



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.

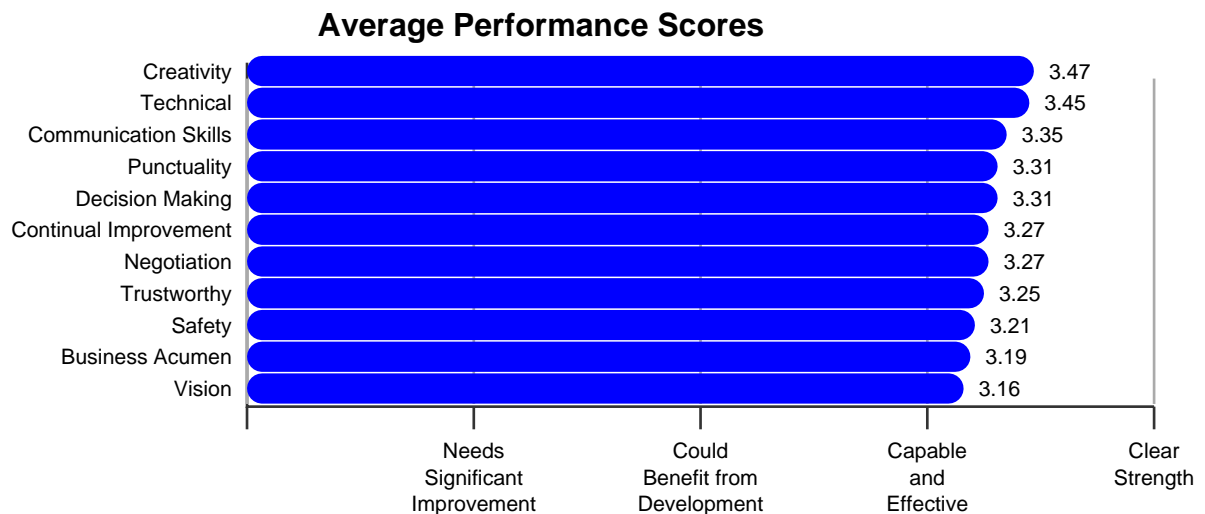
What to Do with Your Feedback

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.



Creativity

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. Develops solutions to challenging problems.	15	3.20	93.3	7%	67%		27%
2. Creates a lot of new ideas.	15	3.87	100.0	13%	87%		
3. Adds value to the department/organization.	15	3.33	93.3	7%	53%		40%
4. Inspires creativity in their team.	15	3.60	93.3	7%	27%	67%	
5. Is creative and inspirational.	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	2023	2024	Change
1. Develops solutions to challenging problems.	3.29	3.20	-0.09 ▼
2. Creates a lot of new ideas.	3.65	3.87	+0.22 ▲
3. Adds value to the department/organization.	3.18	3.33	+0.16 ▲
4. Inspires creativity in their team.	3.41	3.60	+0.19 ▲
5. Is creative and inspirational.	3.24	3.33	+0.10 ▲

Comments:

- 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.
- ___'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase her strengths and [CompanyName] has not capitalized on them.
- She stays in her office, and is largely oblivious to the daily activities of customer service.
- I think she is an asset to the department.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- 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].

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
6. An effective listener who is responsive to information needs.	15	3.20	93.3	7%	60%	33%	
7. Communicates with department leadership	15	3.20	86.7	13%	53%	33%	
8. Able to deliver presentations.	15	3.40	93.3	7%	47%	47%	
9. Communicates effectively with all levels of the organization.	15	3.47	93.3	7%	40%	53%	
10. Presents issues, ideas, and strategy concisely and clearly.	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	2023	2024	Change
6. An effective listener who is responsive to information needs.	3.24	3.20	-0.04 ▼
7. Communicates with department leadership	3.41	3.20	-0.21 ▼
8. Able to deliver presentations.	3.24	3.40	+0.16 ▲
9. Communicates effectively with all levels of the organization.	3.18	3.47	+0.29 ▲
10. Presents issues, ideas, and strategy concisely and clearly.	3.35	3.47	+0.11 ▲

Comments:

- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (___) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likly to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- I admire her ability to think constructively and to always wanting to make sure what she is doing is the right thing and yet open to small tests of change, when warranted.
- ___ strives to be professional with each and every interaction and I think inspires confidence.
- I would encourage her to empathize with her team and show more of a calm, caring side.
- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- Resources are managed carefully with input sought and considered before applying those resources.

