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	2.37
Performance	2.33
Conflict Management	2.32
Emotional Intelligence	2.29
Teamwork	2.28
Passion To Learn	2.23
Analytical	2.21
Customer Focus	2.21
Clarity	2.07
Interpersonal Skills	2.05

1	2	3
Needs Development	Meets Standards	Definite Strength

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.

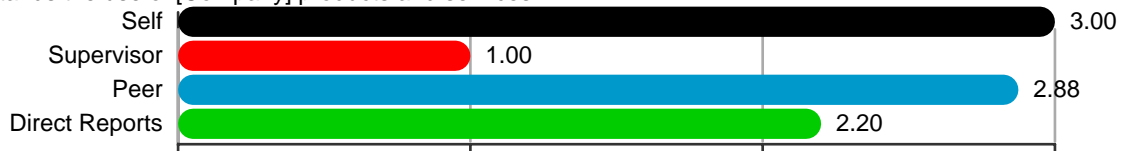| Dimension	How you see yourself and how others see you.	Gap
Emotional Intelligence	Self 2.00 / Other 2.31	0.31
Teamwork	Self 2.00 / Other 2.30	0.30
Company	Self 2.20 / Other 2.39	0.19
Conflict Management	Self 2.20 / Other 2.33	0.13
Interpersonal Skills	Self 2.00 / Other 2.06	0.06
Passion To Learn	Self 2.20 / Other 2.23	0.03
Analytical	Self 2.20 / Other 2.21	0.01
Customer Focus	Self 2.20 / Other 2.21	0.01
Performance	Self 2.40 / Other 2.33	0.07
Clarity	Self 2.20 / Other 2.06	0.14

1 — Needs Development   2 — Meets Standards   3 — Definite Strength

Company

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.42
Direct Reports	2.36

1   2   3
Needs Development   Meets Standards   Definite Strength

1. Understands how decisions impact other business units beyond their immediate department of work group.

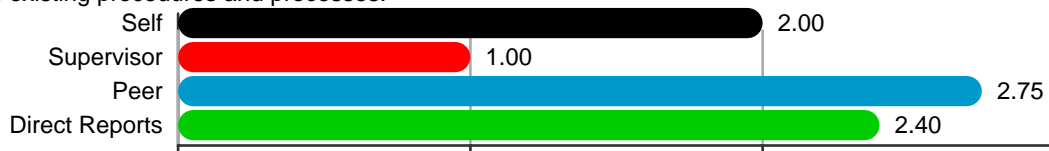|	
Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

2. Understands the use of [Company] products and services.

Self	3.00
Supervisor	1.00
Peer	2.88
Direct Reports	2.20

3. Impresses upon others the important aspects of [Company].

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.80

4. Follows existing procedures and processes.

Self	2.00
Supervisor	1.00
Peer	2.75
Direct Reports	2.40

5. Expresses loyalty and dedication to [Company] in interactions with others.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

1   2   3

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Understands how decisions impact other business units beyond their immediate department of work group.	15	2.27	33.3	7%	60%	33%
2. Understands the use of [Company] products and services.	15	2.53	73.3	20%	7%	73%
3. Impresses upon others the important aspects of [Company].	15	2.33	40.0	7%	53%	40%
4. Follows existing procedures and processes.	15	2.47	53.3	7%	40%	53%
5. Expresses loyalty and dedication to [Company] in interactions with others.	15	2.27	40.0	13%	47%	40%

Comments:
- She is the only manager in the department to help us when we are short.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- She lets us develop our own style and inspires us to do our best.
- Is a great teammate and valuable resource for the company.   it is obvious she cares for the team
- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.
- Is dedicated, selfless, trustworthy and focused on the big picture.

