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.
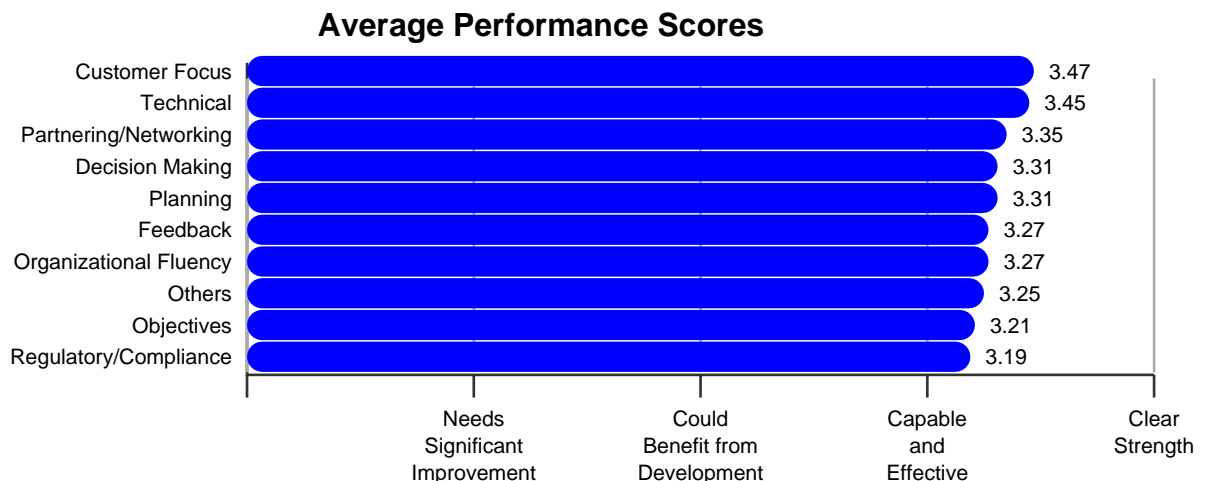
What to Do with Your Feedback

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
Customer Focus	3.47
Technical	3.45
Partnering/Networking	3.35
Decision Making	3.31
Planning	3.31
Feedback	3.27
Organizational Fluency	3.27
Others	3.25
Objectives	3.21
Regulatory/Compliance	3.19

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
Planning	Self 2.60 / Other 3.36	0.76
Feedback	Self 2.80 / Other 3.30	0.50
Objectives	Self 2.80 / Other 3.24	0.44
Regulatory/Compliance	Self 2.80 / Other 3.21	0.41
Partnering/Networking	Self 3.00 / Other 3.37	0.37
Decision Making	Self 3.00 / Other 3.33	0.33
Customer Focus	Self 3.20 / Other 3.49	0.29
Technical	Self 3.20 / Other 3.47	0.27
Others	Self 3.00 / Other 3.27	0.27
Organizational Fluency	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

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
1. Does not hesitate to address customer concerns or complaints.	15	3.20	93.3	7%	67%		27%
2. Develops strong customer relationships.	15	3.87	100.0	13%	87%		
3. Maintains positive customer relationships.	15	3.33	93.3	7%	53%	40%	
4. Ensures all customer commitments and requirements are met or exceeded.	15	3.60	93.3	7%	27%	67%	
5. Develops good rapport and trust with the customer.	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. Does not hesitate to address customer concerns or complaints.	3.29	3.20	-0.09	▼
2. Develops strong customer relationships.	3.65	3.87	+0.22	▲
3. Maintains positive customer relationships.	3.18	3.33	+0.16	▲
4. Ensures all customer commitments and requirements are met or exceeded.	3.41	3.60	+0.19	▲
5. Develops good rapport and trust with the customer.	3.24	3.33	+0.10	▲

Comments:
- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- ___ is an amazing manager. She genuinely cares about her staff.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses).   When in need, she picks the appropriate person to conquer a task or assignment.   She is always good about seeking advice before proceeding.
- She knows what her customers needs and seeks to find the best individual to fill those roles.

