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.
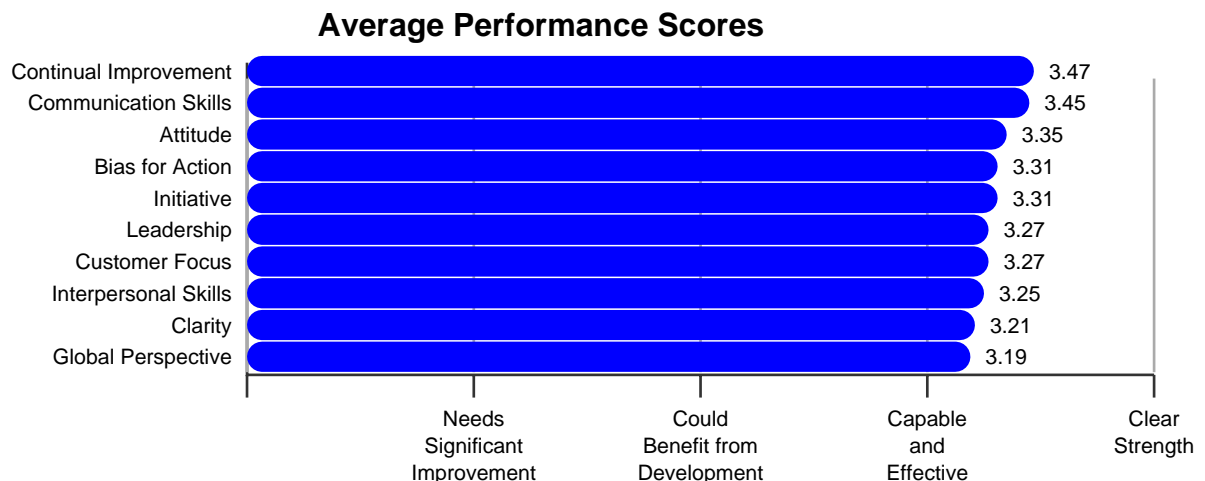
What to Do with Your Feedback

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
Continual Improvement	3.47
Communication Skills	3.45
Attitude	3.35
Bias for Action	3.31
Initiative	3.31
Leadership	3.27
Customer Focus	3.27
Interpersonal Skills	3.25
Clarity	3.21
Global Perspective	3.19

Scale: Needs Significant Improvement — Could Benefit from Development — Capable and Effective — Clear 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
Initiative	Self 2.60 / Other 3.36	0.76
Leadership	Self 2.80 / Other 3.30	0.50
Clarity	Self 2.80 / Other 3.24	0.44
Global Perspective	Self 2.80 / Other 3.21	0.41
Attitude	Self 3.00 / Other 3.37	0.37
Bias for Action	Self 3.00 / Other 3.33	0.33
Continual Improvement	Self 3.20 / Other 3.49	0.29
Communication Skills	Self 3.20 / Other 3.47	0.27
Interpersonal Skills	Self 3.00 / Other 3.27	0.27
Customer Focus	Self 3.20 / Other 3.27	0.07

1 Needs Significant Improvement 2 Could Benefit from Development 3 Capable and Effective 4 Clear Strength

Continual Improvement

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Looks for ways to expand current job responsibilities.	15	3.20	93.3	7%	67%		27%
2. Open to the suggestions from others.	15	3.87	100.0	13%	87%		
3. Analyzes processes to determine areas for improvement.	15	3.33	93.3	7%	53%		40%
4. Looks for ways to improve work processes and procedures.	15	3.60	93.3	7%	27%	67%	
5. Looks for ways to expand and learn new job skills.	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. Looks for ways to expand current job responsibilities.	3.29	3.20	-0.09 ▼
2. Open to the suggestions from others.	3.65	3.87	+0.22 ▲
3. Analyzes processes to determine areas for improvement.	3.18	3.33	+0.16 ▲
4. Looks for ways to improve work processes and procedures.	3.41	3.60	+0.19 ▲
5. Looks for ways to expand and learn new job skills.	3.24	3.33	+0.10 ▲

