



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.

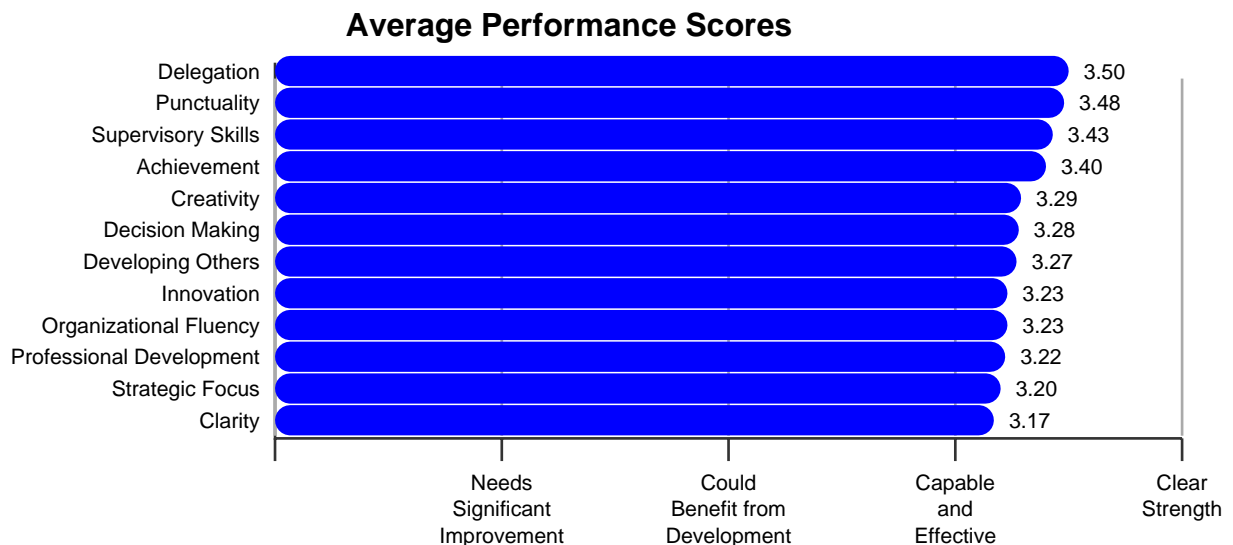
What to Do with Your Feedback

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 12 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.



Delegation

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. You encourage and empower subordinates to use initiative in achieving goals and objectives.	15	3.20	93.3	7%	67%		27%
2. You clearly define duties and tasks to be completed.	15	3.87	100.0	13%	87%		
3. You allow employees to decide how they wish to complete the tasks.	15	3.33	93.3	7%	53%		40%
4. You tell subordinates what to do, not how to do it.	15	3.60	93.3	7%	27%	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
1. You encourage and empower subordinates to use initiative in achieving goals and objectives.	3.29	3.20	-0.09 ▼
2. You clearly define duties and tasks to be completed.	3.65	3.87	+0.22 ▲
3. You allow employees to decide how they wish to complete the tasks.	3.18	3.33	+0.16 ▲
4. You tell subordinates what to do, not how to do it.	3.41	3.60	+0.19 ▲

Comments:

- Dedicated to the customer and community, she is worth her weight in gold.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- I have found that ___ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- It doesn't feel like ___'s been at her best this year. She seems disconnected from the work of her group.
- ___ is an excellent communicator and is very open and supportive to her staff.
- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.

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
5. You break complex issues into manageable parts and organize them in a systematic way before making decisions	15	3.33	93.3	7%	53%	40%	
6. You are able to make decisions quickly.	15	3.20	93.3	7%	60%	33%	
7. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.20	86.7	13%	53%	33%	
8. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	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
5. You break complex issues into manageable parts and organize them in a systematic way before making decisions	3.24	3.33	+0.10 ▲
6. You are able to make decisions quickly.	3.24	3.20	-0.04 ▼
7. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action	3.41	3.20	-0.21 ▼
8. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	3.24	3.40	+0.16 ▲

Comments:

- ___ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- She seems to be well respected from members of her own team as well.
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- ___ is always professional during interactions with staff.
- ___ takes people where they want to go and pushes them to be their own success.
- I love how she is always open to approach with any questions I have, no matter the hour.

Supervisory 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
9. You encourage employees to achieve your full potential.	15	3.47	93.3	7%	40%	53%	
10. You resolve personnel problems quickly and effectively.	15	3.47	93.3	7%	40%	53%	
11. You promote teamwork and cooperation within the department.	15	3.53	100.0		47%	53%	
12. You maintain good working relationships with employees.	15	3.27	100.0		73%		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
9. You encourage employees to achieve your full potential.	3.18	3.47	+0.29 ▲
10. You resolve personnel problems quickly and effectively.	3.35	3.47	+0.11 ▲
11. You promote teamwork and cooperation within the department.	3.47	3.53	+0.06 ▲
12. You maintain good working relationships with employees.	3.47	3.27	-0.20 ▼

Comments:

- I can not say enough good things about ____.
- 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.
- ____ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- She challenges me every day to be my best and I appreciate that.
- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.
- ____ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.

