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.
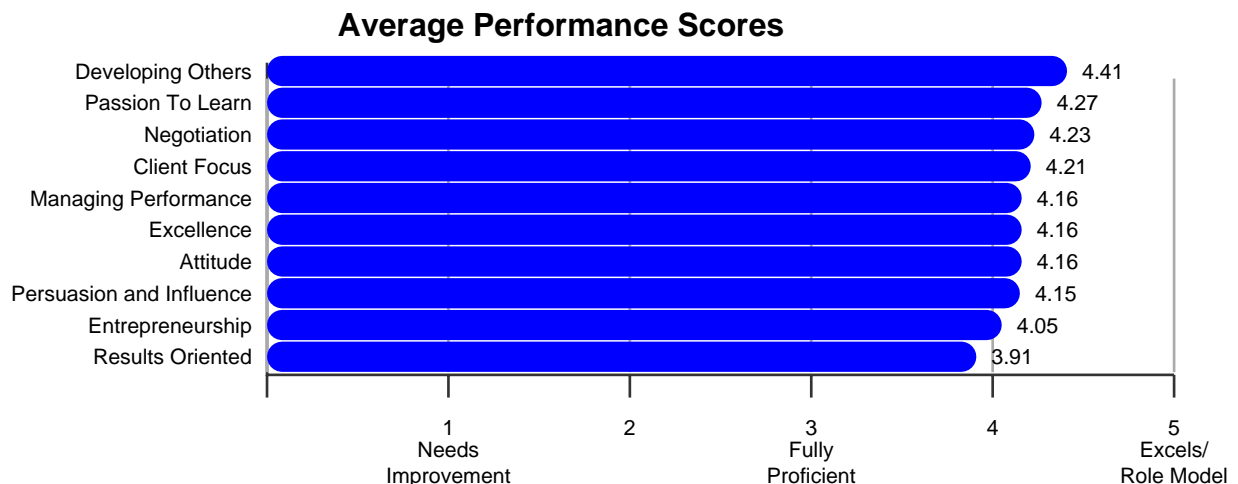
What to Do with Your Feedback

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
Developing Others	4.41
Passion To Learn	4.27
Negotiation	4.23
Client Focus	4.21
Managing Performance	4.16
Excellence	4.16
Attitude	4.16
Persuasion and Influence	4.15
Entrepreneurship	4.05
Results Oriented	3.91

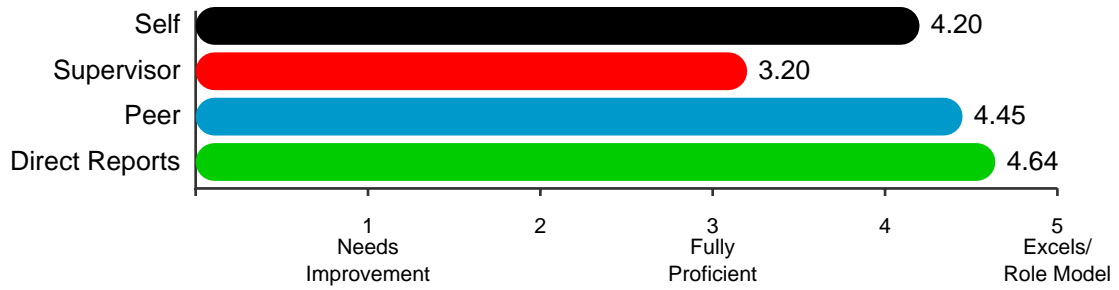Scale: 1 Needs Improvement — 3 Fully Proficient — 5 Excels/Role Model

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
Managing Performance	Self 3.80 / Other 4.19	0.39
Attitude	Self 3.80 / Other 4.19	0.39
Results Oriented	Self 3.60 / Other 3.93	0.33
Passion To Learn	Self 4.00 / Other 4.29	0.29
Entrepreneurship	Self 3.80 / Other 4.07	0.27
Developing Others	Self 4.20 / Other 4.43	0.23
Client Focus	Self 4.00 / Other 4.23	0.23
Persuasion and Influence	Self 4.00 / Other 4.16	0.16
Negotiation	Self 4.20 / Other 4.23	0.03
Excellence	Self 4.20 / Other 4.16	0.04

