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.
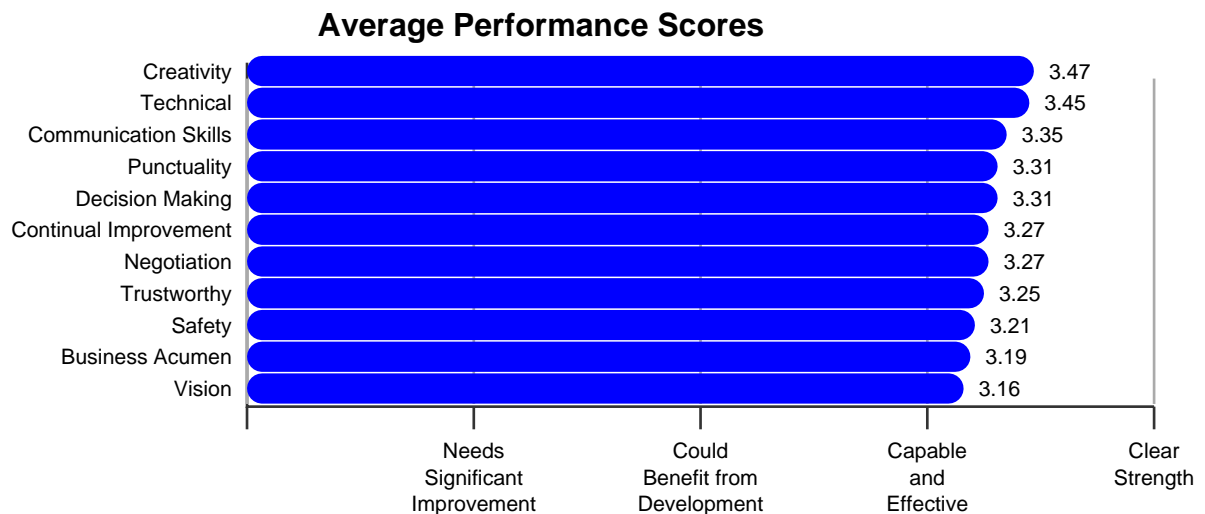
What to Do with Your Feedback

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.

Average Performance Scores

Dimension	Score
Creativity	3.47
Technical	3.45
Communication Skills	3.35
Punctuality	3.31
Decision Making	3.31
Continual Improvement	3.27
Negotiation	3.27
Trustworthy	3.25
Safety	3.21
Business Acumen	3.19
Vision	3.16

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
Decision Making	Self 2.60 / Other 3.36	0.76
Continual Improvement	Self 2.80 / Other 3.30	0.50
Safety	Self 2.80 / Other 3.24	0.44
Business Acumen	Self 2.80 / Other 3.21	0.41
Vision	Self 2.80 / Other 3.19	0.39
Communication Skills	Self 3.00 / Other 3.37	0.37
Punctuality	Self 3.00 / Other 3.33	0.33
Creativity	Self 3.20 / Other 3.49	0.29
Technical	Self 3.20 / Other 3.47	0.27
Trustworthy	Self 3.00 / Other 3.27	0.27
Negotiation	Self 3.20 / Other 3.27	0.07

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

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. Is creative and inspirational.	15	3.20	93.3	7%	67%		27%
2. Inspires creativity in their team.	15	3.87	100.0	13%	87%		
3. Conceives, implements and evaluates ideas.	15	3.33	93.3	7%	53%		40%
4. Is creative.	15	3.60	93.3	7%	27%	67%	
5. Develops solutions to challenging problems.	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. Is creative and inspirational.	3.29	3.20	-0.09 ▼
2. Inspires creativity in their team.	3.65	3.87	+0.22 ▲
3. Conceives, implements and evaluates ideas.	3.18	3.33	+0.16 ▲
4. Is creative.	3.41	3.60	+0.19 ▲
5. Develops solutions to challenging problems.	3.24	3.33	+0.10 ▲

Comments:
- As a new Manager to the area, ___ was subjected to a review of department services. This was tough on her, but she did very well with it.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- She translated the creative thinking into real change and solution that advanced our department.
- She is excellent at helping/coaching/problem-solving with others.
- ___ has excellent communication skills.
- She is a great manager and person to work for/with.