Partnering/Networking

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. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	3.20	93.3	7%	60%		33%
7. Creates the conditions for partnerships to grow and develop.	15	3.20	86.7	13%	53%		33%
8. Promotes the understanding of how the department affects the organization overall.	15	3.40	93.3	7%	47%		47%
9. Collaborates with others to accomplish goals and objectives.	15	3.47	93.3	7%	40%		53%
10. Partners with peers to obtain influence within the Company.	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. Capitalizes on partnerships and networks to enhance the Company's bottom line.	3.24	3.20	-0.04 ▼
7. Creates the conditions for partnerships to grow and develop.	3.41	3.20	-0.21 ▼
8. Promotes the understanding of how the department affects the organization overall.	3.24	3.40	+0.16 ▲
9. Collaborates with others to accomplish goals and objectives.	3.18	3.47	+0.29 ▲
10. Partners with peers to obtain influence within the Company.	3.35	3.47	+0.11 ▲

Comments:
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- ___ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.
- I think having ___ as a manager is one of the reasons I've been here 10 years.   She has given me great space to grow -- to make mistakes and learn from them.   She's taught me about budgets, evaluations, and policies, among other things.   She's encouraged my strengths and never pointed out my weakenesses (he must know I'm rather sensitive).   I have always enjoyed the times we've worked 1:1 together, that's when she's most engaged and focused on the specific issue before us.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- ___ leads by example. Great Employee engagement.
- Loyalty. Willingness to get it right.

Feedback

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. Is easy to approach with ideas and opinions.	15	3.53	100.0		47%		53%
12. Shares past experiences with others as learning opportunities.	15	3.27	100.0		73%		27%
13. Is visible and approachable.	15	3.33	100.0		67%		33%
14. Considers other's opinion and suggestions.	15	3.13	86.7	13%	60%		27%
15. Accepts the views of others.	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. Is easy to approach with ideas and opinions.	3.47	3.53	+0.06	▲
12. Shares past experiences with others as learning opportunities.	3.47	3.27	-0.20	▼
13. Is visible and approachable.	3.35	3.33	-0.02	▼
14. Considers other's opinion and suggestions.	3.18	3.13	-0.04	▼
15. Accepts the views of others.	3.00	3.07	+0.07	▲

Comments:
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definietly the person to redirect the work of [CompanyName] and make it a viable entity.
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- ___ is very approachable. She is able to get people to follow through and engage in their daily work.
- I can not say enough good things about ___ she has been an asset to our department from day one.

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
16. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.40	93.3	7%	47%		47%
17. Asks for additional information when making critical decisions.	15	3.27	93.3	7%	60%		33%
18. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	14	3.00	92.9	7%	79%		14%
19. Does not lose sight of the big picture when making decisions	15	3.47	100.0		53%		47%
20. Is able to make decisions quickly.	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. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.65	3.40	-0.25 ▼
17. Asks for additional information when making critical decisions.	3.47	3.27	-0.20 ▼
18. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.12	3.00	-0.12 ▼
19. Does not lose sight of the big picture when making decisions	3.59	3.47	-0.12 ▼
20. Is able to make decisions quickly.	3.29	3.40	+0.11 ▲

Comments:
- She constantly asks for feedback and input to important decisions and genuinely listens and considers what her staff's opinions.
- She is very knowledgeable and is always willing to lend a helping hand!
- ___ is easy to work with and is a positive energy in meetings.   She makes an effort to build and maintain relationships throughout the organization.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- 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 very visible on the unit.   Spending many hours with staff.