Teamwork

Summary Scores

Self	2.00
Supervisor	2.40
Peer	2.23
Direct Reports	2.40

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

6. Applies knowledge of team behavior to help achieve organizational goals and objectives.

Self	2.00
Supervisor	2.00
Peer	2.12
Direct Reports	2.20

7. Recognizes and respects the contributions and needs of each individual.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	1.80

8. Seeks and listens to other's contributions

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

9. Communicates a clear message that teamwork and collaboration are expected.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.60

10. Builds consensus and shares relevant information.

Self	2.00
Supervisor	1.00
Peer	2.38
Direct Reports	3.00

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Applies knowledge of team behavior to help achieve organizational goals and objectives.	15	2.13	33.3	20%	47%	33%
7. Recognizes and respects the contributions and needs of each individual.	15	2.07	26.7	20%	53%	27%
8. Seeks and listens to other's contributions	15	2.33	40.0	7%	53%	40%
9. Communicates a clear message that teamwork and collaboration are expected.	15	2.40	53.3	13%	33%	53%
10. Builds consensus and shares relevant information.	15	2.47	60.0	13%	27%	60%

Comments:
- She provided coaching and support to improve this individual's performance.
- I value ___'s insight, knowledge and assistance on complex issues.   She is a great team member.
- ___ is an excellent manager.
- Provides coaching for developing team leaders to help them meet their goals.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- ___ 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.
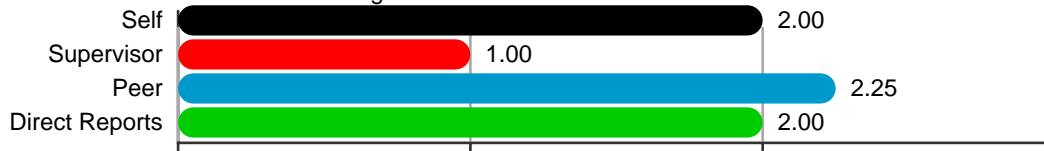
Passion To Learn

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.18
Direct Reports	2.32

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

11. Is committed to enhancing their own knowledge and skills.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.60

12. Enhances value to the company through additional training and development.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.80

13. Holds self and associates accountable for goal achievement.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.00

14. Constantly enhances product knowledge through experimentation and play.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.60

15. Takes initiative for own learning and development.

Self	3.00
Supervisor	2.00
Peer	2.29
Direct Reports	2.60

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 Development) to green (Definite Strength).

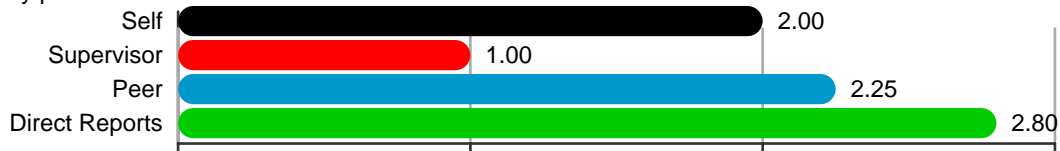| Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Is committed to enhancing their own knowledge and skills.	15	2.33	40.0	7%	53%	40%
12. Enhances value to the company through additional training and development.	15	2.07	20.0	13%	67%	20%
13. Holds self and associates accountable for goal achievement.	15	2.07	26.7	20%	53%	27%
14. Constantly enhances product knowledge through experimentation and play.	15	2.27	40.0	13%	47%	40%
15. Takes initiative for own learning and development.	14	2.43	50.0	7%	43%	50%

Comments:
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- ___ 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.
- ___'s leadership in finance and strategy is exemplary.   However, her ability to use her team and discuss direction is an area where she can improve.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.

Emotional Intelligence

Summary Scores

Self	2.00
Supervisor	2.20
Peer	2.29
Direct Reports	2.36

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

16. Accurately perceives the emotional reactions of others.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.80

17. Able to understand others' points of view.

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.00

18. Is able to manage their own emotions.

Self	2.00
Supervisor	3.00
Peer	1.71
Direct Reports	2.20

19. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.