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. Able to deliver presentations.	15	3.20	93.3	7%	60%		33%
7. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	3.20	86.7	13%	53%		33%
8. Delivers influential presentations.	15	3.40	93.3	7%	47%		47%
9. Asks follow-up questions as needed.	15	3.47	93.3	7%	40%		53%
10. Conveys ideas confidently and succinctly.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item

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

Item	2022	2023	Change
6. Able to deliver presentations.	3.24	3.20	-0.04 ▼
7. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	3.41	3.20	-0.21 ▼
8. Delivers influential presentations.	3.24	3.40	+0.16 ▲
9. Asks follow-up questions as needed.	3.18	3.47	+0.29 ▲
10. Conveys ideas confidently and succinctly.	3.35	3.47	+0.11 ▲

Comments:
- ___ is an excellent employee, I do not know of any areas that need improvement.
- I would like to see her expand personal long-term goals at the company.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- ___ is very supportive and knows her area of expertise.   She is a pleasure to work with.
- ___ 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.
- Collaboration and dissemination of information and projects is something ___ does well.

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. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.53	100.0		47%		53%
12. Looks for ways to improve work processes and procedures.	15	3.27	100.0		73%		27%
13. Analyzes processes to determine areas for improvement.	15	3.33	100.0		67%		33%
14. Promotes training and development opportunities to enhance job performance.	15	3.13	86.7	13%	60%		27%
15. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	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. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.47	3.53	+0.06 ▲
12. Looks for ways to improve work processes and procedures.	3.47	3.27	-0.20 ▼
13. Analyzes processes to determine areas for improvement.	3.35	3.33	-0.02 ▼
14. Promotes training and development opportunities to enhance job performance.	3.18	3.13	-0.04 ▼
15. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.00	3.07	+0.07 ▲

Comments:
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- Experience, mentoring and self-confidence.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what ___ has done with this but needs to be addressed and improved.
- ___ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- She won't settle for less.
- ___ makes a concerted effort to ensure that the right people are in the right jobs.

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

Comments:
- Communicate regularly with the whole company, not just one department.
- She is very supportive of us and the job we do.
- ___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- Without a doubt, ___ is the best director I have worked for in my 30+ year carrer at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- ___ is always looking for ways to improve our workflow and values input from the team members.   On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.

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. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.53	100.0		47%	53%	
22. Exercises good judgment by making sound and informed decisions.	15	3.00	80.0	20%	60%		20%
23. Seeks input from key people who should be involved in, or will be affected by, decisions	15	2.87	80.0	20%	73%		7%
24. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	3.47	100.0		53%	47%	
25. Breaks complex issues into manageable parts and organizes them in a systematic way before making 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	2022	2023	Change
21. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.35	3.53	+0.18 ▲
22. Exercises good judgment by making sound and informed decisions.	3.00	3.00	
23. Seeks input from key people who should be involved in, or will be affected by, decisions	2.88	2.87	-0.02 ▼
24. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	3.00	3.47	+0.47 ▲
25. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.76	3.67	-0.10 ▼

Comments:
- ___ is an impressive performer.
- My interaction with ___ is very limited, but when I have requested time with her, she makes time for me.
- She is a pleasure to work with and an asset to [CompanyName].
- ___ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- She knows product and how to engage potential clients.
- I appreciate that as a new manager to this department ___ has sought to understand my work flow and process.She is actively learning more about our work processes and involved to determine needed resources.

