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.
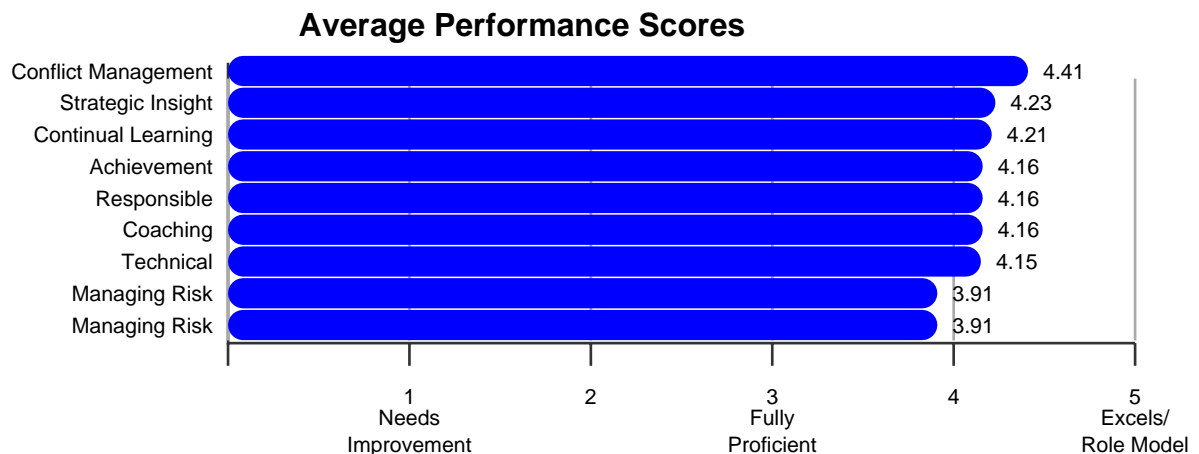
What to Do with Your Feedback

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.
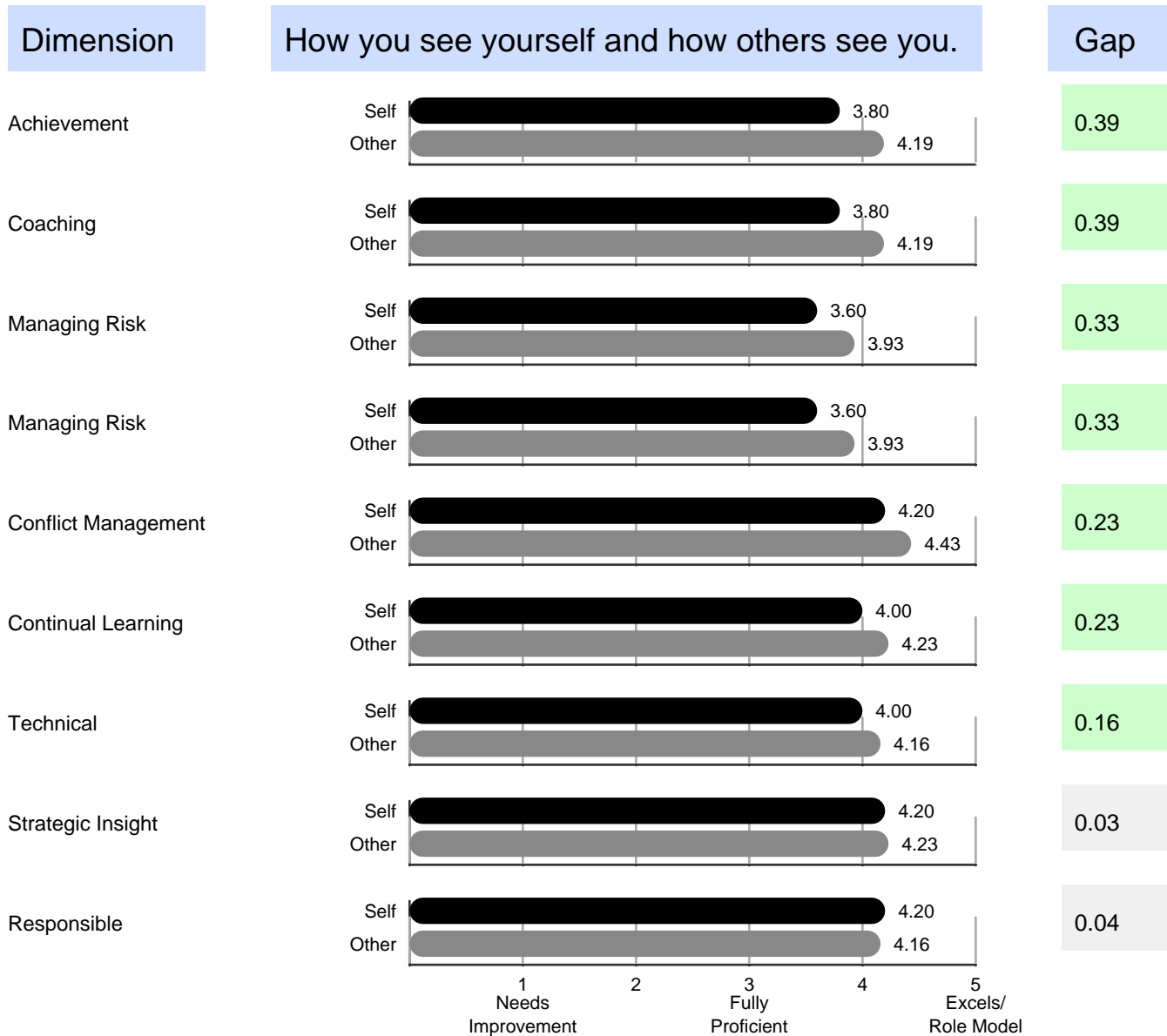
Summary