Self	2.00
Supervisor	1.00
Peer	2.29
Direct Reports	2.40

20. Is able to control their own emotions.

Self	2.00
Supervisor	3.00
Peer	2.62
Direct Reports	2.40
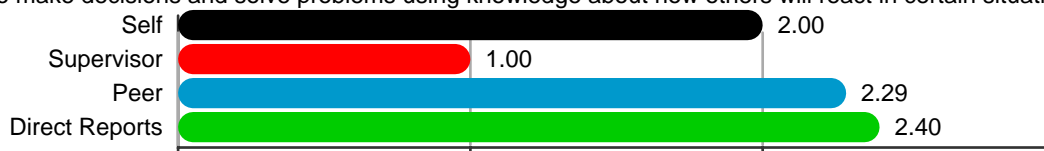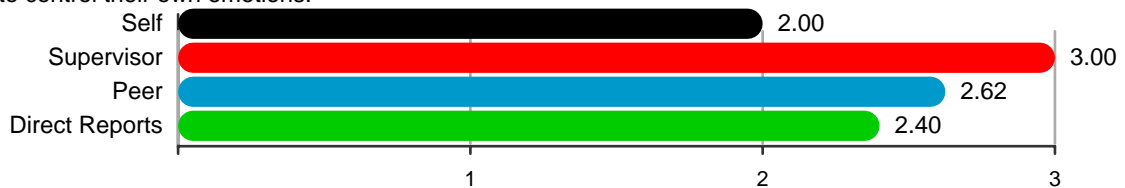
Level of Skill

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Accurately perceives the emotional reactions of others.	15	2.33	46.7	13%	40%	47%
17. Able to understand others' points of view.	15	2.33	40.0	7%	53%	40%
18. Is able to manage their own emotions.	14	2.00	14.3	14%	71%	14%
19. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	14	2.21	42.9	21%	36%	43%
20. Is able to control their own emotions.	15	2.53	60.0	7%	33%	60%

Comments:
- I've only had the pleasure of working with ___ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ___, your the best.
- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- ___ has the talent to use different Leadership styles to fit the situation.
- she understands where our opportunities for savings in the employee benefits plan may be.

Performance

Summary Scores

Self	2.40
Supervisor	2.60
Peer	2.25
Direct Reports	2.40

```
              1                    2                    3
     Needs Development      Meets Standards      Definite Strength
```

21. Effective in performing his/her job.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	3.00

22. Works effectively in the department.

Self	3.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

23. Effectively organizes resources and plans

Self	3.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

24. ...Produce Quality

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

25. ...Overall Performance

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.60

```
              1                    2                    3
```
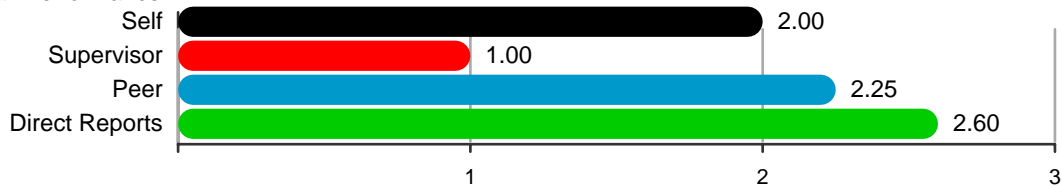
Level of Skill

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 Development) to green (Definite Strength).

