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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.

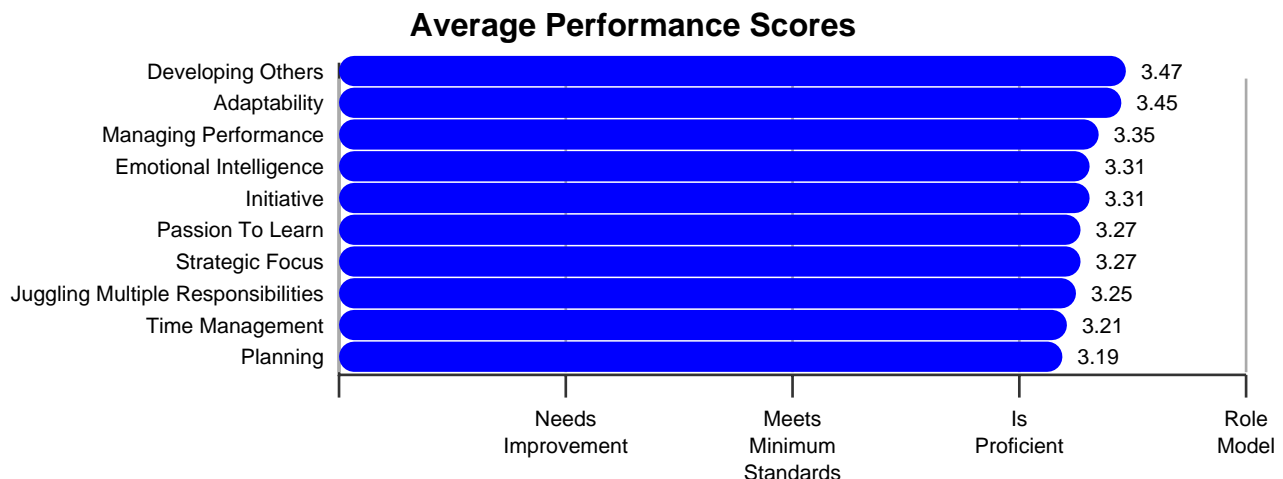
## What to Do with Your Feedback

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.



## 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.



## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. You support the successes of other employees.	15	3.20	93.3	7%	67%		27%
2. You create opportunities for professional development.	15	3.87	100.0	13%	87%		
3. You are open to receiving feedback.	15	3.33	93.3	7%	53%		40%
4. You try to ensure employees are ready to move to the next level.	15	3.60	93.3	7%	27%	67%	
5. You assign tasks and responsibilities to develop skills of others.	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. You support the successes of other employees.	3.29	3.20	-0.09 ▼
2. You create opportunities for professional development.	3.65	3.87	+0.22 ▲
3. You are open to receiving feedback.	3.18	3.33	+0.16 ▲
4. You try to ensure employees are ready to move to the next level.	3.41	3.60	+0.19 ▲
5. You assign tasks and responsibilities to develop skills of others.	3.24	3.33	+0.10 ▲

### Comments:

- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- Over the past year I've noticed that \_\_\_ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.
- \_\_\_ 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.
- Building relationships of trust to enhance safety is an important part of our approach.
- \_\_\_ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her with some feeling of success. While it is true that not everything can be important if everything IS important, \_\_\_ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. \_\_\_ has a solid reputation for being a direct communicator and her opinion is respected in our group.

## Managing Performance

### 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. You ensure employees understand the goals of the organization/department.	15	3.20	93.3	7%	60%		33%
7. You ensure employees understand how work is to be completed.	15	3.20	86.7	13%	53%		33%
8. You recognize and value good performance.	15	3.40	93.3	7%	47%		47%
9. You set and maintain high standards for self and others.	15	3.47	93.3	7%	40%		53%
10. You establish standards for expected performance.	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. You ensure employees understand the goals of the organization/department.	3.24	3.20	-0.04 ▼
7. You ensure employees understand how work is to be completed.	3.41	3.20	-0.21 ▼
8. You recognize and value good performance.	3.24	3.40	+0.16 ▲
9. You set and maintain high standards for self and others.	3.18	3.47	+0.29 ▲
10. You establish standards for expected performance.	3.35	3.47	+0.11 ▲

### Comments:

- \_\_\_, more than most, takes what we've learned and implements changes.
- I think \_\_\_ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- \_\_\_ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- She is highly engaged in her work and passionate about connecting with others in a meaningful way.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- 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.