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 9 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
Conflict Management	4.41
Strategic Insight	4.23
Continual Learning	4.21
Achievement	4.16
Responsible	4.16
Coaching	4.16
Technical	4.15
Managing Risk	3.91
Managing Risk	3.91

Scale: 1 Needs Improvement — 3 Fully Proficient — 5 Excels/ 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
Achievement	Self 3.80 / Other 4.19	0.39
Coaching	Self 3.80 / Other 4.19	0.39
Managing Risk	Self 3.60 / Other 3.93	0.33
Managing Risk	Self 3.60 / Other 3.93	0.33
Conflict Management	Self 4.20 / Other 4.43	0.23
Continual Learning	Self 4.00 / Other 4.23	0.23
Technical	Self 4.00 / Other 4.16	0.16
Strategic Insight	Self 4.20 / Other 4.23	0.03
Responsible	Self 4.20 / Other 4.16	0.04

Scale:
1 Needs Improvement
3 Fully Proficient
5 Excels/ Role Model

Conflict Management

Summary Scores

Self	4.20
Supervisor	3.20
Peer	4.45
Direct Reports	4.64

1	2	3	4	5
Needs Improvement		Fully Proficient		Excels/ Role Model

1. Discusses conflict situations with supervisor.

Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	4.20

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

Self	5.00
Supervisor	4.00
Peer	4.88
Direct Reports	5.00

3. Identifies and takes steps to prevent potential confrontations.

Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	4.80

4. Clearly expresses expectations to others.

Self	4.00
Supervisor	3.00
Peer	4.50
Direct Reports	4.60

5. Deals effectively with employee grievances.

Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	4.60

1	2	3	4	5
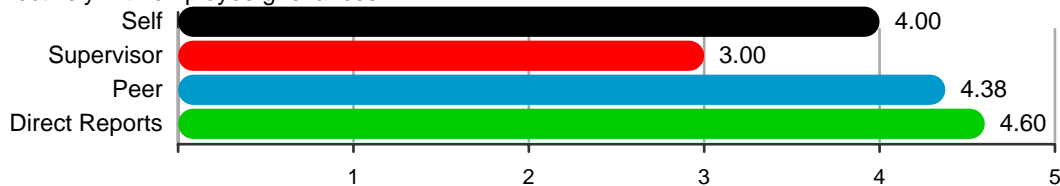
Level of Skill

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 (Excels/ Role Model).

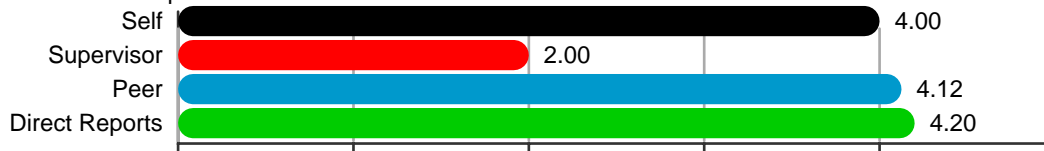| Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
1. Discusses conflict situations with supervisor.	15	4.20	93.3	7%	67%		27%
2. Assists team members by helping them see the other point of view.	15	4.87	100.0	13%	87%		
3. Identifies and takes steps to prevent potential confrontations.	15	4.27	93.3	7%	60%		33%
4. Clearly expresses expectations to others.	15	4.40	86.7	13%	33%		53%
5. Deals effectively with employee grievances.	15	4.33	93.3	7%	53%		40%

Comments:
- ___ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way ___ can.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- She's a very hard worker and always helping out when needed.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- ___ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.