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. 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	3.40	93.3	7%	47%		47%
27. Willingly shares information and expertise; sought out as resource by others	15	3.33	93.3	7%	53%		40%
28. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.53	100.0		47%	53%	
29. Is knowledgeable of procedures or systems necessary for the job.	15	3.67	100.0		33%	67%	
30. Willingly shares his/her technical expertise; sought out as resource by others	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 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.	3.53	3.40	-0.13 ▼
27. Willingly shares information and expertise; sought out as resource by others	3.12	3.33	+0.22 ▲
28. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.41	3.53	+0.12 ▲
29. Is knowledgeable of procedures or systems necessary for the job.	3.59	3.67	+0.08 ▲
30. Willingly shares his/her technical expertise; sought out as resource by others	3.41	3.33	-0.08 ▼

Comments:
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- ___ has a lot of knowledge in competency models and is passing that on to her teams.
- A great addition to the team.
- I may not always agree with her decisions but I understand why they were made because she takes the time to explain them.   The things she does for our department and me are immeasureable
- I believe ___ has done a very good job in developing her team members and providing guidance for the respect growth of each person.   While her time is precious, she is always open to discussing a problem. I really like working with ___ and I apppreciate her style and understanding and support of the work that I do.

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. Develops a sustainable safety culture.	15	3.20	86.7	13%	53%		33%
32. Committed to safety in the workplace.	15	3.40	100.0		60%		40%
33. Seeks to reduce the likelihood of accidents.	15	3.20	86.7	13%	53%		33%
34. Creates accurate and effective measures of safety.	15	3.27	93.3	7%	60%		33%
35. Mitigates hazards and safety issues that arise.	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. Develops a sustainable safety culture.	3.18	3.20	+0.02	▲
32. Committed to safety in the workplace.	3.35	3.40	+0.05	▲
33. Seeks to reduce the likelihood of accidents.	3.18	3.20	+0.02	▲
34. Creates accurate and effective measures of safety.	2.88	3.27	+0.38	▲
35. Mitigates hazards and safety issues that arise.	3.18	3.00	-0.18	▼

Comments:
- She is determined to find the answer to any problem or obstacle in her way.
- ___ is a valued peer.   I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.
- I do very much appreciate that ___ will support me in a decision when needed.
- ___ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.

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. Takes care to maintain confidential information.	15	3.20	93.3	7%	67%		27%
37. Demonstrates congruence between statements and actions.	15	3.27	93.3	7%	60%		33%
38. Builds and maintains the trust of others.	15	3.27	86.7	13%	47%		40%
39. Is a person you can trust.	15	3.13	86.7	13%	60%		27%
40. Communicates an understanding of the other person's interests, needs and concerns.	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. Takes care to maintain confidential information.	3.18	3.20	+0.02 ▲
37. Demonstrates congruence between statements and actions.	3.35	3.27	-0.09 ▼
38. Builds and maintains the trust of others.	3.24	3.27	+0.03 ▲
39. Is a person you can trust.	3.59	3.13	-0.45 ▼
40. Communicates an understanding of the other person's interests, needs and concerns.	3.29	3.40	+0.11 ▲

Comments:
- ___ has been a consistent resource to the Operations teams as we work in improving our scores.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding.   The issues don't always get resolved ina timely fashion which increases anxiety and frustration levels.   Again, overall, I believe that ___ does a good job.
- I enjoy working with ___ very much.
- ___ is a great leader.   She provides guidance and sets expectations to ensure desired outcomes.
- Collaboration and dissemination of information and projects is something ___ does well.
- I feel she has really engaged with the staff and with the quality work staff performs.   She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.

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. Establishes clear communications to avoid misunderstandings.	15	3.33	93.3	7%	53%		40%
42. Is flexible in responses.	15	3.33	93.3	7%	53%		40%
43. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	15	3.13	86.7	13%	60%		27%
44. Researches the needs of the other party to identify strengths and weaknesses of positions.	15	3.00	86.7	13%	73%		13%
45. Maintains communication channels between parties in the negotiation.	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. Establishes clear communications to avoid misunderstandings.	3.29	3.33	+0.04 ▲
42. Is flexible in responses.	3.41	3.33	-0.08 ▼
43. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	3.35	3.13	-0.22 ▼
44. Researches the needs of the other party to identify strengths and weaknesses of positions.	3.18	3.00	-0.18 ▼
45. Maintains communication channels between parties in the negotiation.	3.35	3.53	+0.18 ▲

Comments:
- ___ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with.   I am on a committee that she runs and she is an excellent meeting facilitator.
- Having very minimum one-on-one discussion.
- She often uses lengthy power points distributed at the last minute which is not effective.   Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- ___ is a outstanding manager.
- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- Take charge without being pushed to do so.