Scale:
1 Needs Improvement
3 Fully Proficient
5 Excels/ Role Model

Developing Others

Summary Scores

	Score
Self	4.20
Supervisor	3.20
Peer	4.45
Direct Reports	4.64

1. Needs Improvement — 3. Fully Proficient — 5. Excels/Role Model

1. Assesses employees' developmental needs.

	Score
Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	4.20

2. Assigns tasks and responsibilities to develop skills of others.

	Score
Self	5.00
Supervisor	4.00
Peer	4.88
Direct Reports	5.00

3. Sets performance objectives for subordinates that encourages development opportunities.

	Score
Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	4.80

4. Creates a work environment that fosters positive feedback to employees.

	Score
Self	4.00
Supervisor	3.00
Peer	4.50
Direct Reports	4.60

5. Develops employees by offering and encouraging them to take on new or additional responsibilities.

	Score
Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	4.60

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 (Excels/ Role Model).
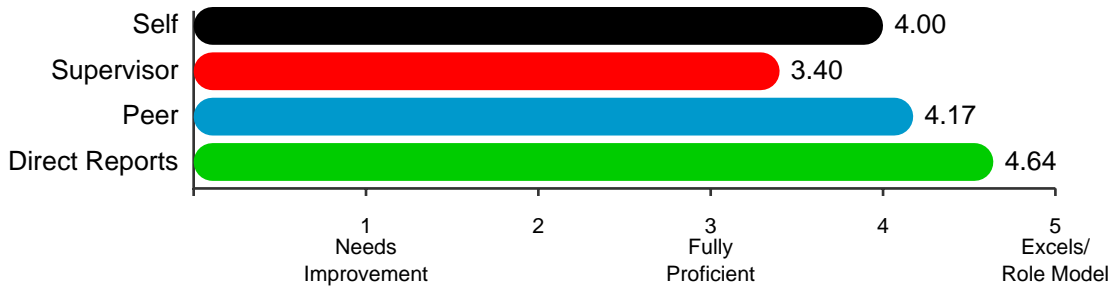
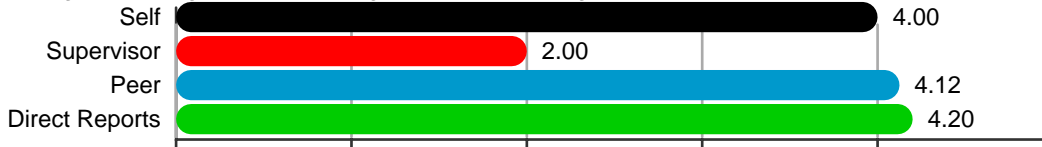| Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
1. Assesses employees' developmental needs.	15	4.20	93.3	7%	67%			27%
2. Assigns tasks and responsibilities to develop skills of others.	15	4.87	100.0	13%	87%			
3. Sets performance objectives for subordinates that encourages development opportunities.	15	4.27	93.3	7%	60%			33%
4. Creates a work environment that fosters positive feedback to employees.	15	4.40	86.7	13%	33%		53%	
5. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	4.33	93.3	7%	53%		40%	

Comments:
- Outstanding leader.
- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.
- I find her to be a stellar asset to our team at [CompanyName].
- Brings an exorbitant amount of positive energy to the team.   It's very inspiring.
- I am very thankful for all the opportunities she has provided me and I have grown in my development under her guidance. A real asset to the organization.