Innovation

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
13. You suggest new ideas at meetings.	15	3.33	100.0		67%		33%
14. You analyze current procedures and identify opportunities for improvement.	15	3.13	86.7	13%	60%		27%
15. You solve problems with insight and understanding.	15	3.07	80.0	20%	53%		27%
16. You build upon the ideas and solutions of 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
13. You suggest new ideas at meetings.	3.35	3.33	-0.02 ▼
14. You analyze current procedures and identify opportunities for improvement.	3.18	3.13	-0.04 ▼
15. You solve problems with insight and understanding.	3.00	3.07	+0.07 ▲
16. You build upon the ideas and solutions of others.	3.65	3.40	-0.25 ▼

Comments:

- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- She is eager to learn and eager to share knowledge.
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.
- She is also quick to tap into her past experiences in attempting to find the best solution.
- ___ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.

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
17. You conceive, implement and evaluate ideas.	15	3.27	93.3	7%	60%	33%	
18. You create a lot of new ideas.	14	3.00	92.9	7%	79%	14%	
19. You add value to the department/organization.	15	3.47	100.0		53%	47%	
20. You are creative.	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
17. You conceive, implement and evaluate ideas.	3.47	3.27	-0.20 ▼
18. You create a lot of new ideas.	3.12	3.00	-0.12 ▼
19. You add value to the department/organization.	3.59	3.47	-0.12 ▼
20. You are creative.	3.29	3.40	+0.11 ▲

Comments:

- She works diligently with our supplier to ensure the inventory is cost effective.
- ___ 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.
- You can always count on ___ to respond to emails and telephone calls and follow through with commitments.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- ___ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- She communicates well to all staff and we know what is expected of us.

Professional Development

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. You seek opportunities for professional development.	15	3.53	100.0	47%	53%		
22. You encourage employees to take courses relevant to their job.	15	3.00	80.0	20%	60%	20%	
23. You quickly acquire and apply new knowledge and skills when needed	15	2.87	80.0	20%	73%	7%	
24. You allow employees to fully participate in employee training and professional development.	15	3.47	100.0	53%	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
21. You seek opportunities for professional development.	3.35	3.53	+0.18 ▲
22. You encourage employees to take courses relevant to their job.	3.00	3.00	
23. You quickly acquire and apply new knowledge and skills when needed	2.88	2.87	-0.02 ▼
24. You allow employees to fully participate in employee training and professional development.	3.00	3.47	+0.47 ▲

Comments:

- ___ continually is analyzing our current states and identifying areas that we can improve.
- I admire ___ for showing courage, compassion and commitment during her recent team sessions.
- ___ has made good judgements in hiring top notch employees.
- She sometimes comes off as confused about organizational/operational direction.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.

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
25. You start the workday when scheduled.	15	3.67	100.0	33%	67%		
26. You avoid making personal phone calls during working hours.	15	3.40	93.3	7%	47%	47%	
27. You respond to requests for information in a timely manner.	15	3.33	93.3	7%	53%	40%	
28. You conduct appointments at scheduled start time.	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
25. You start the workday when scheduled.	3.76	3.67	-0.10 ▼
26. You avoid making personal phone calls during working hours.	3.53	3.40	-0.13 ▼
27. You respond to requests for information in a timely manner.	3.12	3.33	+0.22 ▲
28. You conduct appointments at scheduled start time.	3.41	3.53	+0.12 ▲

Comments:

- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- ___ came to [CompanyName] and has done a wonderful job of getting the message out.
- She recognizes strengths by allowing/encouraging her managers to form and shape their performance in accord with their talents.
- ___ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.

Achievement

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
29. You follow-up and take action when goals are not met to ensure better results in the future.	15	3.67	100.0	33%	67%		
30. You make a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	15	3.33	100.0		67%	33%	
31. You demonstrate a well-organized and timely approach to achieve desired results	15	3.20	86.7	13%	53%	33%	
32. You demonstrate improvement in performance.	15	3.40	100.0		60%	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
29. You follow-up and take action when goals are not met to ensure better results in the future.	3.59	3.67	+0.08 ▲
30. You make a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	3.41	3.33	-0.08 ▼
31. You demonstrate a well-organized and timely approach to achieve desired results	3.18	3.20	+0.02 ▲
32. You demonstrate improvement in performance.	3.35	3.40	+0.05 ▲

Comments:

- I think ___ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- ___ 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.
- ___'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.
- ___ is very reliable and collaborates well on projects.