Comments:
- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- ___ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagment by setting the bar high. As an operational manager I respect ___ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have wittnessed in the last 30 years.
- ___ is very good a recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that ___ respects their abilities and contrabutions to the department.
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- Shows curiosity.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Builds open and trusting relationships.	15	3.20	93.3	7%	60%		33%
7. Shows by their actions that they trust in the positive intentions of others.	15	3.20	86.7	13%	53%		33%
8. Contributes to a positive and fun work environment.	15	3.40	93.3	7%	47%		47%
9. Is gracious and professional in their interactions with others.	15	3.47	93.3	7%	40%		53%
10. Contributes to a positive work environment.	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. Builds open and trusting relationships.	3.24	3.20	-0.04 ▼
7. Shows by their actions that they trust in the positive intentions of others.	3.41	3.20	-0.21 ▼
8. Contributes to a positive and fun work environment.	3.24	3.40	+0.16 ▲
9. Is gracious and professional in their interactions with others.	3.18	3.47	+0.29 ▲
10. Contributes to a positive work environment.	3.35	3.47	+0.11 ▲

Comments:
- She is organized, kind, and extremely approachable.
- Is a natural leader with her personality.   I believe more experience would make her a more effective leader.
- ___ is great to work with.   I really feel like I am a valued member of her team.   She values what I have to say and really listens.
- ___ is a great asset to our department.   She is always available when issues arise & help is needed to solve problems.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- ___ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Recognizes individual and team accomplishments and reward them appropriately.	15	3.53	100.0			47%	53%
12. Sets a high level of performance expectations and challenges others to do the same.	15	3.27	100.0			73%	27%
13. Takes ownership and accountability for results	15	3.33	100.0			67%	33%
14. Demonstrates leadership and courage in critical situations.	15	3.13	86.7		13%	60%	27%
15. Sets specific, measurable, and challenging goals.	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. Recognizes individual and team accomplishments and reward them appropriately.	3.47	3.53	+0.06	▲
12. Sets a high level of performance expectations and challenges others to do the same.	3.47	3.27	-0.20	▼
13. Takes ownership and accountability for results	3.35	3.33	-0.02	▼
14. Demonstrates leadership and courage in critical situations.	3.18	3.13	-0.04	▼
15. Sets specific, measurable, and challenging goals.	3.00	3.07	+0.07	▲

Comments:
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of her and areas that our work touches.
- 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.
- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.
- 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.
- ___ leads by example in each of the areas noted above.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	3.40	93.3	7%	47%		47%
17. Identifies ways to simplify work processes and reduce cycle times	15	3.27	93.3	7%	60%		33%
18. Encourages risk taking and experimentation to improve performance	14	3.00	92.9	7%	79%		14%
19. Displays high energy and enthusiasm on consistent basis.	15	3.47	100.0		53%		47%
20. Completes work on time	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2022	2023	Change
16. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.65	3.40	-0.25 ▼
17. Identifies ways to simplify work processes and reduce cycle times	3.47	3.27	-0.20 ▼
18. Encourages risk taking and experimentation to improve performance	3.12	3.00	-0.12 ▼
19. Displays high energy and enthusiasm on consistent basis.	3.59	3.47	-0.12 ▼
20. Completes work on time	3.29	3.40	+0.11 ▲

Comments:

- ___ is an excellent leader.   She seeks input from everyone involved to solve an issue.
- ___ has been in her new role a short time, but I already am appreciating the higher level of expectations she is setting and the groundwork for quality improvement
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- She has an open door policy and is available when needed.
- ___ 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.
- In my opinion, ___ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop ___.