## Passion To Learn

### 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. You hold self and associates accountable for goal achievement.	15	3.53	100.0	47%	53%		
12. You enjoy learning new skills and techniques.	15	3.27	100.0	73%	27%		
13. You stay up-to-date on emerging technologies.	15	3.33	100.0	67%	33%		
14. You take advantage of training opportunities when they arise.	15	3.13	86.7	13%	60%	27%	
15. You demonstrate through personal behavior the commitment to high standards of performance.	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. You hold self and associates accountable for goal achievement.	3.47	3.53	+0.06 ▲
12. You enjoy learning new skills and techniques.	3.47	3.27	-0.20 ▼
13. You stay up-to-date on emerging technologies.	3.35	3.33	-0.02 ▼
14. You take advantage of training opportunities when they arise.	3.18	3.13	-0.04 ▼
15. You demonstrate through personal behavior the commitment to high standards of performance.	3.00	3.07	+0.07 ▲

### Comments:

- Communicate regularly with the whole company, not just one department.
- \_\_\_ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- She values our feedback and takes our recommendations seriously.
- Is always available to assist with issues, all scopes business or personal.
- \_\_\_ sometimes uses an intense lecturing style with colleagues which is not effective.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.

## Emotional Intelligence

### 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. You are able to understand others' points of view.	15	3.40	93.3	7%	47%	47%	
17. You accurately perceive the emotional reactions of others.	15	3.27	93.3	7%	60%	33%	
18. You are able to manage your own emotions.	14	3.00	92.9	7%	79%	14%	
19. You help employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.47	100.0		53%	47%	
20. You are attentive to emotional cues and interprets others' feelings correctly.	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. You are able to understand others' points of view.	3.65	3.40	-0.25 ▼
17. You accurately perceive the emotional reactions of others.	3.47	3.27	-0.20 ▼
18. You are able to manage your own emotions.	3.12	3.00	-0.12 ▼
19. You help employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.59	3.47	-0.12 ▼
20. You are attentive to emotional cues and interprets others' feelings correctly.	3.29	3.40	+0.11 ▲

### Comments:

- Timely follow through.
- \_\_\_ is someone I feel I can talk to about any problem or situation and I value her opinion.
- She presents a clear picture of where the department is now and where we need to be headed.
- She is a strong leader complemented with sound judgement
- Her communication style can also come across as very directive at times to peers and subordinates.
- I appreciate \_\_\_'s willingness to share her knowledge with our team.

## Initiative

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.53	100.0	47%	53%		
22. You take the initiative to change the direction or course of events.	15	3.00	80.0	20%	60%	20%	
23. You seek and utilize opportunities for continuous learning and self-development.	15	2.87	80.0	20%	73%	7%	
24. You take action without being asked.	15	3.47	100.0	53%	47%		
25. You immediately work to complete goals well before your deadline.	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. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.35	3.53	+0.18 ▲
22. You take the initiative to change the direction or course of events.	3.00	3.00	
23. You seek and utilize opportunities for continuous learning and self-development.	2.88	2.87	-0.02 ▼
24. You take action without being asked.	3.00	3.47	+0.47 ▲
25. You immediately work to complete goals well before your deadline.	3.76	3.67	-0.10 ▼

### Comments:

- \_\_\_ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- I think \_\_\_ is very good at identifying processes she observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- The most important attribute that \_\_\_ demonstrates is making sure there is a solid, vibrant leadership team. When she meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. She pushes for honest opinions and decisions and she expects those decisions and opinions to be supportable with reason. At the same time, she somehow nurtures innovation that leads to improving process and outcomes.
- \_\_\_ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- I appreciate \_\_\_'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- 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.