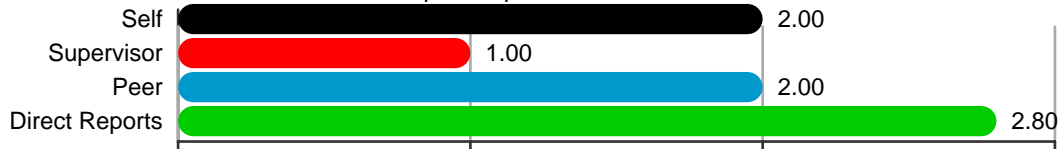| Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Effective in performing his/her job.	15	2.60	66.7	7%	27%	67%
22. Works effectively in the department.	15	2.33	40.0	7%	53%	40%
23. Effectively organizes resources and plans	15	2.07	20.0	13%	67%	20%
24. ...Produce Quality	15	2.40	53.3	13%	33%	53%
25. ...Overall Performance	15	2.27	53.3	27%	20%	53%

Comments:
- She has been a great addition to the department in this area.
- She recognizes strengths by allowing/encouraging her managers to form and shape their performance in accord with their talents.
- I feel as though I have a shared decision making relationship with ___ which makes me feel valued.   She supports me and values my opinion.
- ___ is a great mentor and leader for her team.   She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths.   ___ also helps her team recognize areas of improvement and works to improve those areas as well.
- ___ is thorough with her candidate screenings and really focuses on hiring for talent and experience.   I know what she expects from me.   She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- ___ continues to be a wonderful boss and mentor.

Analytical

Summary Scores

Self	2.20
Supervisor	1.80
Peer	2.17
Direct Reports	2.36

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

26. Analyzes issues and reduces them to their component parts.

Self	2.00
Supervisor	1.00
Peer	2.00
Direct Reports	2.80

27. Balances risks and costs with the rewards and probabilities of success when decisions.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.60

28. Asks the "right" questions to size up or evaluate situations.

Self	2.00
Supervisor	2.00
Peer	2.38
Direct Reports	2.80

29. Selects the appropriate techniques for analysis.

Self	3.00
Supervisor	2.00
Peer	2.38
Direct Reports	3.00

30. Identifies problems and issues needing resolution.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	1.60
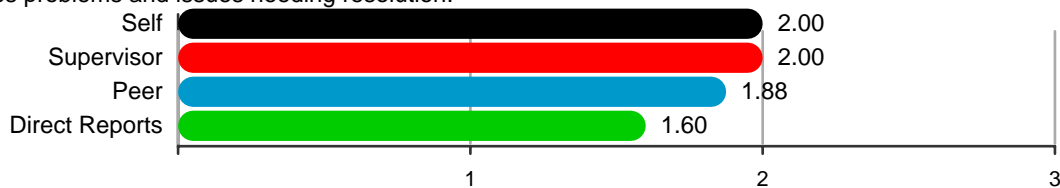
Level of Skill

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Analyzes issues and reduces them to their component parts.	15	2.20	33.3	13%	53%	33%
27. Balances risks and costs with the rewards and probabilities of success when decisions.	15	2.00	26.7	27%	47%	27%
28. Asks the "right" questions to size up or evaluate situations.	15	2.47	53.3	7%	40%	53%
29. Selects the appropriate techniques for analysis.	15	2.60	60.0		40%	60%
30. Identifies problems and issues needing resolution.	15	1.80	13.3	33%	53%	13%

Comments:
- I like ___, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- ___ is a "One of a kind" She is a great manager.
- I have not observed ___'s interaction with the members of her team. ___ consistently communicates openly in my interactions with her.
- I find her to be a stellar asset to our team at [CompanyName].
- ___ treats all employees with respect and in a very professional manner.
- She has really filled the role of interim manager for the department well.