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
11. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.53	100.0	47%	53%		
12. Looks for ways to expand and learn new job skills.	15	3.27	100.0	73%	27%		
13. Looks for ways to expand current job responsibilities.	15	3.33	100.0	67%	33%		
14. Analyzes processes to determine areas for improvement.	15	3.13	86.7	13%	60%	27%	
15. Looks for ways to improve work processes and procedures.	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	2023	2024	Change
11. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.47	3.53	+0.06 ▲
12. Looks for ways to expand and learn new job skills.	3.47	3.27	-0.20 ▼
13. Looks for ways to expand current job responsibilities.	3.35	3.33	-0.02 ▼
14. Analyzes processes to determine areas for improvement.	3.18	3.13	-0.04 ▼
15. Looks for ways to improve work processes and procedures.	3.00	3.07	+0.07 ▲

Comments:

- ___ has supported me through some tough contract negotiations and she is the consummate professional.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- She is decisive about budgets, emergency preparedness, and safety.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.

Punctuality

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. Maintains an efficient schedule of activities.	15	3.40	93.3	7%	47%	47%	
17. Arrives to meetings on time.	15	3.27	93.3	7%	60%	33%	
18. Starts the workday when scheduled.	14	3.00	92.9	7%	79%	14%	
19. Responds to requests for information in a timely manner.	15	3.47	100.0		53%	47%	
20. Avoids making personal phone calls during working hours.	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	2023	2024	Change
16. Maintains an efficient schedule of activities.	3.65	3.40	-0.25 ▼
17. Arrives to meetings on time.	3.47	3.27	-0.20 ▼
18. Starts the workday when scheduled.	3.12	3.00	-0.12 ▼
19. Responds to requests for information in a timely manner.	3.59	3.47	-0.12 ▼
20. Avoids making personal phone calls during working hours.	3.29	3.40	+0.11 ▲

Comments:

- ___ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her with some feeling of success. While it is true that not everything can be important if everything IS important, ___ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. ___ has a solid reputation for being a direct communicator and her opinion is respected in our group.
- She is willing to fill in with daily workload when we are short staffed.
- ___ 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 provided coaching and support to improve this individual's performance.
- ___ continues to develop her knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- ___ is a very positive addition to our Management team.

Decision Making

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. Makes decisions independently (without having to be told what or how).	15	3.53	100.0	47%	53%		
22. Willing to change their strategy if new information arises.	15	3.00	80.0	20%	60%	20%	
23. Decides which short- and long-term goals should be created.	15	2.87	80.0	20%	73%	7%	
24. Makes decisions that support the department's goals and objectives.	15	3.47	100.0	53%	47%		
25. Weighs the pros and cons of decisions.	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	2023	2024	Change
21. Makes decisions independently (without having to be told what or how).	3.35	3.53	+0.18 ▲
22. Willing to change their strategy if new information arises.	3.00	3.00	
23. Decides which short- and long-term goals should be created.	2.88	2.87	-0.02 ▼
24. Makes decisions that support the department's goals and objectives.	3.00	3.47	+0.47 ▲
25. Weighs the pros and cons of decisions.	3.76	3.67	-0.10 ▼

Comments:

- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- ___ is great about approaching and including staff input with decision making within the department.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- The only area with which she struggles is the need for relationship building with staff she supervises. I know she understands the reason for this and has been working on developing a better approach.
- ___ is an outstanding manager.