## Adaptability

### 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. You are able to recognize the potential benefits of change, and create an infrastructure which supports change.	15	3.40	93.3	7%	47%	47%	
27. You are able to quickly learn new ways of performing your job.	15	3.33	93.3	7%	53%	40%	
28. You recognize and implement changes to enhance efficiency and effectiveness.	15	3.53	100.0		47%	53%	
29. You perform a wide range of tasks, respond to changes in direction and priorities and accept new challenges, responsibilities, and assignments.	15	3.67	100.0		33%	67%	
30. You are flexible and open to new ideas and encourages others to value change.	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. You are able to recognize the potential benefits of change, and create an infrastructure which supports change.	3.53	3.40	-0.13 ▼
27. You are able to quickly learn new ways of performing your job.	3.12	3.33	+0.22 ▲
28. You recognize and implement changes to enhance efficiency and effectiveness.	3.41	3.53	+0.12 ▲
29. You perform a wide range of tasks, respond to changes in direction and priorities and accept new challenges, responsibilities, and assignments.	3.59	3.67	+0.08 ▲
30. You are flexible and open to new ideas and encourages others to value change.	3.41	3.33	-0.08 ▼

### Comments:

- \_\_\_ is so attentive to the needs of our department and to the needs of individuals.
- 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.
- \_\_\_ is a great asset to the team. We are grateful to have her.
- \_\_\_ makes great hiring choices. she is clear on what needs to be done.
- \_\_\_ 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 elses department, she is willing to help in any capacity she can to help reach goals.
- She looks at problems in a systematic way and asks for input prior to making decisions.

## Time Management

### 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. You do not become flustered by deadlines and timelines.	15	3.20	86.7	13%	53%	33%	
32. You deal effectively with interruptions.	15	3.40	100.0		60%	40%	
33. You do not procrastinate.	15	3.20	86.7	13%	53%	33%	
34. You set clearly defined goals.	15	3.27	93.3	7%	60%	33%	
35. You complete high-priority work within required timelines.	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. You do not become flustered by deadlines and timelines.	3.18	3.20	+0.02 ▲
32. You deal effectively with interruptions.	3.35	3.40	+0.05 ▲
33. You do not procrastinate.	3.18	3.20	+0.02 ▲
34. You set clearly defined goals.	2.88	3.27	+0.38 ▲
35. You complete high-priority work within required timelines.	3.18	3.00	-0.18 ▼

### Comments:

- \_\_\_ is a valuable resource to the organization and the team.
- Despite the fact that \_\_\_ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- 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.
- I admire her ability to think constructively and to always wanting to make sure what she is doing is the right thing and yet open to small tests of change, when warranted.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- She consistently conducts herself with professionalism and represents our unit well.

## Juggling Multiple Responsibilities

### 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. You use a scheduler/planner to keep tasks organized and on time.	15	3.20	93.3	7%	67%		27%
37. You prioritize tasks for efficiency.	15	3.27	93.3	7%	60%		33%
38. You observe, analyze, and respond to merchandise needs while serving customers and accomplishing operational tasks.	15	3.27	86.7	13%	47%		40%
39. You manage impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	15	3.13	86.7	13%	60%		27%
40. You organize tasks for the most efficient order of completion.	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. You use a scheduler/planner to keep tasks organized and on time.	3.18	3.20	+0.02 ▲
37. You prioritize tasks for efficiency.	3.35	3.27	-0.09 ▼
38. You observe, analyze, and respond to merchandise needs while serving customers and accomplishing operational tasks.	3.24	3.27	+0.03 ▲
39. You manage impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	3.59	3.13	-0.45 ▼
40. You organize tasks for the most efficient order of completion.	3.29	3.40	+0.11 ▲