Clarity

Summary Scores

	Self	Supervisor	Peer	Direct Reports
Score	2.20	2.80	1.77	2.36

1 Needs Development   2 Meets Standards   3 Definite Strength

31. Seeks to reduce ambiguity in messaging and documents.

	Self	Supervisor	Peer	Direct Reports
Score	2.00	3.00	1.75	2.60

32. Makes sure employees understand why they were given certain assignments.

	Self	Supervisor	Peer	Direct Reports
Score	2.00	3.00	1.88	2.40

33. Is clear about the roles and duties of team members.

	Self	Supervisor	Peer	Direct Reports
Score	3.00	3.00	1.62	2.40

34. Clearly explains responsibilities to individuals.

	Self	Supervisor	Peer	Direct Reports
Score	2.00	2.00	1.88	2.60

35. Maintains clarity in goals and objectives.

	Self	Supervisor	Peer	Direct Reports
Score	2.00	3.00	1.75	1.80

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Seeks to reduce ambiguity in messaging and documents.	15	2.13	33.3	20%	47%	33%
32. Makes sure employees understand why they were given certain assignments.	15	2.13	33.3	20%	47%	33%
33. Is clear about the roles and duties of team members.	15	2.07	33.3	27%	40%	33%
34. Clearly explains responsibilities to individuals.	15	2.13	26.7	13%	60%	27%
35. Maintains clarity in goals and objectives.	15	1.87	20.0	33%	47%	20%

Comments:
- ___ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.
- ___ continues to be a wonderful boss and mentor.
- Collaboration and dissemination of information and projects is something ___ does well.
- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group.   She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- Has the experience needed.

Interpersonal Skills

Summary Scores

	Score
Self	2.00
Supervisor	2.80
Peer	1.85
Direct Reports	2.24

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

36. Anticipates the concerns of other employees.

	Score
Self	2.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.00

37. Uses tact, compassion, and sensitivity in interactions with others.

	Score
Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.00

38. Adapts management style to meet the needs of the individual or situation.

	Score
Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.20

39. Is trusted by peers and co-workers; others are willing to confide in him/her

	Score
Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

40. Creates an atmosphere that supports the open expression of ideas

	Score
Self	2.00
Supervisor	2.00
Peer	1.75
Direct Reports	2.60
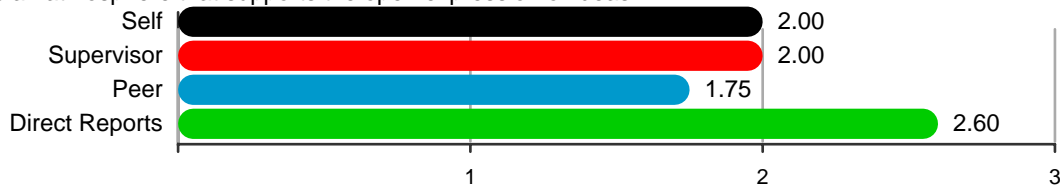
Level of Skill

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Anticipates the concerns of other employees.	15	1.87	20.0	33%	47%	20%
37. Uses tact, compassion, and sensitivity in interactions with others.	15	1.93	13.3	20%	67%	13%
38. Adapts management style to meet the needs of the individual or situation.	15	2.07	33.3	27%	40%	33%
39. Is trusted by peers and co-workers; others are willing to confide in him/her	15	2.33	33.3		67%	33%
40. Creates an atmosphere that supports the open expression of ideas	15	2.07	33.3	27%	40%	33%

Comments:
- I feel ___ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel she excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- She exceeded all of my expectations.   The outcome of this work was very successful, in great part to ___'s work.
- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.
- It has been a pleasure working with ___.   Her interactions with customers have improved over the last year.
- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- I really enjoy working with ___.   When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.

Customer Focus

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.08
Direct Reports	2.36

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

41. Develops strong customer relationships.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

42. Does not hesitate to address customer concerns or complaints.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

43. Maintains positive customer relationships.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.20

44. Ensures all customer commitments and requirements are met or exceeded.

Self	2.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.60

45. Consistently models positive customer service attitudes.

Self	3.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.60

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Develops strong customer relationships.	15	2.00	26.7	27%	47%	27%
42. Does not hesitate to address customer concerns or complaints.	15	2.13	33.3	20%	47%	33%
43. Maintains positive customer relationships.	15	2.20	40.0	20%	40%	40%
44. Ensures all customer commitments and requirements are met or exceeded.	15	2.20	26.7	7%	67%	27%
45. Consistently models positive customer service attitudes.	15	2.53	60.0	7%	33%	60%

Comments:
- ___ not only values and listens to her staff she also gives them the support they need.
- ___ is a wonderful partner.   She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- ___ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- ___ is a dynamic and busy individual. At times she over commits herself and then has to cancel her participation as she cannot be in two places at once.   It can inadertently give off the aura that she is not engaged in the project meeting that was missed.
- She will sit down with all parties involved before she makes a decision.
- She is a strong leader and it will make her even stronger to listen to her employees.   I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.