Passion To Learn

Summary Scores

Self		4.00
Supervisor		3.40
Peer		4.17
Direct Reports		4.64

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          1          2          3          4          5
       Needs               Fully               Excels/
     Improvement        Proficient          Role Model
```

6. Exhibits willingness to upgrade skills through additional training and education.

Self		4.00
Supervisor		2.00
Peer		4.12
Direct Reports		4.20

7. Holds self and associates accountable for goal achievement.

Self		4.00
Supervisor		3.00
Peer		4.00
Direct Reports		4.40

8. Inspires others to learn new things.

Self		4.00
Supervisor		5.00
Peer		4.12
Direct Reports		4.60

9. Demonstrates through personal behavior the commitment to high standards of performance.

Self		4.00
Supervisor		3.00
Peer		4.38
Direct Reports		5.00

10. Is open minded and curious about learning new skills.

Self		4.00
Supervisor		4.00
Peer		4.25
Direct Reports		5.00

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          1          2          3          4          5
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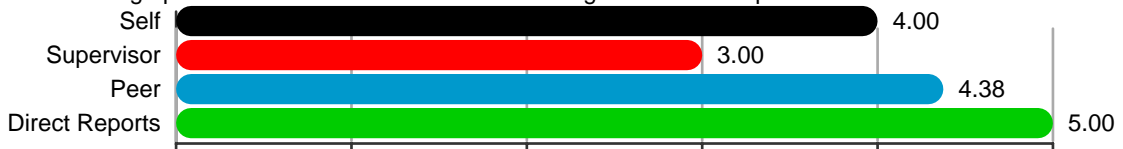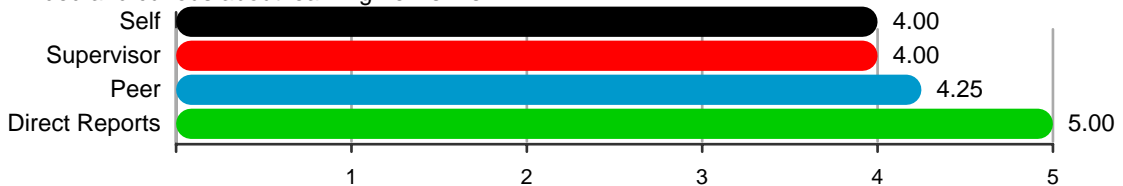
Level of Skill

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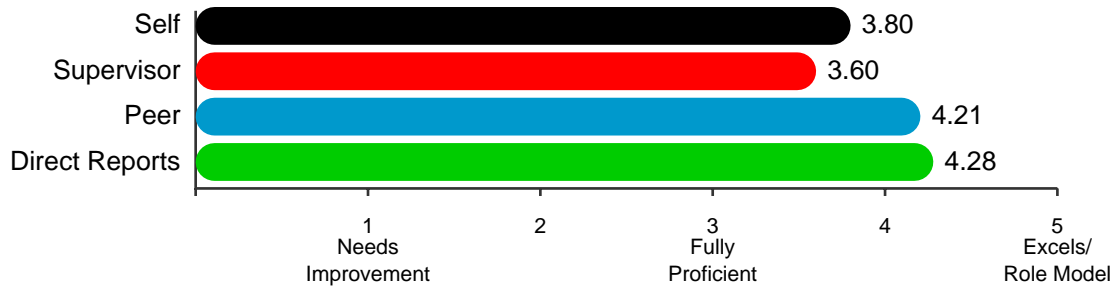
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
6. Exhibits willingness to upgrade skills through additional training and education.	15	4.00	80.0	7%	13%	53%		27%
7. Holds self and associates accountable for goal achievement.	15	4.07	80.0		20%	53%		27%
8. Inspires others to learn new things.	15	4.33	93.3	7%	47%		47%	
9. Demonstrates through personal behavior the commitment to high standards of performance.	15	4.47	93.3	7%	40%		53%	
10. Is open minded and curious about learning new skills.	15	4.47	93.3	7%	40%		53%	

Comments:
- Is extremely knowledgable and is always continuing her education to stay up to date.
- I may not know all that is going on behind the scenes, however there are times when she may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- I have observed ___ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. ___ does take action when there are employees who do not fit with the organization mission and values.
- Outstanding leader.
- ___ established an environment in which teamwork and creativity flourished.
- I think she is the kind of manager our department has needed and will continue to need.

Managing Performance

Summary Scores

Self	3.80
Supervisor	3.60
Peer	4.21
Direct Reports	4.28

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        1          2          3          4          5
      Needs                 Fully               Excels/
    Improvement          Proficient          Role Model
```