Initiative

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Immediately works to complete goals well before their deadline.	15	3.53	100.0		47%	53%	
22. Seeks and utilizes opportunities for continuous learning and self-development.	15	3.00	80.0	20%	60%		20%
23. Takes the initiative to change the direction or course of events.	15	2.87	80.0	20%	73%		7%
24. Prepares for unexpected contingencies.	15	3.47	100.0		53%	47%	
25. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	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. Immediately works to complete goals well before their deadline.	3.35	3.53	+0.18 ▲
22. Seeks and utilizes opportunities for continuous learning and self-development.	3.00	3.00	
23. Takes the initiative to change the direction or course of events.	2.88	2.87	-0.02 ▼
24. Prepares for unexpected contingencies.	3.00	3.47	+0.47 ▲
25. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	3.76	3.67	-0.10 ▼

Comments:
- Need to take in all opinions, not just those of employees who are not always truthful....
- ___ has been instrumental in the working relationship of our department.
- She has an open door policy and is available when needed.
- Delegates often with little to no direction.
- Have persistence and tenacity
- ___ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.

Communication Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Is an effective communicator	15	3.40	93.3	7%	47%		47%
27. Listens to others' points of view with an open mind	15	3.33	93.3	7%	53%		40%
28. Communicates effectively with colleagues and customers	15	3.53	100.0		47%		53%
29. Delivers well-prepared, informed, poised and succinct presentations.	15	3.67	100.0		33%		67%
30. Checks for understanding throughout conversations or group presentations/discussions	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. Is an effective communicator	3.53	3.40	-0.13 ▼
27. Listens to others' points of view with an open mind	3.12	3.33	+0.22 ▲
28. Communicates effectively with colleagues and customers	3.41	3.53	+0.12 ▲
29. Delivers well-prepared, informed, poised and succinct presentations.	3.59	3.67	+0.08 ▲
30. Checks for understanding throughout conversations or group presentations/discussions	3.41	3.33	-0.08 ▼

Comments:
- She has grown as a manager in the last few months and it shows.
- Is reliable and keeps the team focused on the delivery of outcomes.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- ___'s management style is excellent.
- I appreciate ___'s reputation in the community and her advocation for the programs and initiatives implemented here at [CompanyName].
- ___ is a valuable manager in the Department. She is approachable for ideas and questions.   She contributes well as a team in meetings.

Clarity

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Clarifies problems and their causes to help employees correct them.	15	3.20	86.7	13%	53%		33%
32. Clearly explains the vision and goals of the company.	15	3.40	100.0		60%		40%
33. Is clear about goals that need to be achieved.	15	3.20	86.7	13%	53%		33%
34. Communicates with clarity and efficiency.	15	3.27	93.3	7%	60%		33%
35. Seeks to reduce ambiguity in messaging and documents.	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. Clarifies problems and their causes to help employees correct them.	3.18	3.20	+0.02 ▲
32. Clearly explains the vision and goals of the company.	3.35	3.40	+0.05 ▲
33. Is clear about goals that need to be achieved.	3.18	3.20	+0.02 ▲
34. Communicates with clarity and efficiency.	2.88	3.27	+0.38 ▲
35. Seeks to reduce ambiguity in messaging and documents.	3.18	3.00	-0.18 ▼

Comments:
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- Set clear expectations for others.
- Difficult to reach sometimes and often does not respond to messages at all.
- She can fall behind on projects without providing timely feedback.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- Brings an exorbitant amount of positive energy to the team.   It's very inspiring.

Interpersonal Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Adapts management style to meet the needs of the individual or situation.	15	3.20	93.3	7%	67%		27%
37. Uses tact, compassion, and sensitivity in interactions with others.	15	3.27	93.3	7%	60%		33%
38. Effectively manages conflicts by dealing with them directly and immediately	15	3.27	86.7	13%	47%		40%
39. Builds a strong rapport with co-workers.	15	3.13	86.7	13%	60%		27%
40. Creates an atmosphere that supports the open expression of ideas	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. Adapts management style to meet the needs of the individual or situation.	3.18	3.20	+0.02 ▲
37. Uses tact, compassion, and sensitivity in interactions with others.	3.35	3.27	-0.09 ▼
38. Effectively manages conflicts by dealing with them directly and immediately	3.24	3.27	+0.03 ▲
39. Builds a strong rapport with co-workers.	3.59	3.13	-0.45 ▼
40. Creates an atmosphere that supports the open expression of ideas	3.29	3.40	+0.11 ▲

Comments:
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.
- She supports each and every one of us and was very sensitive to how this was effecting every staff member.
- She is friendly, courteous, and kind all while being very professional.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- She always involves others in decisions ensuring a well rounded approach.
- ___ addresses questions/concerns quickly and listens to staffs' needs.