Managing Performance

Summary Scores

Self	4.00
Supervisor	3.40
Peer	4.17
Direct Reports	4.64

1 Needs Improvement 2 3 Fully Proficient 4 5 Excels/ Role Model

6. Plans and sets work expectations.

Self	4.00
Supervisor	2.00
Peer	4.12
Direct Reports	4.20

7. Ensures employees understand how work is to be completed.

Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.40

8. Continuously measures performance and provides feedback to employees regularly.

Self	4.00
Supervisor	5.00
Peer	4.12
Direct Reports	4.60

9. Aligns individual and team goals with the organization's goals and objectives.

Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	5.00

10. Ensures employees understand the goals of the organization/department.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	5.00

1 2 3 4 5
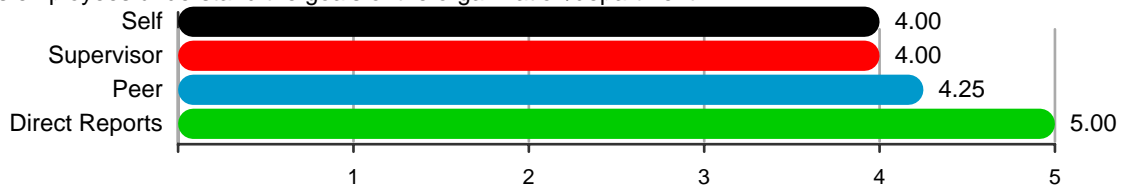
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Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
6. Plans and sets work expectations.	15	4.00	80.0	7% 13%		53%		27%
7. Ensures employees understand how work is to be completed.	15	4.07	80.0	20%		53%		27%
8. Continuously measures performance and provides feedback to employees regularly.	15	4.33	93.3	7%	47%		47%	
9. Aligns individual and team goals with the organization's goals and objectives.	15	4.47	93.3	7%	40%		53%	
10. Ensures employees understand the goals of the organization/department.	15	4.47	93.3	7%	40%		53%	

Comments:
- ___ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.
- ___ 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.
- ___ is committed to our organization and leads by example.
- 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.
- ___ does a great job at demonstrating the value of her team to the organization.
- She has been instrumental in facilitating communications between staff and managers.   Staff know that she is very supportive of them.

Achievement

Summary Scores

Self		3.80
Supervisor		3.60
Peer		4.21
Direct Reports		4.28

1 Needs Improvement   2   3 Fully Proficient   4   5 Excels/ Role Model

11. Is determined to complete tasks regardless of obstacles that may occur.

Self	4.00
Supervisor	5.00
Peer	4.38
Direct Reports	5.00

12. Driven to complete assignments on time.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.40

13. Is results oriented.

Self	4.00
Supervisor	4.00
Peer	4.38
Direct Reports	4.40

14. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.

Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	3.80

15. Establishes Specific Measurable Achievable Realistic and Timed (SMART) goals.

Self	3.00
Supervisor	2.00
Peer	3.86
Direct Reports	3.80

1   2   3   4   5
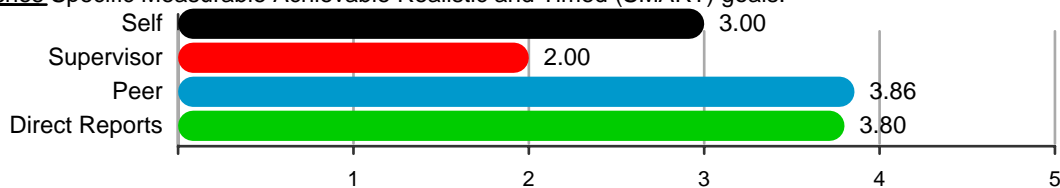
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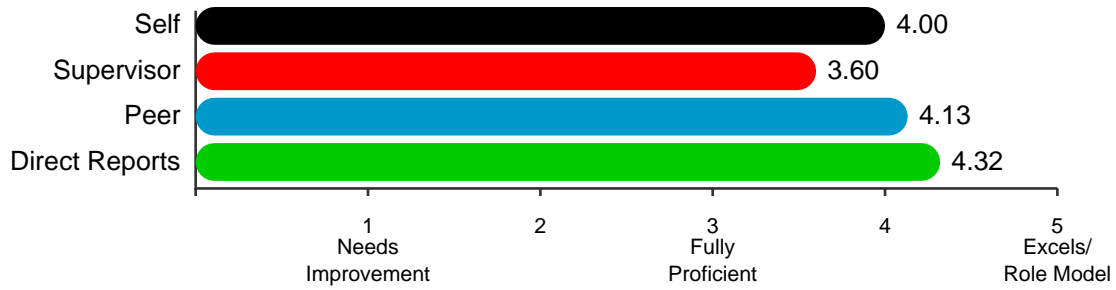
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Is determined to complete tasks regardless of obstacles that may occur.	15	4.60	100.0	40%	60%	
12. Driven to complete assignments on time.	15	4.27	100.0	73%		27%
13. Is results oriented.	15	4.33	100.0	67%		33%
14. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	15	3.93	73.3	27%	53%	20%
15. Establishes Specific Measurable Achievable Realistic and Timed (SMART) goals.	14	3.64	57.1	14%	29%	36%	21%