11. Ensures employees understand the goals of the organization/department.

Self	4.00
Supervisor	5.00
Peer	4.38
Direct Reports	5.00

12. Measures performance of goals and objectives.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.40

13. Assesses employee performance against defined standards.

Self	4.00
Supervisor	4.00
Peer	4.38
Direct Reports	4.40

14. Ensures that team goals are met 85 percent of the time.

Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	3.80

15. Makes sure the team's goals are met.

Self	3.00
Supervisor	2.00
Peer	3.86
Direct Reports	3.80

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        1          2          3          4          5
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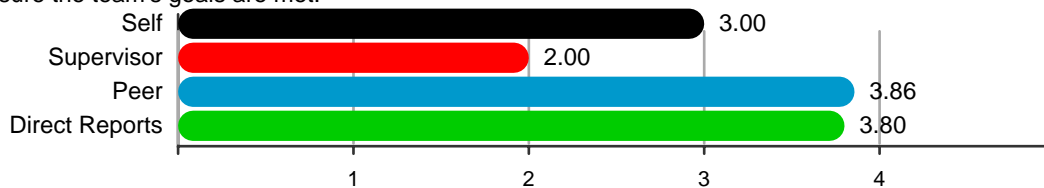
Level of Skill

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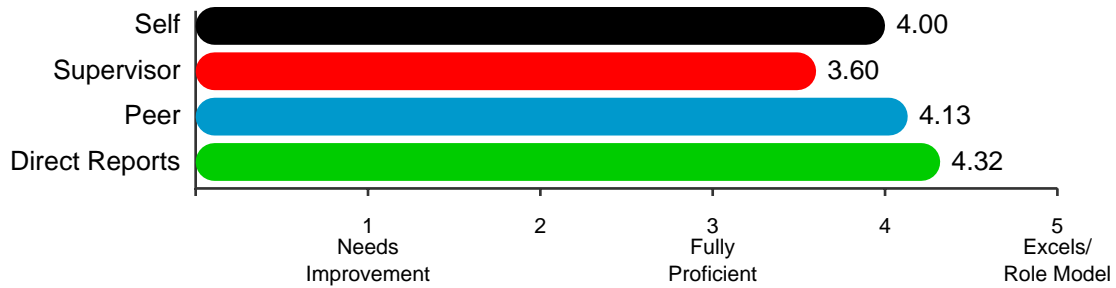
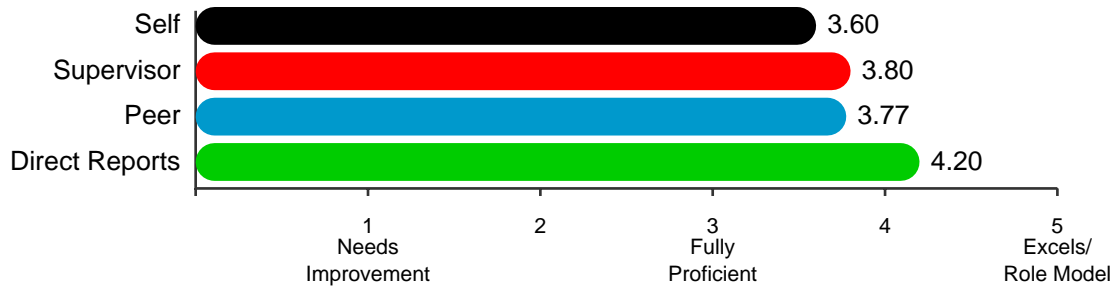| Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Ensures employees understand the goals of the organization/department.	15	4.60	100.0		40%		60%	
12. Measures performance of goals and objectives.	15	4.27	100.0		73%			27%
13. Assesses employee performance against defined standards.	15	4.33	100.0		67%			33%
14. Ensures that team goals are met 85 percent of the time.	15	3.93	73.3	27%		53%		20%
15. Makes sure the team's goals are met.	14	3.64	57.1	14%	29%	36%		21%

Comments:
- I admire her ability to see the big picture (both within our walls and outside our walls).
- Manager engages in all categories described above as marked.
- She communicates well to all staff and we know what is expected of us.
- ___ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- I appreciate that as a   new manager to this department ___ has sought to understand my work flow and process.She is actively learning more about our work processes and involved to determine needed resources.
- She is effective and her knowledge of processes is invaluable.

