stress.	3.41	3.33	-0.08 ▼

Comments:
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.   Additionally, it illustrates her genuine commitment to the organization.
- ___ has continued to have some bumps this year along the lines of teamwork and collaboration.
- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- She is covering areas that she has not done for a long time or totally new to her so needs to learn these areas.
- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- ___ has great communication skills and is a dependable member of the team.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
31. Maintains costs and expenses within budget limits.	15	3.20	86.7	13%	53%		33%
32. Develops action items, workplans, timelines, and criteria for projects.	15	3.40	100.0		60%		40%
33. Develops performance measures for various aspects of the project.	15	3.20	86.7	13%	53%		33%
34. Inspires others to accomplish goals and objectives.	15	3.27	93.3	7%	60%		33%
35. Works with customers and clients to assess their needs and define project parameters.	15	3.00	80.0	20%	60%		20%

Time Comparisons by Item

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

Item	2022	2023	Change
31. Maintains costs and expenses within budget limits.	3.18	3.20	+0.02 ▲
32. Develops action items, workplans, timelines, and criteria for projects.	3.35	3.40	+0.05 ▲
33. Develops performance measures for various aspects of the project.	3.18	3.20	+0.02 ▲
34. Inspires others to accomplish goals and objectives.	2.88	3.27	+0.38 ▲
35. Works with customers and clients to assess their needs and define project parameters.	3.18	3.00	-0.18 ▼

Comments:
- ___ is great…She provides valuable insight/opinion when asked and easily makes decisions.
- As a leader, I can clearly see that ___ is open to growth as she is willing to have difficult conversations with the intent of strengthening the team.   I believe the areas that need improvement will develop in time, as she gains leadership experience and mentoring.
- Lean on team to help reduce burden and establish clear expectations.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- ___ is a solid performer knows her stuff.
- ___ has high expectations of herself and her employees.   She does an excellent job of managing the department.

Administrative Skill

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
36. Strong organizational skills to keep the workspace and department in order	15	3.20	93.3	7%	67%		27%
37. Accurately implements contract provisions.	15	3.27	93.3	7%	60%		33%
38. Enthusiastic about taking on challenging projects.	15	3.27	86.7	13%	47%		40%
39. Able to develop, justify and present a budget.	15	3.13	86.7	13%	60%		27%
40. Completes reports on-time.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2022	2023	Change
36. Strong organizational skills to keep the workspace and department in order	3.18	3.20	+0.02 ▲
37. Accurately implements contract provisions.	3.35	3.27	-0.09 ▼
38. Enthusiastic about taking on challenging projects.	3.24	3.27	+0.03 ▲
39. Able to develop, justify and present a budget.	3.59	3.13	-0.45 ▼
40. Completes reports on-time.	3.29	3.40	+0.11 ▲

Comments:
- ___'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase her strengths and [CompanyName] has not capitalized on them.
- There are two items above that will be part of my goals for the coming year.
- She has grown as a manager in the last few months and it shows.
- The only area I feel ___ needs improvement is that when she gives a project she often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.

Problem Solving

Level of Skill
The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
41. Solves problems using logic and insight.	15	3.33	93.3	7%	53%	40%	
42. Is a good problem solver and decision maker	15	3.33	93.3	7%	53%	40%	
43. Understands the root causes of problems.	15	3.13	86.7	13%	60%	27%	
44. Identifies and assesses all potential responses to a problem.	15	3.00	86.7	13%	73%	13%	
45. Effective in solving problems.	15	3.53	100.0		47%	53%	

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

Item	2022	2023	Change	
41. Solves problems using logic and insight.	3.29	3.33	+0.04	▲
42. Is a good problem solver and decision maker	3.41	3.33	-0.08	▼
43. Understands the root causes of problems.	3.35	3.13	-0.22	▼
44. Identifies and assesses all potential responses to a problem.	3.18	3.00	-0.18	▼
45. Effective in solving problems.	3.35	3.53	+0.18	▲

Comments:
- ___ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- She has grown as a manager in the last few months and it shows.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- Always conducts herself in a professional manner.
- Loyalty. Willingness to get it right.

Change 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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
46. Adopts changes to set and example for others to follow.	15	3.00	86.7	13%	73%		13%
47. Supports new initiatives for organizational changes to improve effectiveness.	15	3.20	93.3	7%	60%		33%
48. Addresses organizational and departmental resistance to changes.	15	3.20	93.3	7%	67%		27%
49. Supports the Company's efforts to implement changes.	15	3.40	93.3	7%	47%	47%	
50. Assists others in understanding changes to the organization.	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

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

Item	2022	2023	Change
46. Adopts changes to set and example for others to follow.	3.24	3.00	-0.24 ▼
47. Supports new initiatives for organizational changes to improve effectiveness.	3.00	3.20	+0.20 ▲
48. Addresses organizational and departmental resistance to changes.	3.18	3.20	+0.02 ▲
49. Supports the Company's efforts to implement changes.	3.35	3.40	+0.05 ▲
50. Assists others in understanding changes to the organization.	3.29	3.13	-0.16 ▼

Comments:
- ___ demonstrates a vast amount of knowledge and wisdom as a leader.
- ___ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- Is a great teammate and valuable resource for the company.   it is obvious she cares for the team
- She encourages individual   and professional improvement and provides educational opportunities.
- ___ is able to problem solve very well.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and 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?

- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- I think ___ is off to a very good start with the new division.   She is engaging key players and helping form vision with her leadership team.
- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- Has good intentions, but follow through needs more work.

What do you like best about working with this individual?

- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- ___ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- ___ works very well with other departments.

What do you like least about working with this individual?

- Does well in most technical skills and is willing to learn anything that is new
- ___ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition she has maintained an open line of communication and remained available to staff who have voiced concerns.
- ___ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff.   This helps in understanding the needs of our lab while developing teamwork within our system.   She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and 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.
- Our department continues to have a very low loss rate.
- ___ models teamwork; she is always wiling to go the extra mile to assist on a project or help a co-worker.

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

- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- Uses her people skills to change negative situations into positive.
- Positive attitude.
- Management skills progressing well with experience.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.

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

- Overall I think she does a great job and she is very approachable.
- ___ is very approachable and always willing to listen.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.
- Is encouraging to other leaders and offers feedback as appropriate.   Great to work with.

Any final comments?

- ___ has been an excellent assistant manager.
- I think at times her dedicaton to her team can sometimes come off like she is not thinking about a system perspective, I know that ___ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.
- ___ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- I cannot say if she challenges others.
- Collaboration with other departments and stakeholders is inconsistent.   When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor.   She seems hesitant to ask for feedback, review, or help.