Comments:
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- ___ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- Very approachable.   Listens to problems and always willing to assist in coming up with solutions.
- She is willing to fill in with daily workload when we are short staffed.

Technical

Summary Scores

Self	4.00
Supervisor	3.60
Peer	4.13
Direct Reports	4.32

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        1          2          3          4          5
      Needs                 Fully                Excels/
   Improvement           Proficient          Role Model
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16. Willingly shares his/her technical expertise; sought out as resource by others

Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	5.00

17. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.

Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.20

18. Seeks information from others as needed.

Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.20

19. Demonstrates mastery of the technical competencies required in his/her work.

Self	4.00
Supervisor	4.00
Peer	4.43
Direct Reports	3.80

20. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices

Self	4.00
Supervisor	3.00
Peer	3.88
Direct Reports	4.40

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        1          2          3          4          5
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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 (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Willingly shares his/her technical expertise; sought out as resource by others	15	4.33	86.7	13%	40%		47%
17. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	4.27	93.3	7%	60%		33%
18. Seeks information from others as needed.	14	4.00	92.9	7%	86%		7%
19. Demonstrates mastery of the technical competencies required in his/her work.	14	4.14	85.7	7% 7%	50%		36%
20. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	4.00	66.7	7% 27%	27%		40%

Comments:
- She's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).
- ___ has excellent communication skills with both staff and her management team.
- She sometimes comes off as confused about organizational/operational direction.
- Become more aware of the impact you have on teammates.   Encourage the team to take ownership and lead instead of doing everything for everyone.
- 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.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.

Managing Risk

Summary Scores
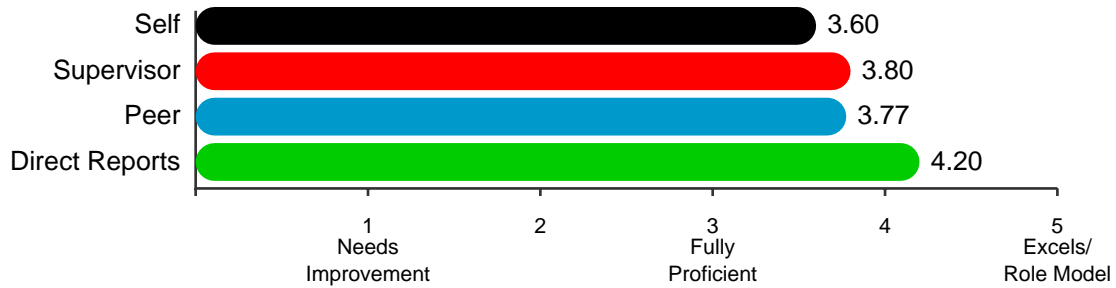
21. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.