Persuasion and Influence

Summary Scores

| | 1
Needs
Improvement | 2 | 3
Fully
Proficient | 4 | 5
Excels/
Role Model |

Self 4.00
Supervisor 3.60
Peer 4.13
Direct Reports 4.32

16. Persuades others to consider alternative points of view.

Self 4.00
Supervisor 3.00
Peer 4.12
Direct Reports 5.00

17. Able to express own goals and needs.

Self 4.00
Supervisor 5.00
Peer 4.25
Direct Reports 4.20

18. Develops a good rapport with others.

Self 4.00
Supervisor 3.00
Peer 4.00
Direct Reports 4.20

19. Understanding what others need.

Self 4.00
Supervisor 4.00
Peer 4.43
Direct Reports 3.80

20. Ensures stakeholders are involved in the decision making process.

Self 4.00
Supervisor 3.00
Peer 3.88
Direct Reports 4.40

| 1 | 2 | 3 | 4 | 5 |
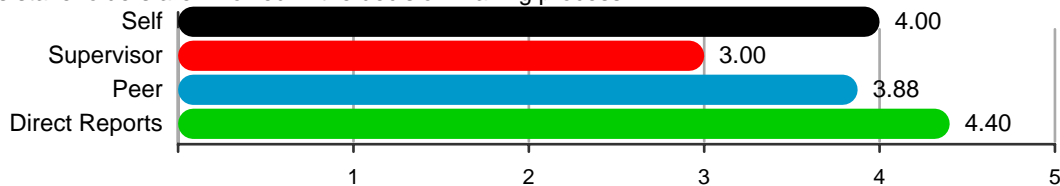
Level of Skill

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Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
16. Persuades others to consider alternative points of view.	15	4.33	86.7	13%		40%		47%
17. Able to express own goals and needs.	15	4.27	93.3	7%		60%		33%
18. Develops a good rapport with others.	14	4.00	92.9	7%		86%		7%
19. Understanding what others need.	14	4.14	85.7	7%	7%	50%		36%
20. Ensures stakeholders are involved in the decision making process.	15	4.00	66.7	7%	27%	27%		40%

Comments:
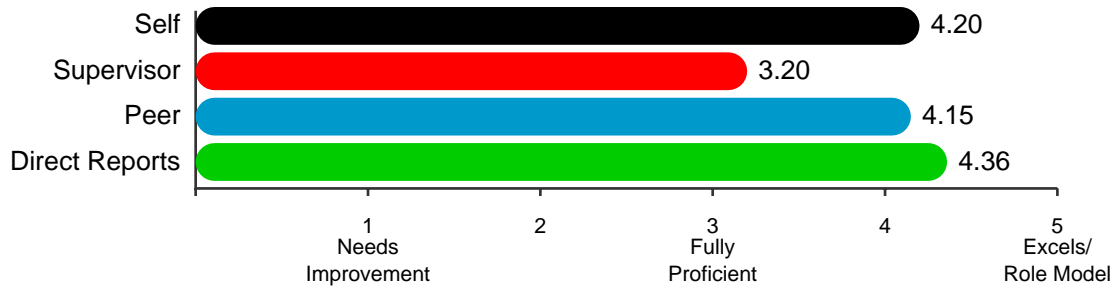- I'm not sure if management is ___'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.
- ___ has been excellent about obtaining feedback and our opinions about system and program changes.
- ___ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- She is a pleasure to work with and an asset to [CompanyName].
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- ___ is an excellent leader, sensitive, kind, compassionate, friendly and professional.