Conflict Management

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.20
Direct Reports	2.48

1	2	3
Needs Development	Meets Standards	Definite Strength

46. Clearly expresses expectations to others.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

47. Assists team members by helping them see the other point of view.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

48. Helps employees to think through alternative ways to resolve conflict situations.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

49. Discusses conflict situations with supervisor.

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.40

50. Deals effectively with employee grievances.

Self	3.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.80

1	2	3
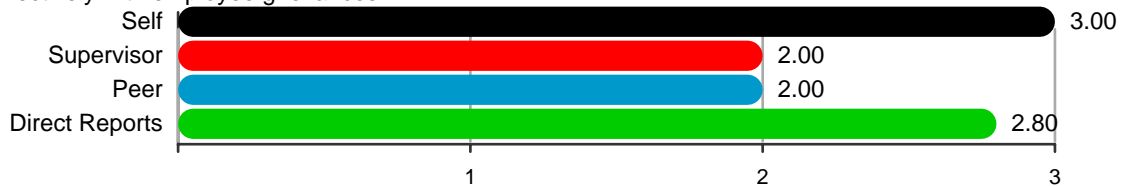
Level of Skill

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Clearly expresses expectations to others.	15	2.27	26.7		73%	27%
47. Assists team members by helping them see the other point of view.	15	2.13	26.7	13%	60%	27%
48. Helps employees to think through alternative ways to resolve conflict situations.	15	2.40	40.0		60%	40%
49. Discusses conflict situations with supervisor.	15	2.47	46.7		53%	47%
50. Deals effectively with employee grievances.	15	2.33	46.7	13%	40%	47%

Comments:
- Don't be afraid to ask questions when stuck on a task.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- One of the best supervisors that I have had.
- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.
- ___ is the consummate professional and pleasure to work with.
- ___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.

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?

- The work ___ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- ___ has certainly done great things at [CompanyName].   She was the perfect match for the community and the staff.   She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time.   She has been great at diagnosing the problems and finding solutions.   She is definietly the person to redirect the work of [CompanyName] and make it a viable entity.
- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- ___ 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.
- ___ is a new manager she has done a wonderful job, she is still in a learning curve and is still in the process of learning this role

What do you like best about working with this individual?

- ___ exemplifies all of these qualities.
- She works diligently with our supplier to ensure the inventory is cost effective.
- ___ works to hire only the best and encourages us to that same standard.   We are all learning about outcomes and ___ is able to tie it into our work so it makes sense.   She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- ___ is very professional in dealing with her peers and the staff.
- There are a lot of great features this system has to offer and ___ has challenges at times.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.

What do you like least about working with this individual?

- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- ___ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!

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

- ___ has great communication skills and is a dependable member of the team.
- ___ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- She holds herself to an even higher standard than she expects of her team, and that is respected throughout the organization.
- ___ has an impressive vision for the company.
- ___ is very friendly and expresses genuine care for the staff when she is present.
- She has incredible strengths in most of these areas.   I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.

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

- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- ___ continues to be a wonderful boss and mentor.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- She is a fantastic resource.

Any final comments?

- One of the best supervisors that I have had.
- She seems to be well respected from members of her own team as well.
- ___ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- I feel safe and comfortable going to her for any reason.   I am very glad to have her for a Director, and also as a partner and teammate.
- ___ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.