Technical

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. Willingly shares his/her technical expertise; sought out as resource by others	15	3.40	93.3	7%	47%	47%	
27. Demonstrates mastery of the technical competencies required in his/her work.	15	3.33	93.3	7%	53%	40%	
28. Willingly shares information and expertise; sought out as resource by others	15	3.53	100.0		47%	53%	
29. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.67	100.0	33%		67%	
30. Knows how to produce high quality products/work.	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	2023	2024	Change
26. Willingly shares his/her technical expertise; sought out as resource by others	3.53	3.40	-0.13 ▼
27. Demonstrates mastery of the technical competencies required in his/her work.	3.12	3.33	+0.22 ▲
28. Willingly shares information and expertise; sought out as resource by others	3.41	3.53	+0.12 ▲
29. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.59	3.67	+0.08 ▲
30. Knows how to produce high quality products/work.	3.41	3.33	-0.08 ▼

Comments:

- She consistently helps us in problem solving a variety of issues.
- ___'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase her strengths and [CompanyName] has not capitalized on them.
- She exhibits vision, compassion and high integrity in all of her work.
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- In her role as a director, I have seen ___ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.

Safety

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. Ensures compliance with safety regulations.	15	3.20	86.7	13%	53%	33%	
32. Participates in safety training when available.	15	3.40	100.0		60%	40%	
33. Participates in safety training as applicable.	15	3.20	86.7	13%	53%	33%	
34. Develops a sustainable safety culture.	15	3.27	93.3	7%	60%	33%	
35. Seeks to reduce the likelihood of accidents.	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	2023	2024	Change
31. Ensures compliance with safety regulations.	3.18	3.20	+0.02 ▲
32. Participates in safety training when available.	3.35	3.40	+0.05 ▲
33. Participates in safety training as applicable.	3.18	3.20	+0.02 ▲
34. Develops a sustainable safety culture.	2.88	3.27	+0.38 ▲
35. Seeks to reduce the likelihood of accidents.	3.18	3.00	-0.18 ▼

Comments:

- Even though she is part-time, I don't like the minimal face-to-face exposure.
- She lets us develop our own style and inspires us to do our best.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- She knows her subject matter!
- This has been a challenging year for ___ and her team. Through it all, she was dedicated to the organization and never shirked her duties.

Trustworthy

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. Builds and maintains the trust of others.	15	3.20	93.3	7%	67%		27%
37. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.27	93.3	7%	60%		33%
38. Delivers on promises made.	15	3.27	86.7	13%	47%		40%
39. Takes ownership, delivers on commitments	15	3.13	86.7	13%	60%		27%
40. Demonstrates congruence between statements and actions.	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	2023	2024	Change
36. Builds and maintains the trust of others.	3.18	3.20	+0.02 ▲
37. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.35	3.27	-0.09 ▼
38. Delivers on promises made.	3.24	3.27	+0.03 ▲
39. Takes ownership, delivers on commitments	3.59	3.13	-0.45 ▼
40. Demonstrates congruence between statements and actions.	3.29	3.40	+0.11 ▲

Comments:

- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.
- She knows what her customers needs and seeks to find the best individual to fill those roles.
- ___ 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.
- ___ is a solid performer knows her stuff.
- I appreciate ___'s willingness to share her knowledge with our team.
- ___ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about ___ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.

Negotiation

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. Influences others through rational argument and persuasion.	15	3.33	93.3	7%	53%	40%	
42. Conducts necessary preparations before engaging in negotiations.	15	3.33	93.3	7%	53%	40%	
43. Able to say "no" when it is essential to maintaining quality and high standards.	15	3.13	86.7	13%	60%	27%	
44. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	15	3.00	86.7	13%	73%	13%	
45. Establishes clear communications to avoid misunderstandings.	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	2023	2024	Change
41. Influences others through rational argument and persuasion.	3.29	3.33	+0.04 ▲
42. Conducts necessary preparations before engaging in negotiations.	3.41	3.33	-0.08 ▼
43. Able to say "no" when it is essential to maintaining quality and high standards.	3.35	3.13	-0.22 ▼
44. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	3.18	3.00	-0.18 ▼
45. Establishes clear communications to avoid misunderstandings.	3.35	3.53	+0.18 ▲

Comments:

- She supports each and every one of us and was very sensitive to how this was effecting every staff member.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- ___ is always willing and routinely seeks opportunities to work with other departments.
- Completes variance analysis and identifies corrective actions.
- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.