Results Oriented

Summary Scores

	Score
Self	3.60
Supervisor	3.80
Peer	3.77
Direct Reports	4.20

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        1           2           3           4           5
      Needs                   Fully                   Excels/
   Improvement              Proficient             Role Model
```

21. Works toward achievement of goals even when confronted with obstacles.

	Score
Self	4.00
Supervisor	5.00
Peer	3.50
Direct Reports	4.60

22. Encourages a high-energy, fun work environment and coaches others on how to do the same

	Score
Self	3.00
Supervisor	3.00
Peer	3.75
Direct Reports	3.20

23. Explains the "whys" behind organizational objectives

	Score
Self	3.00
Supervisor	3.00
Peer	3.38
Direct Reports	4.20

24. Helps others when free-time is available.

	Score
Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.20

25. Stays focused on meeting the needs of customers.

	Score
Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.80

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        1           2           3           4           5
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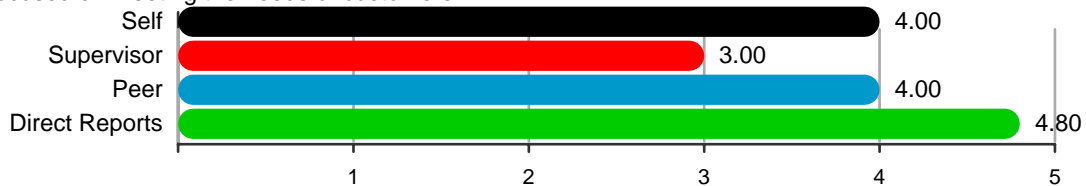
Level of Skill

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Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Works toward achievement of goals even when confronted with obstacles.	15	4.00	66.7	13%	20%	20%		47%
22. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	3.47	53.3	13%	33%	47%		7%
23. Explains the "whys" behind organizational objectives	15	3.60	66.7	13%	20%	60%		7%
24. Helps others when free-time is available.	15	4.27	86.7	7%	7%	40%		47%
25. Stays focused on meeting the needs of customers.	15	4.20	80.0	7%	13%	33%		47%

Comments:
- ___ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- ___ has an incredible vision for our organization's strategy and improvement efforts.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- Her time has been in huge demand on the [CompanyName] operations side, which has not allowed her to do as much professional development for herself that she would like.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
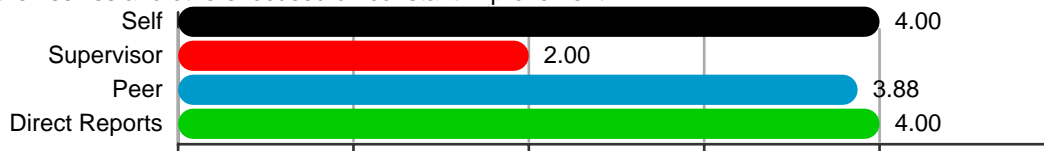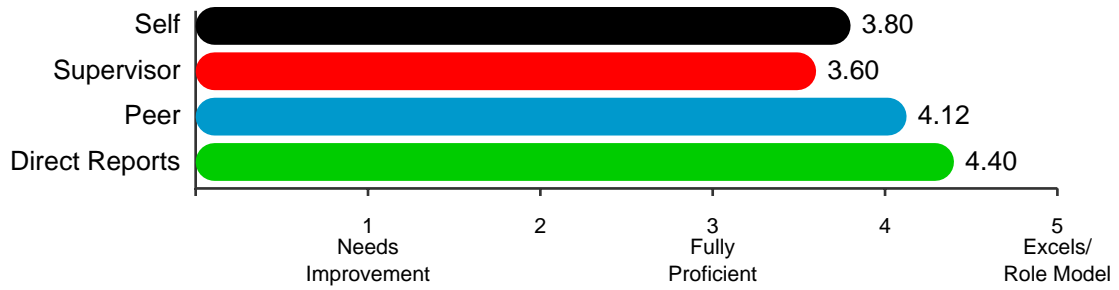
Excellence

Summary Scores

Self	4.20
Supervisor	3.20
Peer	4.15
Direct Reports	4.36

1	2	3	4	5
Needs Improvement		Fully Proficient		Excels/ Role Model