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. Applies the knowledge of work processes to influence the achievement of business goals	15	3.00	86.7	13%	73%		13%
47. Asks the 'right' questions to size up or evaluate situations.	15	3.20	93.3	7%	60%		33%
48. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	3.20	93.3	7%	67%		27%
49. Able to align resources to meet the business needs of the company.	15	3.40	93.3	7%	47%		47%
50. Understands complex issues and problems.	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. Applies the knowledge of work processes to influence the achievement of business goals	3.24	3.00	-0.24 ▼
47. Asks the 'right' questions to size up or evaluate situations.	3.00	3.20	+0.20 ▲
48. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.18	3.20	+0.02 ▲
49. Able to align resources to meet the business needs of the company.	3.35	3.40	+0.05 ▲
50. Understands complex issues and problems.	3.29	3.13	-0.16 ▼

Comments:
- Whenever ___ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if ___ was there). She also participated in interviews within my department ans was a valuable member.
- ___ encourages our staff to strive to be the best that we can be.
- She is a dedicated person who inspires excellence in both staff and customer service.
- She is a strength that supports department morale and work flow.
- She removes barriers so that we can do our job to the best of our ability.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.

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. Expresses the Company vision in a way that is easily understood and adopted by employees.	14	3.14	92.9	7%	71%		21%
52. Demonstrates consistency between words and actions	14	3.21	85.7	14%	50%		36%
53. Works to support the strategy of [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. Leads employees in new directions.	15	3.07	86.7	13%	67%		20%

Time Comparisons by Item

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

Item	2022	2023	Change	
51. Expresses the Company vision in a way that is easily understood and adopted by employees.	3.24	3.14	-0.09	▼
52. Demonstrates consistency between words and actions	3.06	3.21	+0.16	▲
53. Works to support the strategy of [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. Leads employees in new directions.	2.88	3.07	+0.18	▲

Comments:
- ___ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- ___ is a great manager, committed to each employee in our department.
- Brings an exorbitant amount of positive energy to the team.   It's very inspiring.
- Your initiative influences others in a positive way.
- She will always be able to state that she did everything she could, she gives this job her all!
- Overall I think she does a great job and she is very approachable.

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?

- Don't know where we would be without her.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- ___ promotes and encourages teambuilding throughout the entire department.
- She always steps up and gets what needs to be done completed.
- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.

What do you like best about working with this individual?

- She could benefit from becoming more comfortable challenging others.
- ___ not only values and listens to her staff she also gives them the support they need.
- ___ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- ___ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.

What do you like least about working with this individual?

- ___ is one of the most hones, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.
- In one word I can summarize ___ in leadership skill. WOW!
- ___ 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.
- I admire ___'s decision making skills when it comes to hiring new employees for our department.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.   Additionally, it illustrates her genuine commitment to the organization.
- I enjoy working with ___ and look forward to future opportunities for collaboration.

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

- ___ established an environment in which teamwork and creativity flourished.
- She is decisive about budgets, emergency preparedness, and safety.
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for techincal staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- ___ continually is analyzing our current states and identifying areas that we can improve.
- ___ is a good leader because she gives examples through her own behavior.
- I strongly believe the potential she has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of her abilities.

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

- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- She challenges me every day to be my best and I appreciate that.
- She is showing more comfort in providing and receiving critical feedback.
- I think that ___ is making good strides in setting expectations through clear communication.
- 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.

Any final comments?

- Provide more frequent development feedback.
- I know I can go to her with any question and she will either have an answer for me or get one the same goes for problem solving.
- I love how she is always open to approach with any questions I have, no matter the hour.
- Cannot think of anything
- ___ has good knowledge and awareness of the strengths and talents within the organization.
- ___ delegates very effectively.