



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.

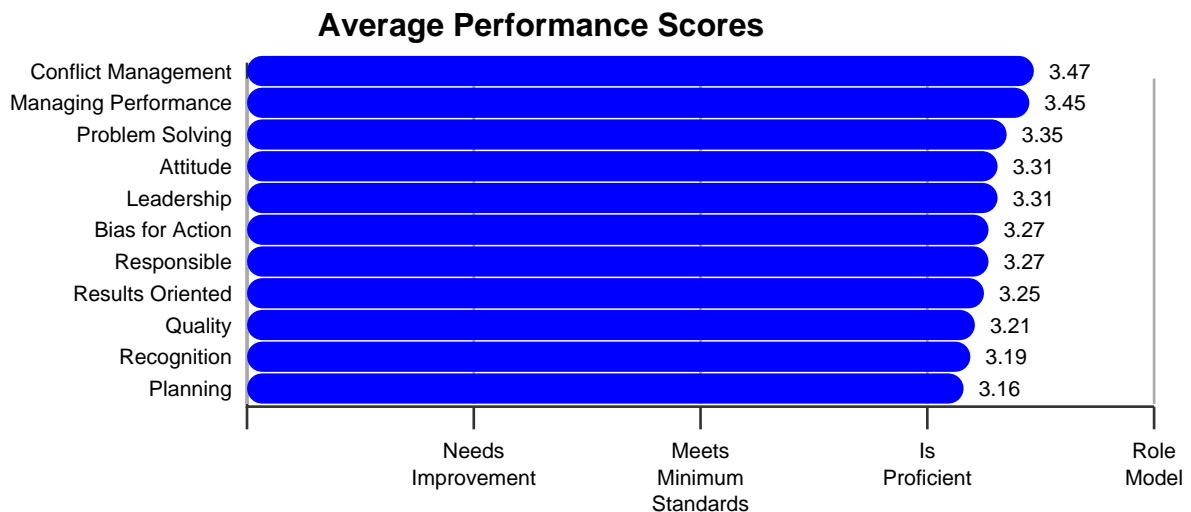
What to Do with Your Feedback

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 11 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.



Conflict Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Clearly expresses expectations to others.	15	3.20	93.3	7%	67%		27%
2. Tries to understand others' point of view before making judgments	15	3.87	100.0	13%	87%		
3. Discusses conflict situations with supervisor.	15	3.33	93.3	7%	53%		40%
4. Identifies and takes steps to prevent potential confrontations.	15	3.60	93.3	7%	27%	67%	
5. Deals effectively with employee grievances.	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. Clearly expresses expectations to others.	3.29	3.20	-0.09 ▼
2. Tries to understand others' point of view before making judgments	3.65	3.87	+0.22 ▲
3. Discusses conflict situations with supervisor.	3.18	3.33	+0.16 ▲
4. Identifies and takes steps to prevent potential confrontations.	3.41	3.60	+0.19 ▲
5. Deals effectively with employee grievances.	3.24	3.33	+0.10 ▲

Comments:

- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- She maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- Cannot think of anything
- She will sit down with all parties involved before she makes a decision.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Able to balance the needs of different people in a solution to a problem.	15	3.20	93.3	7%	60%	33%	
7. Actively seeks the root cause of a problem.	15	3.20	86.7	13%	53%	33%	
8. Effective in solving problems.	15	3.40	93.3	7%	47%	47%	
9. Ability to develop innovative solutions to problems.	15	3.47	93.3	7%	40%	53%	
10. Finds creative ways to get things done with limited resources.	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. Able to balance the needs of different people in a solution to a problem.	3.24	3.20	-0.04 ▼
7. Actively seeks the root cause of a problem.	3.41	3.20	-0.21 ▼
8. Effective in solving problems.	3.24	3.40	+0.16 ▲
9. Ability to develop innovative solutions to problems.	3.18	3.47	+0.29 ▲
10. Finds creative ways to get things done with limited resources.	3.35	3.47	+0.11 ▲

Comments:

- ___ leads by example.
- ___ 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.
- ___ has high expectation of staff, but provides the support needed for success. She is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.
- ___ listens to her staff and delegates responsibilities as appropriate.
- One of the best supervisors that I have had.