22. Implements changes to reduce the chances of critical incidents in the future.
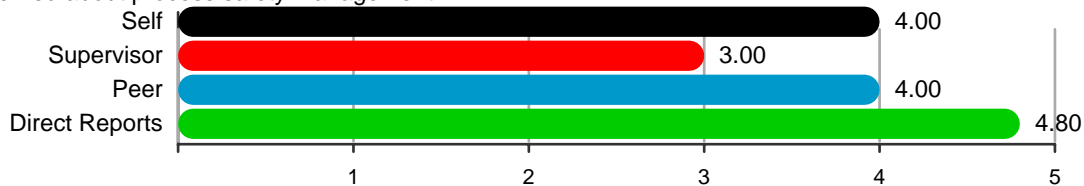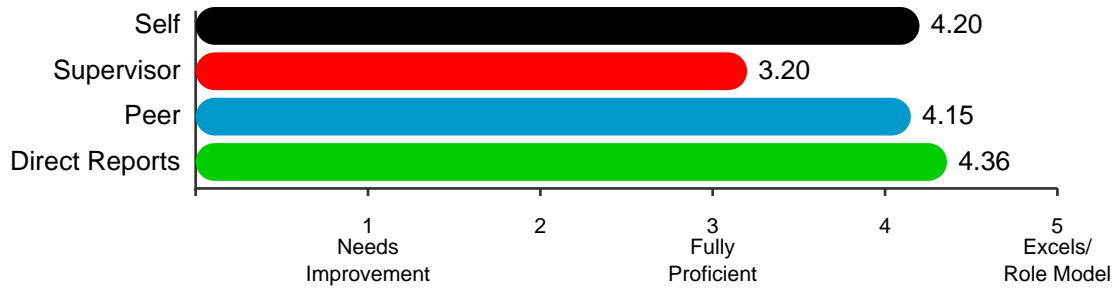

23. Is knowledgeable of standard risk management principles.

24. Offers training to reduce safety incidents in the workplace.

25. Is concerned about process safety management.

Level of Skill

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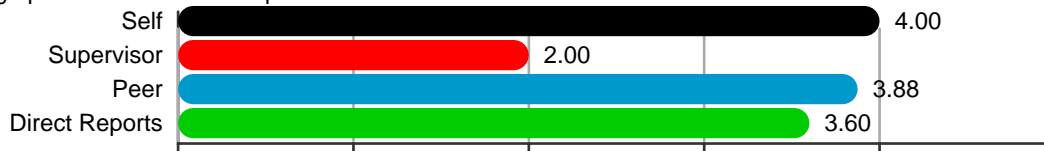| Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	15	4.00	66.7	13%	20%	20%	47%	
22. Implements changes to reduce the chances of critical incidents in the future.	15	3.47	53.3	13%	33%	47%		7%
23. Is knowledgeable of standard risk management principles.	15	3.60	66.7	13%	20%	60%		7%
24. Offers training to reduce safety incidents in the workplace.	15	4.27	86.7	7%	7%	40%	47%	
25. Is concerned about process safety management.	15	4.20	80.0	7%	13%	33%	47%	

Comments:
- ___ 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.
- More opportunities to share knowledge with the team.
- ___ has nothing but [CompanyName]'s best interest at heart.
- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.
- Information is given concisely at meetings, and her explanations of all information is very clear.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
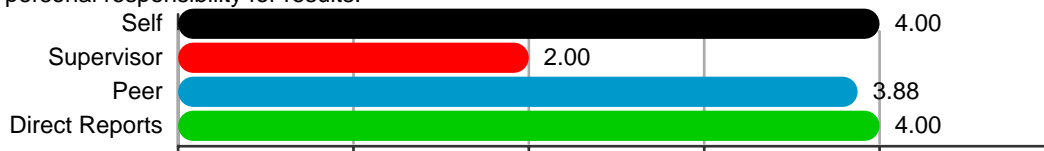
Responsible

Summary Scores

Self	4.20
Supervisor	3.20
Peer	4.15
Direct Reports	4.36

1 Needs Improvement   2   3 Fully Proficient   4   5 Excels/ Role Model

26. Sets high personal standards of performance.

Self	4.00
Supervisor	2.00
Peer	3.88
Direct Reports	3.60

27. ...takes personal responsibility for results.