Customer Focus

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Develops strong customer relationships.	15	3.33	93.3	7%	53%		40%
42. Does not hesitate to address customer concerns or complaints.	15	3.33	93.3	7%	53%		40%
43. Ensures all customer commitments and requirements are met or exceeded.	15	3.13	86.7	13%	60%		27%
44. Maintains positive customer relationships.	15	3.00	86.7	13%	73%		13%
45. ...friendliness and courtesy	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. Develops strong customer relationships.	3.29	3.33	+0.04	▲
42. Does not hesitate to address customer concerns or complaints.	3.41	3.33	-0.08	▼
43. Ensures all customer commitments and requirements are met or exceeded.	3.35	3.13	-0.22	▼
44. Maintains positive customer relationships.	3.18	3.00	-0.18	▼
45. ...friendliness and courtesy	3.35	3.53	+0.18	▲

Comments:
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- 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].
- Sometimes difficult to understand what is being asked. Provide more clarity.
- ___ is committed to our organization and leads by example.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.

Global Perspective

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Able to work with others from different cultures and countries.	15	3.00	86.7	13%	73%		13%
47. Demonstrates a curiosity about diverse individuals and cultures.	15	3.20	93.3	7%	60%		33%
48. Creates an environment where individual differences are valued and supported.	15	3.20	93.3	7%	67%		27%
49. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	15	3.40	93.3	7%	47%		47%
50. Able to listen and understand others and discuss issues in a respectful way.	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. Able to work with others from different cultures and countries.	3.24	3.00	-0.24	▼
47. Demonstrates a curiosity about diverse individuals and cultures.	3.00	3.20	+0.20	▲
48. Creates an environment where individual differences are valued and supported.	3.18	3.20	+0.02	▲
49. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	3.35	3.40	+0.05	▲
50. Able to listen and understand others and discuss issues in a respectful way.	3.29	3.13	-0.16	▼

Comments:
- ___ takes pride in her department. Her follow through is excellent. ___ leads be example.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- The work ___ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- ___ is a intricate part of the team.   She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.
- She strives to raise the bar everyday to improve our processes to best serve our customers.

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?

- Having very minimum one-on-one discussion.
- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- ___ 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.
- She is a very diligent hard worker.
- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.
- Resist the urge to take on everything.   Reduce over-promising and increase decentralized command.

What do you like best about working with this individual?

- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.
- She leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- ___ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- A great addition to the team.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.

What do you like least about working with this individual?

- ___ is a wonderful collaborator and leader.   It is a treat to be able to work with her.
- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- ___ has an incredible vision for our organization's strategy and improvement efforts.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.
- She is respectful of the people she works with regardless of the level in the organization.

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

- By looking outward and focusing on the needs of our community as well as best practices in other organizations, she aims to meet the needs of our customers and staff both today and in our future.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- She is open to suggestions given her that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to her attention.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- ___ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- ___ 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.

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

- I have also had the pleasure of partnering with ___ in our Core Competency leader learning.   ___ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- When there are any issues, I can take them to ___ and together we are able to work out the issues.
- Is empathetic, understanding, and dependable.
- ___ is a respected leader and peer.   She manages her unit well and her staff appear to high regard for her as their leader.
- ___ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.

- ___ analyzes all situations before making a decision.

Any final comments?

- She is, quite simply, the best boss I've ever had.
- When in need, she picks the appropriate person to conquer a task or assignment.   She delegates well and seems to know who best to direct projects, questions and or initiatives to.
- ___'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- She tends to have self doubt at times, as we all do.   But she   is working on her confidence, and absolutely growing as a person.
- Good leadership style.
- ___ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.