Planning

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Works in an organized manner	15	3.53	100.0		47%		53%
22. Anticipates obstacles and ways to overcome them.	15	3.00	80.0	20%	60%		20%
23. Delegates role to team members to accomplish goals.	15	2.87	80.0	20%	73%		7%
24. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	3.47	100.0		53%	47%	
25. Makes plans and follows through.	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. Works in an organized manner	3.35	3.53	+0.18 ▲
22. Anticipates obstacles and ways to overcome them.	3.00	3.00	
23. Delegates role to team members to accomplish goals.	2.88	2.87	-0.02 ▼
24. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	3.00	3.47	+0.47 ▲
25. Makes plans and follows through.	3.76	3.67	-0.10 ▼

Comments:
- She supports each and every one of us and was very sensitive to how this was effecting every staff member.
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- The work ___ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- ___ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- ___ is collaborative in everything she does and inspires a collaborative approach in others.
- Always has the company's best interest at heart.

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 information and 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. Seeks information from others as needed.	15	3.53	100.0		47%		53%
29. Knows how to produce high quality products/work.	15	3.67	100.0		33%		67%
30. Is knowledgeable of procedures or systems necessary for the job.	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. Willingly shares information and 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. Seeks information from others as needed.	3.41	3.53	+0.12 ▲
29. Knows how to produce high quality products/work.	3.59	3.67	+0.08 ▲
30. Is knowledgeable of procedures or systems necessary for the job.	3.41	3.33	-0.08 ▼

Comments:
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- ___ does an excellent job in her role.
- I really appreciate her as a member of the team.
- ___ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- I think staff would respect ___ more as a leader in the department if she would adhere to meeting deadlines and be respective of the amount of staff time required to keep bugging her to finish something.

Objectives

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. Works toward achieving established goals and objectives.	15	3.20	86.7	13%	53%		33%
32. Organizes and schedules events, activities, and resources.	15	3.40	100.0		60%		40%
33. Able to organize work.	15	3.20	86.7	13%	53%		33%
34. Encourages me to take on greater responsibility.	15	3.27	93.3	7%	60%		33%
35. Ability to establish realistic goals.	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. Works toward achieving established goals and objectives.	3.18	3.20	+0.02 ▲
32. Organizes and schedules events, activities, and resources.	3.35	3.40	+0.05 ▲
33. Able to organize work.	3.18	3.20	+0.02 ▲
34. Encourages me to take on greater responsibility.	2.88	3.27	+0.38 ▲
35. Ability to establish realistic goals.	3.18	3.00	-0.18 ▼

Comments:
- ___ supports each security officer in such a way that you want to grow and improve in what you do.
- ___ is an amazing manager to work under.   She has taught me a ton on how to be an associate manager this past year.
- ___ is a very clear communicator.   She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals.   She engages her team in decisions and also encourages cross departmental communication.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- When there are any issues, I can take them to ___ and together we are able to work out the issues.
- I think ___ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.

Others

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. Is able to see issues from others' perspectives.	15	3.20	93.3	7%	67%		27%
37. Constructively receives criticism and suggestions from others.	15	3.27	93.3	7%	60%		33%
38. Helpful	15	3.27	86.7	13%	47%		40%
39. Works across boundaries within the organization.	15	3.13	86.7	13%	60%		27%
40. Consistently demonstrates ability and willingness to trust others.	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. Is able to see issues from others' perspectives.	3.18	3.20	+0.02 ▲
37. Constructively receives criticism and suggestions from others.	3.35	3.27	-0.09 ▼
38. Helpful	3.24	3.27	+0.03 ▲
39. Works across boundaries within the organization.	3.59	3.13	-0.45 ▼
40. Consistently demonstrates ability and willingness to trust others.	3.29	3.40	+0.11 ▲

Comments:
- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- ___ addresses questions/concerns quickly and listens to staffs' needs.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- ___ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.