Bias for Action

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.53	100.0	47%	53%		
12. Displays high energy and enthusiasm on consistent basis.	15	3.27	100.0	73%	27%		
13. Motivates others to achieve or exceed goals	15	3.33	100.0	67%	33%		
14. Encourages risk taking and experimentation to improve performance	15	3.13	86.7	13%	60%	27%	
15. Identifies ways to simplify work processes and reduce cycle times	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. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.47	3.53	+0.06 ▲
12. Displays high energy and enthusiasm on consistent basis.	3.47	3.27	-0.20 ▼
13. Motivates others to achieve or exceed goals	3.35	3.33	-0.02 ▼
14. Encourages risk taking and experimentation to improve performance	3.18	3.13	-0.04 ▼
15. Identifies ways to simplify work processes and reduce cycle times	3.00	3.07	+0.07 ▲

Comments:

- Even tempered with a wealth of experience, she has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- I believe the team greatly values ___'s visionary capabilities and ideas, which is appropriate for a Vice President, but she is getting too involved in Director level tasks.
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- ___ is a team player and effective in her role.
- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.

Attitude

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.40	93.3	7%	47%	47%	
17. Treats all people fairly and with respect.	15	3.27	93.3	7%	60%	33%	
18. Contributes to a positive work environment.	14	3.00	92.9	7%	79%	14%	
19. Is gracious and professional in their interactions with others.	15	3.47	100.0		53%	47%	
20. Contributes to a positive and fun work environment.	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. Works to eliminate unnecessary work or barriers that get in others' way.	3.65	3.40	-0.25 ▼
17. Treats all people fairly and with respect.	3.47	3.27	-0.20 ▼
18. Contributes to a positive work environment.	3.12	3.00	-0.12 ▼
19. Is gracious and professional in their interactions with others.	3.59	3.47	-0.12 ▼
20. Contributes to a positive and fun work environment.	3.29	3.40	+0.11 ▲

Comments:

- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- She also works to build and maintain community connections with local law enforcement and other emergency responders.
- ___ makes a concerted effort to ensure that the right people are in the right jobs.
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- ___ is the right man for the job...there have been a couple of instances in which I feel that ___ has had tendency to lose staff or participants in her communication. To her merit, ___ will stop the conversation and clarify expectations or needs prior to moving forward.
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.

Leadership

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Able to align manpower, design work, an allocate tasks to achieve goals.	15	3.53	100.0	47%	53%		
22. Able to influence others.	15	3.00	80.0	20%	60%	20%	
23. Leads team to set goals, solve problems, and accomplish tasks.	15	2.87	80.0	20%	73%	7%	
24. Sets a high level of performance expectations and challenges others to do the same.	15	3.47	100.0	53%	47%		
25. Effectively leads others.	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. Able to align manpower, design work, an allocate tasks to achieve goals.	3.35	3.53	+0.18 ▲
22. Able to influence others.	3.00	3.00	
23. Leads team to set goals, solve problems, and accomplish tasks.	2.88	2.87	-0.02 ▼
24. Sets a high level of performance expectations and challenges others to do the same.	3.00	3.47	+0.47 ▲
25. Effectively leads others.	3.76	3.67	-0.10 ▼

Comments:

- ___ takes some time to process new ideas and often reacts before considering the facts. Once ___ has had time took think about discussions, she is willing to work with other departments and staff. She can be stubborn at times."
- I had the opportunity to work very closely with ___ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- ___ 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.
- She cares deeply for what she does and it shows.
- ___ is a true asset to [CompanyName].
- She challenges me every day to be my best and I appreciate that.