26. Produces high quality work.

Self	4.00
Supervisor	2.00
Peer	3.88
Direct Reports	3.60

27. Keeps themselves and others focused on constant improvement.

Self	4.00
Supervisor	2.00
Peer	3.88
Direct Reports	4.00

28. Takes a lot of pride in their work.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.60

29. Can be counted on to add value wherever they are involved.

Self	5.00
Supervisor	4.00
Peer	4.50
Direct Reports	5.00

30. Is planful and organized.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.60

1	2	3	4	5
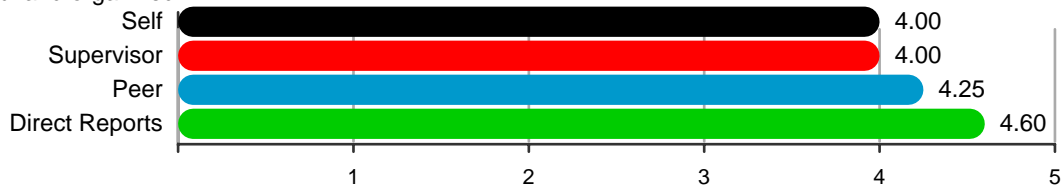
Level of Skill

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 (Excels/ Role Model).

| Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Produces high quality work.	15	3.67	66.7	20%	13%	47%		20%
27. Keeps themselves and others focused on constant improvement.	15	3.80	73.3	20%	7%	47%		27%
28. Takes a lot of pride in their work.	15	4.33	86.7	13%		40%		47%
29. Can be counted on to add value wherever they are involved.	15	4.67	100.0			33%		67%
30. Is planful and organized.	15	4.33	100.0			67%		33%

Comments:
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- I can't think of a single thing ___ could improve upon.
- ___ handles every situation in a professional manner and she responds promptly to requests.
- ___ is a wonderful person to work for.
- ___ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- I cannot say if she challenges others.

Attitude

Summary Scores

Self	3.80
Supervisor	3.60
Peer	4.12
Direct Reports	4.40

1 — Needs Improvement   2   3 — Fully Proficient   4   5 — Excels/Role Model

31. Visibly supports and encourages diversity in style and background.

Self	4.00
Supervisor	3.00
Peer	4.25
Direct Reports	4.00

32. Contributes to a positive and fun work environment.

Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.80

33. Treats all people fairly and with respect.

Self	3.00
Supervisor	3.00
Peer	4.12
Direct Reports	4.60

34. Builds open and trusting relationships.

Self	4.00
Supervisor	4.00
Peer	4.00
Direct Reports	4.40

35. Shows by their actions that they trust in the positive intentions of others.

Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.20

1   2   3   4   5
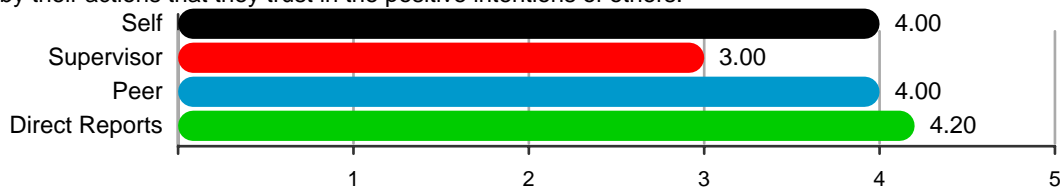
Level of Skill

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 (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