Self	4.00
Supervisor	2.00
Peer	3.88
Direct Reports	4.00

28. Responsible for setting the vision of the department.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.60

29. Acts as a resource without removing individual responsibility.

Self	5.00
Supervisor	4.00
Peer	4.50
Direct Reports	5.00

30. Works in a way that makes others want to work with her/him.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.60

1   2   3   4   5
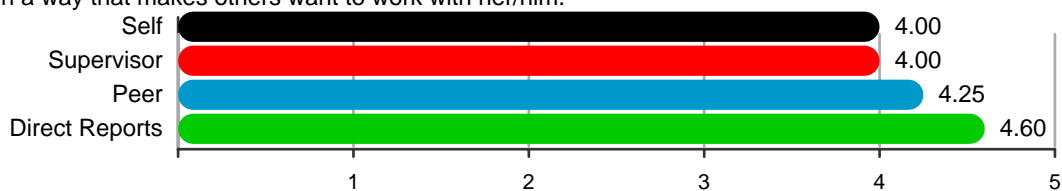
Level of Skill

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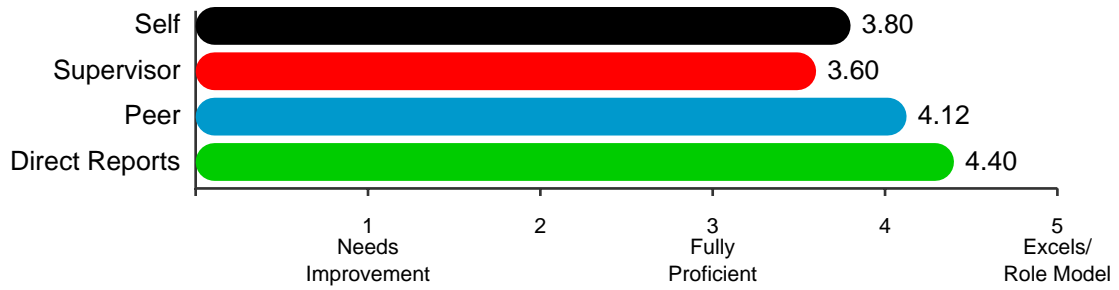
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
26. Sets high personal standards of performance.	15	3.67	66.7	20%	13%	47%	20%
27. ...takes personal responsibility for results.	15	3.80	73.3	20%	7%	47%	27%
28. Responsible for setting the vision of the department.	15	4.33	86.7	13%	40%		47%
29. Acts as a resource without removing individual responsibility.	15	4.67	100.0	33%		67%	
30. Works in a way that makes others want to work with her/him.	15	4.33	100.0	67%		33%	

Comments:
- I would encourage her to empathize with her team and show more of a calm, caring side.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- She has taken her team to the next level.
- Communication to staff has greatly improved.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- She is committed to modeling anything that she would like to see implemented in our work environment.
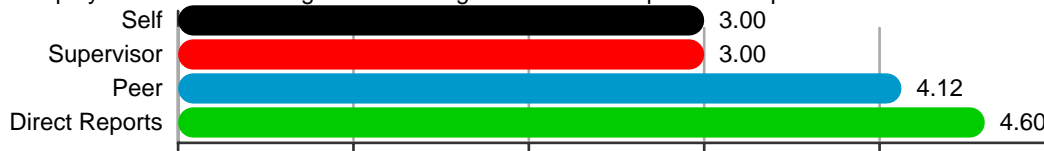
Coaching

Summary Scores

Self	3.80
Supervisor	3.60
Peer	4.12
Direct Reports	4.40

1 Needs Improvement   2   3 Fully Proficient   4   5 Excels/ Role Model

31. Conducts regular performance appraisals and feedback.

Self	4.00
Supervisor	3.00
Peer	4.25
Direct Reports	4.00

32. Addresses employee behavior problems effectively.

Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.80

33. Coaches employees in how to strengthen knowledge and skills to improve work performance.

Self	3.00
Supervisor	3.00
Peer	4.12
Direct Reports	4.60

34. Develops the skills and capabilities of others.

Self	4.00
Supervisor	4.00
Peer	4.00
Direct Reports	4.40

35. Helps employees to understand responsibilities, authority, and expectations.

Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.20

1   2   3   4   5
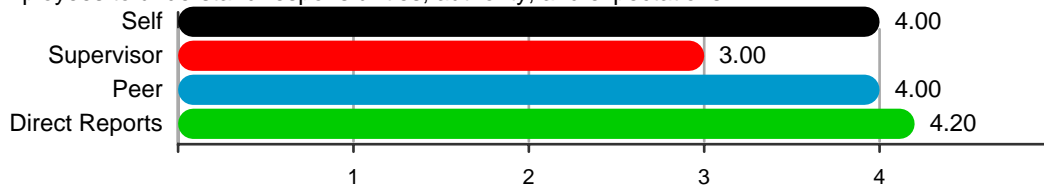
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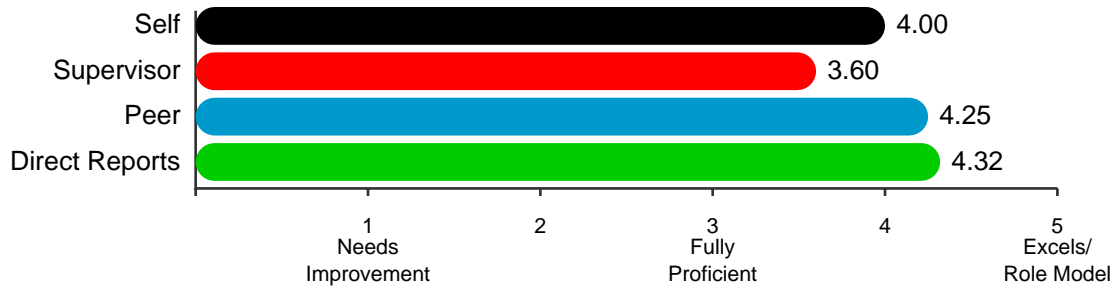
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
31. Conducts regular performance appraisals and feedback.	15	4.07	80.0	20%		53%		27%
32. Addresses employee behavior problems effectively.	15	4.47	100.0		53%		47%	
33. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	4.13	80.0	20%		47%		33%
34. Develops the skills and capabilities of others.	15	4.13	86.7	13%	60%			27%
35. Helps employees to understand responsibilities, authority, and expectations.	15	4.00	80.0	20%		60%		20%