Managing Performance

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Ensures team members understand the department goals.	15	3.40	93.3	7%	47%	47%	
27. Ensures team members receive rewards for positive performance accomplishments.	15	3.33	93.3	7%	53%	40%	
28. Ensures employees understand how work is to be completed.	15	3.53	100.0		47%	53%	
29. Is consistent in disciplinary/corrective actions.	15	3.67	100.0		33%	67%	
30. Continuously measures performance and provides feedback to employees regularly.	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. Ensures team members understand the department goals.	3.53	3.40	-0.13 ▼
27. Ensures team members receive rewards for positive performance accomplishments.	3.12	3.33	+0.22 ▲
28. Ensures employees understand how work is to be completed.	3.41	3.53	+0.12 ▲
29. Is consistent in disciplinary/corrective actions.	3.59	3.67	+0.08 ▲
30. Continuously measures performance and provides feedback to employees regularly.	3.41	3.33	-0.08 ▼

Comments:

- I value and appreciate ___ very much.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- She is very supportive and easily approachable.
- I wish I had 5 more years to learn from ____. She teaches me with every interaction.
- Over the past year I've noticed that ___ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.
- She communicates clearly, and is always willing to listen attentively.

Quality

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Encourages employees to produce the best quality products.	15	3.20	86.7	13%	53%	33%	
32. Corrects issues in a timely manner.	15	3.40	100.0		60%	40%	
33. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	3.20	86.7	13%	53%	33%	
34. Encourages others to achieve high quality standards.	15	3.27	93.3	7%	60%	33%	
35. Reflects on what is working and what could be improved.	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. Encourages employees to produce the best quality products.	3.18	3.20	+0.02 ▲
32. Corrects issues in a timely manner.	3.35	3.40	+0.05 ▲
33. Analyze what occurred and re-adjusts accordingly when goals are not met.	3.18	3.20	+0.02 ▲
34. Encourages others to achieve high quality standards.	2.88	3.27	+0.38 ▲
35. Reflects on what is working and what could be improved.	3.18	3.00	-0.18 ▼

Comments:

- ___ is very knowledgeable, honest, and consistent in her leadership decisions.
- ___ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.
- ___ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- Having very minimum one-on-one discussion.
- ___ is the heart and soul of the pharmacy. She has great vision and she is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.

Results Oriented

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	3.20	93.3	7%	67%		27%
37. Inspires and motivates co-workers to be productive and energetic at work	15	3.27	93.3	7%	60%		33%
38. Works toward achievement of goals even when confronted with obstacles.	15	3.27	86.7	13%	47%		40%
39. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	3.13	86.7	13%	60%		27%
40. Helps others when free-time is available.	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. Encourages a high-energy, fun work environment and coaches others on how to do the same	3.18	3.20	+0.02 ▲
37. Inspires and motivates co-workers to be productive and energetic at work	3.35	3.27	-0.09 ▼
38. Works toward achievement of goals even when confronted with obstacles.	3.24	3.27	+0.03 ▲
39. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	3.59	3.13	-0.45 ▼
40. Helps others when free-time is available.	3.29	3.40	+0.11 ▲

Comments:

- She has been and is a mentor for me.
- ___ is a great director, knows her scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- I appreciate her helpful and cheerful outlook!
- ___ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- She is a great mentor and coach. I look forward to working with ___ as our division moves forward with helping the organization develop strategies around improving customer service and experience.

Responsible

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Sets a good example.	15	3.33	93.3	7%	53%	40%	
42. Sets a good example	15	3.33	93.3	7%	53%	40%	
43. Responsible for setting the vision of the department.	15	3.13	86.7	13%	60%	27%	
44. Is a person you can trust.	15	3.00	86.7	13%	73%	13%	
45. Sets high personal standards of performance.	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. Sets a good example.	3.29	3.33	+0.04 ▲
42. Sets a good example	3.41	3.33	-0.08 ▼
43. Responsible for setting the vision of the department.	3.35	3.13	-0.22 ▼
44. Is a person you can trust.	3.18	3.00	-0.18 ▼
45. Sets high personal standards of performance.	3.35	3.53	+0.18 ▲

Comments:

- She encourages individual and professional improvement and provides educational opportunities.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- ___ knows her work and knows the facility very well. ___ is sincere about doing good work, but at times struggles with communicating in objective manner.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- She is very supportive and easily approachable.