Organizational Fluency

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. Adept at navigating within the culture of the department.	15	3.33	93.3	7%	53%	40%	
42. Able to explain departmental policies and procedures to others.	15	3.33	93.3	7%	53%	40%	
43. Able to deal with sensitive issues with tact and professionalism.	15	3.13	86.7	13%	60%	27%	
44. Gets things done through the department.	15	3.00	86.7	13%	73%	13%	
45. Understands departmental policies and procedures.	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. Adept at navigating within the culture of the department.	3.29	3.33	+0.04 ▲
42. Able to explain departmental policies and procedures to others.	3.41	3.33	-0.08 ▼
43. Able to deal with sensitive issues with tact and professionalism.	3.35	3.13	-0.22 ▼
44. Gets things done through the department.	3.18	3.00	-0.18 ▼
45. Understands departmental policies and procedures.	3.35	3.53	+0.18 ▲

Comments:
- ___ 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.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- ___ is an amazing manager. She genuinely cares about her staff.
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- I enjoy working with ___.   I feel she is honest and has a desire to see improvement in the organization as a whole. Her area is unique which, at times, allows ___ to give a whole new perspective on a subject.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.

Regulatory/Compliance

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. Creates documents and reports as needed to maintain compliance with regulations.	15	3.00	86.7	13%	73%		13%
47. Understands the applicable regulations and laws that impact our business.	15	3.20	93.3	7%	60%		33%
48. Ensures regulations are followed as required.	15	3.20	93.3	7%	67%		27%
49. Keeps informed of various regulations and procedures.	15	3.40	93.3	7%	47%		47%
50. Performs regular compliance audits.	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. Creates documents and reports as needed to maintain compliance with regulations.	3.24	3.00	-0.24	▼
47. Understands the applicable regulations and laws that impact our business.	3.00	3.20	+0.20	▲
48. Ensures regulations are followed as required.	3.18	3.20	+0.02	▲
49. Keeps informed of various regulations and procedures.	3.35	3.40	+0.05	▲
50. Performs regular compliance audits.	3.29	3.13	-0.16	▼

Comments:
- ___ is a strong leader and continues to grow in her role.   ___ is approachable even if she does not have time.   Team members enjoy her great attitude and her non stop energy.   Some things that ___ does especially well and seems to do with ease are bulleted below.
- ___ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- ___ 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.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.

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?

- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- She is the only manager in the department to help us when we are short.
- She is kind, respectful, and a good listener. I can always discuss my concerns with her and she is never judgmental, but gives me honest and helpful feedback.

What do you like best about working with this individual?

- ___ is an experienced, skilled leader.   She maintains focus on goals and core values in the most challenging situations.   Her extensive experience in operations has been a huge asset for the department.   She has been a wonderful teacher for members of the team who lack management experience.
- Professionalism is an area where I feel ___ could continue to develop is making sure that her non-verbal cues are kept to a minimum.   She tends to show more of her frustration and does not communicate them verbally.   Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.
- She does follow up and follow through.
- ___ is the shinning example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely proffesional and competent, compasionate and caring, and dedicated to this unit heart and soul.
- ___ has certainly done great things at [CompanyName].   She was the perfect match for the community and the staff.   She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time.   She has been great at diagnosing the problems and finding solutions.   She is definiety the person to redirect the work of [CompanyName] and make it a viable entity.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.

What do you like least about working with this individual?

- She is very astute, proactive in problem solving, and a great team member.
- ___ is an excellent listener.   She is HIGHLY respected by her staff, and other leaders around the organization.   I honestly have a very hard time trying to think of an area for improvement.
- I appreciate her perspective and guidance on a variety of things.
- She is approachable and easy to talk to.   In every interaction she is honest, encouraging, a great listener, and very supportive.
- ___ sets high standards for those she works with and expects the same of herself.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.

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

- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- ___ continues to be a wonderful boss and mentor.
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- When ___ was tapped for the VP position I was very pleased as she was a very good director.
- ___ 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.
- She communicates clearly, and is always willing to listen attentively.

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

- ___ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- Excellent Manager.   Quiet, solid leadership.   Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings.   Well liked by staff.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- ___ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- She is very customer focused and this reflects in her division leadership and performance.
- ___ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.

Any final comments?

- ___ is a great manager, committed to each employee in our department.
- ___ has high expectation of staff, but provides the support needed for success.   She is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- ___ has been an effective leader for me.   She encourages me to develop and knows what my strengths are.   She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- ___ 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.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff.   There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.