Clarity

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
33. You write clear job descriptions for positions in the organization.	15	3.20	86.7	13%	53%	33%	
34. You avoid creating ambiguity or mixed messages.	15	3.27	93.3	7%	60%	33%	
35. You communicate ideas and facts clearly and effectively in writing.	15	3.00	80.0	20%	60%	20%	
36. You clearly explains responsibilities to individuals.	15	3.20	93.3	7%	67%	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
33. You write clear job descriptions for positions in the organization.	3.18	3.20	+0.02 ▲
34. You avoid creating ambiguity or mixed messages.	2.88	3.27	+0.38 ▲
35. You communicate ideas and facts clearly and effectively in writing.	3.18	3.00	-0.18 ▼
36. You clearly explains responsibilities to individuals.	3.18	3.20	+0.02 ▲

Comments:

- ___ has brought a much needed positive change to [CompanyName].
- I am glad to have ___ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- Does above and beyond work consistently
- She is very astute, proactive in problem solving, and a great team member.
- ___ gives me feedback good and indifferent.
- I feel as though ___ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.

Developing 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
37. You encourage employees through recognition of positive changes in behavior.	15	3.27	93.3	7%	60%	33%	
38. You provide constructive feedback to others.	15	3.27	86.7	13%	47%	40%	
39. You are open to receiving feedback.	15	3.13	86.7	13%	60%	27%	
40. You set performance objectives for subordinates that encourages development opportunities.	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
37. You encourage employees through recognition of positive changes in behavior.	3.35	3.27	-0.09 ▼
38. You provide constructive feedback to others.	3.24	3.27	+0.03 ▲
39. You are open to receiving feedback.	3.59	3.13	-0.45 ▼
40. You set performance objectives for subordinates that encourages development opportunities.	3.29	3.40	+0.11 ▲

Comments:

- I think ___ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when ___ took over and I feel ___ has risen to the occasion and handled herself well.
- ___ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- Have persistence and tenacity
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- She is a dedicated person who inspires excellence in both staff and customer service.

Strategic Focus

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. You understand and contribute to development of strategic goals.	15	3.33	93.3	7%	53%	40%	
42. You are able to decline a poor strategy by proposing alternate strategies.	15	3.33	93.3	7%	53%	40%	
43. You understand your role within the organization.	15	3.13	86.7	13%	60%	27%	
44. You monitor performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	3.00	86.7	13%	73%	13%	

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. You understand and contribute to development of strategic goals.	3.29	3.33	+0.04 ▲
42. You are able to decline a poor strategy by proposing alternate strategies.	3.41	3.33	-0.08 ▼
43. You understand your role within the organization.	3.35	3.13	-0.22 ▼
44. You monitor performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	3.18	3.00	-0.18 ▼

Comments:

- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from ___ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of responsibility.
- ___ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- ___ is a pleasure to work with.
- ___ 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.

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
45. You adept at navigating within the culture of the department.	15	3.53	100.0	47%	53%		
46. You are able to use corporate politics to advance department objectives.	15	3.00	86.7	13%	73%		13%
47. You anticipate problems that may affect the department.	15	3.20	93.3	7%	60%		33%
48. You understand departmental policies and procedures.	15	3.20	93.3	7%	67%		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
45. You adept at navigating within the culture of the department.	3.35	3.53	+0.18 ▲
46. You are able to use corporate politics to advance department objectives.	3.24	3.00	-0.24 ▼
47. You anticipate problems that may affect the department.	3.00	3.20	+0.20 ▲
48. You understand departmental policies and procedures.	3.18	3.20	+0.02 ▲

Comments:

- She is fully engaged in her work and shares her professional goals and projects so her team is aware of what she is working on and how the work of each team members fits within the departmental goals.
- Our desire to improve loss rates has been encouraged and supported by ____.
- ____ has good knowledge and awareness of the strengths and talents within the organization.
- Management skills progressing well with experience.
- ____ has done a great job of continuing to grow and refine the service lines.
- There have been many changes in each department and ____'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- ___ always remains professional in her interactions and I appreciate her direct style of communication.
- ___ is very friendly and expresses genuine care for the staff when she is present.
- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- ___ is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- It doesn't feel like ___'s been at her best this year. She seems disconnected from the work of her group.

What do you like best about working with this individual?

- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- ___ is highly professional in her everyday work.
- ___ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.
- I enjoy working with ___. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.

What do you like least about working with this individual?

- ___ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- Closes off discussions with action plans.
- ___ has many responsibilities and at times needed direction is delayed as she sorts through her priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- ___ is a solid asset to the human resources division and the [CompanyName] senior management team.

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

- Is a great teammate and valuable resource for the company. It is obvious she cares for the team
- ___ has a strong work ethic and is consistently working with the mindset that customers come first.
- ___ is a very clear communicator is always prepared for meetings and projects. She works with other team members throughout the organization to reach goals whether it is her department or someone else's department, she is willing to help in any capacity she can to help reach goals.
- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- She has an innate ability to match assigned roles with individual strengths.
- Without a doubt, ___ is the best director I have worked for in my 30+ year career 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.

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

- ___ strives to be professional with each and every interaction and I think inspires confidence.
- ___ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- She is open to suggestions given her that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to her attention.
- Sometimes her decisions aren't thought through from a financial perspective.
- ___ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.

Any final comments?

- ___ is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- ___ takes pride in her department. Her follow through is excellent. ___ leads by example.
- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally received.
- ___ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- ___ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.