Recognition

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Makes people around them feel appreciated and valued.	15	3.00	86.7	13%	73%		13%
47. Reinforces and rewards employees for accomplishing necessary goals.	15	3.20	93.3	7%	60%		33%
48. Recognizes team members who offer a significant contribution to a project.	15	3.20	93.3	7%	67%		27%
49. Lets employees know when they have done well	15	3.40	93.3	7%	47%		47%
50. Is sincerely interested in the suggestions of co-workers	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. Makes people around them feel appreciated and valued.	3.24	3.00	-0.24 ▼
47. Reinforces and rewards employees for accomplishing necessary goals.	3.00	3.20	+0.20 ▲
48. Recognizes team members who offer a significant contribution to a project.	3.18	3.20	+0.02 ▲
49. Lets employees know when they have done well	3.35	3.40	+0.05 ▲
50. Is sincerely interested in the suggestions of co-workers	3.29	3.13	-0.16 ▼

Comments:

- Sometimes I feel like I need to check on ___ and make sure that read an email/understands that I need her input on a project.
- The role of interim director is new to ___ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.
- She encourages staff skill development and input to improve department processes
- ___ is a valued peer. I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.
- She has a calm demeanor and willingness to help with anything.
- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.

Planning

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
51. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	14	3.14	92.9	7%	71%		21%
52. Works in an organized manner	14	3.21	85.7	14%	50%		36%
53. Delegates role to team members to accomplish goals.	15	3.27	86.7	13%	47%		40%
54. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.13	86.7	13%	60%		27%
55. Able to identify the needs of the department before a major change.	15	3.07	86.7	13%	67%		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
51. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	3.24	3.14	-0.09 ▼
52. Works in an organized manner	3.06	3.21	+0.16 ▲
53. Delegates role to team members to accomplish goals.	3.59	3.27	-0.32 ▼
54. Able to look ahead (beyond the present) when addressing the work/needs of the department.	2.94	3.13	+0.19 ▲
55. Able to identify the needs of the department before a major change.	2.88	3.07	+0.18 ▲

Comments:

- ___ is the consummate professional and pleasure to work with.
- She uses the strengths of everyone around her to get the best solutions possible.
- ___'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the management teams that she partners with have great respect for her and value her input.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.
- She strives for self improvement and is heavily invested in the same for others.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.

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 was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- ___ is a new manager and it is clear that she wants to do well and engage her team.
- I would encourage her to rely on the documented minutes when she communicates decisions as a stop gap measure.
- I think ___ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- ___ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- She constantly asks for feedback and input to important decisions and genuinely listens and considers what her staff's opinions.

What do you like best about working with this individual?

- ___ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.
- I feel that ___ has skills that are underutilized because she is a content expert in one function of the organization; however, her skills are far beyond human resources and should be used to help push the organization forward.
- ___ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- I observe her coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- ___ is an excellent manager, our dept. is a good place to work with her as a boss
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that ___'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].

What do you like least about working with this individual?

- ___ continues to be a wonderful boss and mentor.
- She is a high energy individual, with a level of integrity that goes above and beyond.
- Our department continues to have a very low loss rate.
- We are very blessed to have ___ for our manager! Best one we've EVER had. We appreciate her very much.
- I think ___ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.

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

- You can count on ___ to give you the most honest feedback even if it is information you may not want to hear.
- ___ supports each security officer in such a way that you want to grow and improve in what you do.
- ___ excels at keeping in touch with all aspects of her, and our jobs.
- It has been a pleasure working with ____. Her interactions with customers have improved over the last year.
- I appreciate her perspective and guidance on a variety of things.
- Whenever ___ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if ___ was there). She also participated in interviews within my department and was a valuable member.

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

- Need to take in all opinions, not just those of employees who are not always truthful....
- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- When dealing with HR issues my HR business partner is always involved.
- ___ 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.
- ___ tends to hold things tight. I would like to see her allow staff more participation and use their knowledge as a resource. Not only would this free up some of her time but encourage staff growth.

- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!

Any final comments?

- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- She is an advocate for [CompanyName].
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- She is an outstanding manager.
- ___ has been excellent about obtaining feedback and our opinions about system and program changes.
- It has been a wonderful having ___ as our manager so far, the future looks brighter!