### Comments:

- She strives to raise the bar everyday to improve our processes to best serve our customers.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- \_\_\_ is organized and thorough.
- She stays in her office, and is largely oblivious to the daily activities of customer service.
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- \_\_\_ has extremely strong communication skills and is able to work in a wide variety of settings.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. You focus attention on treating the causes of problems rather than simply addressing the symptoms.	15	3.33	93.3	7%	53%	40%	
42. You understand your role within the organization.	15	3.33	93.3	7%	53%	40%	
43. You create plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	3.13	86.7	13%	60%	27%	
44. You understand and contribute to development of strategic goals.	15	3.00	86.7	13%	73%	13%	
45. You sustain or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	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. You focus attention on treating the causes of problems rather than simply addressing the symptoms.	3.29	3.33	+0.04 ▲
42. You understand your role within the organization.	3.41	3.33	-0.08 ▼
43. You create plans to develop and promote organizational and area strengths, as well as to address weaknesses.	3.35	3.13	-0.22 ▼
44. You understand and contribute to development of strategic goals.	3.18	3.00	-0.18 ▼
45. You sustain or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	3.35	3.53	+0.18 ▲

### Comments:

- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- \_\_\_ is an excellent role model. She received the Employee Excellence Award this past year and also advanced certification, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.
- I appreciate her dedication to the department employees.
- Employees were not encouraged to do anything besides come to work.
- \_\_\_ can be counted on for her reliability.
- Sometimes the desired outcomes and expectations are not clearly communicated.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. You are able to identify the needs of the department before a major change.	15	3.00	86.7	13%	73%		13%
47. You are able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.20	93.3	7%	60%		33%
48. You make plans and follows through.	15	3.20	93.3	7%	67%		27%
49. You delegate role to team members to accomplish goals.	15	3.40	93.3	7%	47%		47%
50. You anticipate potential challenges, develops plan to overcome them and then carries out the plan.	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. You are able to identify the needs of the department before a major change.	3.24	3.00	-0.24 ▼
47. You are able to look ahead (beyond the present) when addressing the work/needs of the department.	3.00	3.20	+0.20 ▲
48. You make plans and follows through.	3.18	3.20	+0.02 ▲
49. You delegate role to team members to accomplish goals.	3.35	3.40	+0.05 ▲
50. You anticipate potential challenges, develops plan to overcome them and then carries out the plan.	3.29	3.13	-0.16 ▼

### Comments:

- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- She translated the creative thinking into real change and solution that advanced our department.
- I am always impressed by \_\_\_'s insight into our processes so that we continuously strive to improve and be consistent.
- \_\_\_ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- \_\_\_ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.

## 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?

- While encouraging folks to continue with their education, she is also continuing with her education.
- \_\_\_'s unit appears to be functioning well in regards to outcomes so she should be proud of her leadership abilities.
- \_\_\_ is still learning her role and I see her only improving in the future. I do question her judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- \_\_\_ is a wonderful team member. . .has the gift of empathy and encouragement. She has a can do attitude when faced with projects/issues.
- Always looking for ways to grow as a person. Inspires others to do the same.

### What do you like best about working with this individual?

- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- \_\_\_ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- Having a routine for schedule and coming to office more frequently
- She is such a positive person and always willing to pitch in where help is needed.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.

### What do you like least about working with this individual?

- She has the ability to look at the system as a whole and make solid long range decisions.
- I so appreciate that \_\_\_ is so on top of everything that we do in payroll.
- She is very knowledgeable and is always willing to lend a helping hand!
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- She is a real advocate for the customers. Excellent department and computer skills
- \_\_\_ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.

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

- \_\_\_ 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.
- \_\_\_ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- \_\_\_ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- She continues to be a shining example to her team especially in process improvement and professional growth.
- I really enjoy working with \_\_\_ and I respect her as a leader and role model.
- The only constructive feedback that I would have for \_\_\_ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that \_\_\_ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.

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

- Knowledge, experience, and the will to help when help is needed.
- \_\_\_ has an impressive vision for the company.
- She supports each and every one of us and was very sensitive to how this was effecting every staff member.
- \_\_\_ has excellent communication skills with both staff and her management team.
- She has confidence in leading and making decisions improving rapidly.
- \_\_\_ teams with others to improve communication and process.

### Any final comments?

- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- She communicates clearly and responds to request without unnecessary delay.
- Has the experience needed.
- \_\_\_ 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.
- \_\_\_ does a great job investigating an issue thinking it through before she takes action.
- 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.