Comments:

- ___ is a great leader and supports her staff.
- She has been a great addition to the department in this area.
- Provides coaching for developing team leaders to help them meet their goals.
- She is very collaborative and always attempts to work with others.
- 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.
- She has worked hard to understand people's strengths and what they need from her.
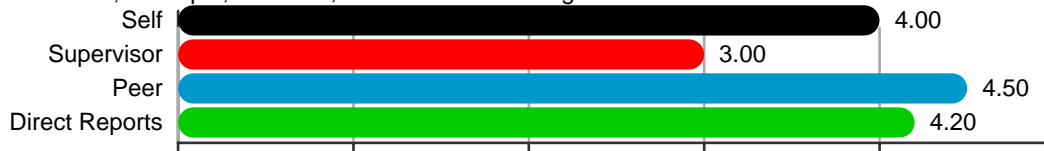
Continual Learning

Summary Scores

Self 4.00
Supervisor 3.60
Peer 4.25
Direct Reports 4.32

1 — Needs Improvement
3 — Fully Proficient
5 — Excels/ Role Model

36. Sets relevant learning objectives and goals.

Self 4.00
Supervisor 5.00
Peer 4.25
Direct Reports 4.40

37. Takes charge of their training and skills enhancement.

Self 4.00
Supervisor 3.00
Peer 4.00
Direct Reports 4.00

38. Grasps new ideas, concepts, technical, or business knowledge.

Self 4.00
Supervisor 3.00
Peer 4.50
Direct Reports 4.20

39. Pursues learning that will enhance job performance.

Self 4.00
Supervisor 3.00
Peer 4.38
Direct Reports 4.00

40. Shares best practices with others and learns from others.

Self 4.00
Supervisor 4.00
Peer 4.12
Direct Reports 5.00
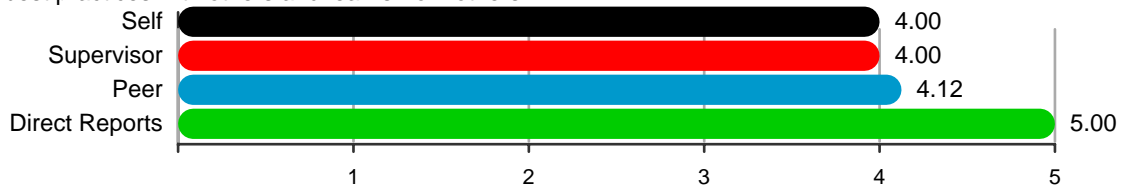
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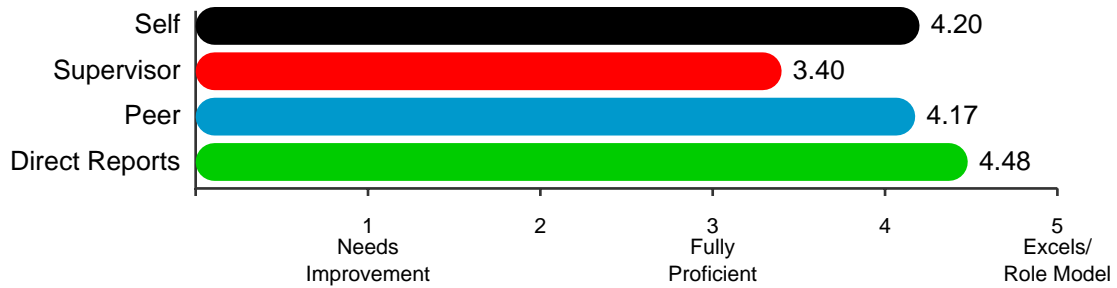
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
36. Sets relevant learning objectives and goals.	15	4.33	100.0		67%		33%
37. Takes charge of their training and skills enhancement.	15	3.93	80.0	13%	7%	53%	27%
38. Grasps new ideas, concepts, technical, or business knowledge.	15	4.27	86.7	13%	47%		40%
39. Pursues learning that will enhance job performance.	15	4.13	86.7	13%	60%		27%
40. Shares best practices with others and learns from others.	15	4.40	93.3	7%	47%		47%

Comments:

- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.

- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from ___ and her style of leadership.   Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of repsonsibility.

- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.

- Her view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.

- ___ has been particularly helpful to me as I transition into my new role.   She provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness

- She is becoming more comfortable to deliver critical feedback.

Strategic Insight

Summary Scores

Self				4.20
Supervisor			3.40	
Peer				4.17
Direct Reports				4.48

1
Needs
Improvement

2

3
Fully
Proficient

4

5
Excels/
Role Model

41. Communicates vision for the department and company.

Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	4.60

42. Formulates strategies and action plans to ensure successful completion of goals and objectives.

Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	4.60

43. Identifies potential problems before they become critical incidents.

Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	4.40

44. Analyzes unique issues or problems impacting the Company.

Self	4.00
Supervisor	4.00
Peer	3.88
Direct Reports	4.20

45. Analyzes records and reports to obtain insight into potential issues and trends.

Self	5.00
Supervisor	4.00
Peer	4.38
Direct Reports	4.60

1   2   3   4   5

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 (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
41. Communicates vision for the department and company.	15	4.33	93.3	7%	53%		40%	
42. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	4.20	80.0	20%	40%		40%	
43. Identifies potential problems before they become critical incidents.	15	4.13	86.7	13%	60%		27%	
44. Analyzes unique issues or problems impacting the Company.	15	4.00	86.7	13%	73%		13%	
45. Analyzes records and reports to obtain insight into potential issues and trends.	15	4.47	93.3	7%	40%		53%	

Comments:
- ___ is very knowledgeable, honest, and consistent in her leadership decisions.
- Has a very good attitude which makes it a pleasure working environment.   Stays organized and on top of most all issues that arise.
- She clearly assigns our responsibilities by our individual strengths.
- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- ___ has a strong knowledge base and willingly shares information.
- ___ is a respected leader and peer.   She manages her unit well and her staff appear to high regard for her as their leader.

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?

- ___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- ___ is able to manage an ever-changing work load.   Her time management has improved over the last year, to promote a work-life balance.
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate.   I always appreciate her candor and feedback.

What do you like best about working with this individual?

- ___ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- She includes appropriate people in her decisions and follows through on decisions made.
- She has always encouraged others and provided tools for the employee to do so.
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.
- She strives for self improvement and is heavily invested in the same for others.

What do you like least about working with this individual?

- ___ offers support to her managers in a style that is engaging, consistent, and motivating.
- ___ is not always open to new ideas or troubleshooting issue and workflows.   She does end up willing to review situations, it just sometimes takes some time.
- ___ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ___ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ___ without her bringing them before the team for discussion.
- ___ continually is analyzing our current states and identifying areas that we can improve.
- Don't know where we would be without her.
- ___ 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.

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

- 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.
- she is open and willing to share her vision for the team.
- ___ is an excellent leader.   She seeks input from everyone involved to solve an issue.
- ___ is an outstanding leader.   She offers great communication and staff allows know what is expected of them.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- Has a "go getter" attitude!

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

- Her professionalism is beyond reproach and she is fair and just.
- ___ is a great Manager.   She is extremely talented at what she does and invests a great amount of effort into developing her staff.   She is very supportive of staff growth, while also caring a great deal about each of her employees.
- ___ is a great leader. Her team has been through a lot of change. ___ is focused on building her team and helping them through the change.
- She has the ability to look at the system as a whole and make solid long range decisions.
- She also sees herself as a problem solver. The staff, however, experience being inundated with ideas and solutions that she presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- I think having ___ as a manager is one of the reasons I've been here 10 years.   She has given me great space to grow -- to make mistakes and learn from them.   She's taught me about budgets, evaluations, and policies, among other things.   She's encouraged my strengths and never pointed out my weakenesses (he must know I'm rather sensitive).   I have always enjoyed the times we've worked 1:1 together, that's when she's most engaged and focused on the specific issue before us.

Any final comments?

- ___ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- I really enjoy working with ___ and I respect her as a leader and role model.
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.