Business Acumen

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. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.00	86.7	13%	73%		13%
47. Understands impacts of domestic & global market events & issues.	15	3.20	93.3	7%	60%		33%
48. Can effectively interpret and analyze market data.	15	3.20	93.3	7%	67%		27%
49. Identifies new business opportunities.	15	3.40	93.3	7%	47%		47%
50. Understands and applies business and financial principles.	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	2023	2024	Change
46. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.24	3.00	-0.24 ▼
47. Understands impacts of domestic & global market events & issues.	3.00	3.20	+0.20 ▲
48. Can effectively interpret and analyze market data.	3.18	3.20	+0.02 ▲
49. Identifies new business opportunities.	3.35	3.40	+0.05 ▲
50. Understands and applies business and financial principles.	3.29	3.13	-0.16 ▼

Comments:

- ___ has been an asset to [CompanyName]. She has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with her ability bring about process improvements through her direction and guidance to develop and engage the telecommunication staff in this area. She has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.
- Great year of growth!
- ___ is a tremendous leader in our organization.
- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.

Vision

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
51. Communicates a vision of where the Company needs to be in the future.	14	3.14	92.9	7%	71%		21%
52. Communicates the vision and strategy of [Company]	14	3.21	85.7	14%	50%		36%
53. Creates a positive vision of the future for the Company.	15	3.27	86.7	13%	47%		40%
54. Clearly articulates a vision for his/her work and inspires others to support it	15	3.13	86.7	13%	60%		27%
55. Works to support the strategy of [Company]	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	2023	2024	Change
51. Communicates a vision of where the Company needs to be in the future.	3.24	3.14	-0.09 ▼
52. Communicates the vision and strategy of [Company]	3.06	3.21	+0.16 ▲
53. Creates a positive vision of the future for the Company.	3.59	3.27	-0.32 ▼
54. Clearly articulates a vision for his/her work and inspires others to support it	2.94	3.13	+0.19 ▲
55. Works to support the strategy of [Company]	2.88	3.07	+0.18 ▲

Comments:

- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- ___ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- I really enjoy her mentorship.
- She follows up on questions and she is easily accessible. I think she is doing a great job!
- ___ has brought a much needed positive change to [CompanyName].

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 allows self-starter employees to take ownership of tasks/improvements and doesn't hover, but is available when you need her. She has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- ___ 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.
- ___ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.
- ___ is an excellent communicator and is very open and supportive to her staff.
- Always has the company's best interest at heart.
- Loyalty. Willingness to get it right.

What do you like best about working with this individual?

- Great to have you on the team!
- 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.
- Does above and beyond work consistently
- ___'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- ___ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.

What do you like least about working with this individual?

- She is well respected.
- ___ promotes and encourages teambuilding throughout the entire department.
- She is such a positive person and always willing to pitch in where help is needed.
- Demonstrates an ability to remain focused on outcomes.
- ___ has the technical skills: such as the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- I have found that when ___ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.

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

- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- ___ has extremely strong communication skills and is able to work in a wide variety of settings.
- Timeliness and accountability of projects.
- Job performance is excellent. Lucky to have ___ on our team.
- ___ 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.
- 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 areas for improvement?

- 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].
- Provide and solicit more frequent feedback.
- ___ handles every situation in a professional manner and she responds promptly to requests.
- She has taken the initiative to always be finding new ways to grow both professionally and personally.
- She is truly dedicated to doing a good job, by helping us do a good job.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.

Any final comments?

- She has been both a great co-worker and mentor to me.
- ___ is a great boss and director. ___ has been a great resource to me with my struggles as I grow professionally. ___ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- ___ has been very helpful to me as a new manager this year.
- ___ is very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.
- She has taken her team to the next level.
- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.