31. Visibly supports and encourages diversity in style and background.	15	4.07	80.0	20%		53%		27%
32. Contributes to a positive and fun work environment.	15	4.47	100.0		53%		47%	
33. Treats all people fairly and with respect.	15	4.13	80.0	20%		47%		33%
34. Builds open and trusting relationships.	15	4.13	86.7	13%		60%		27%
35. Shows by their actions that they trust in the positive intentions of others.	15	4.00	80.0	20%		60%		20%

Comments:
- ___ is so attentive to the needs of our department and to the needs of individuals.
- I have been most impressed by ___ in the last year.   Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do.   High degree of common sense and good decisions is what I have seen from ___.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- ___ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.
- She is willing to fill in with daily workload when we are short staffed.
- ___ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.

Client Focus

Summary Scores
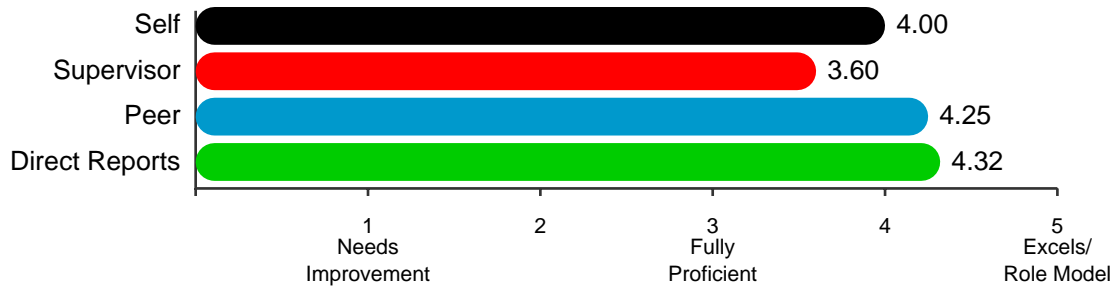
36. Is pro-active in dealing with clients and addressing their needs.

37. Ensures client commitments and requirements are met or exceeded
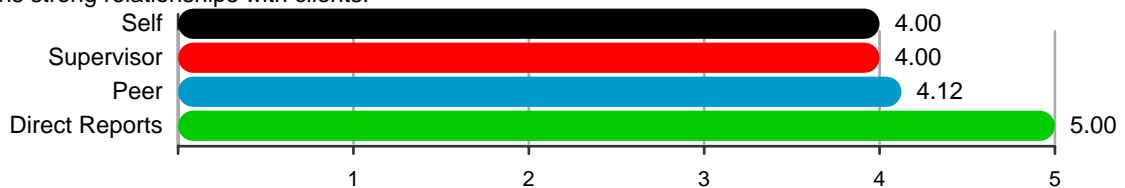

38. Obtains feedback to ensure client needs are being met.

39. Forms strong client relationships

40. Maintains strong relationships with clients.

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 (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
36. Is pro-active in dealing with clients and addressing their needs.	15	4.33	100.0		67%		33%
37. Ensures client commitments and requirements are met or exceeded	15	3.93	80.0	13%	7%	53%	27%
38. Obtains feedback to ensure client needs are being met.	15	4.27	86.7	13%	47%		40%
39. Forms strong client relationships	15	4.13	86.7	13%	60%		27%
40. Maintains strong relationships with clients.	15	4.40	93.3	7%	47%		47%

Comments:
- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- Thoroughness, accuracy, professionalism.
- She has established credibility and trust with all the directors and managers.
- She is such a positive person and always willing to pitch in where help is needed.

Negotiation

Summary Scores
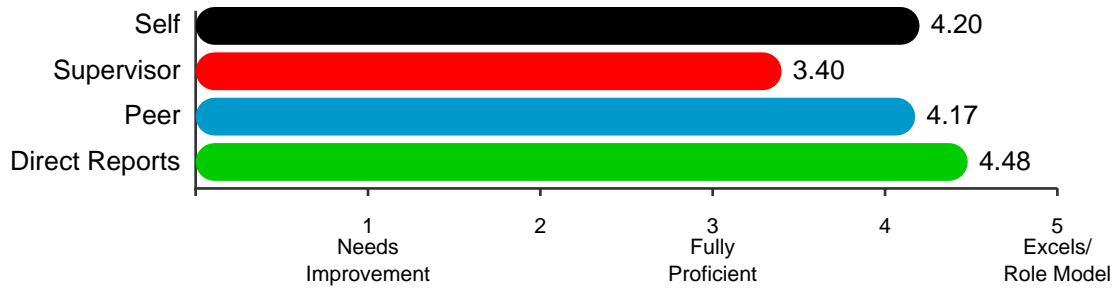
41. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.

42. Maintains good interpersonal relationships with representatives from the other party.
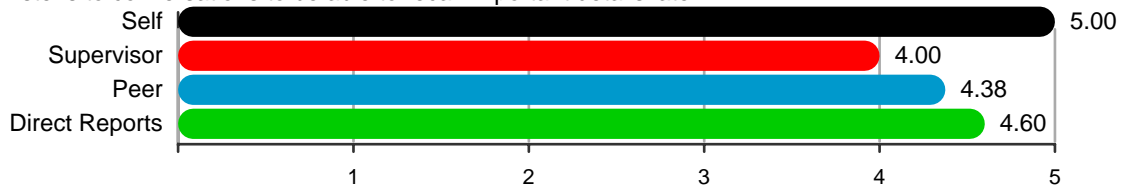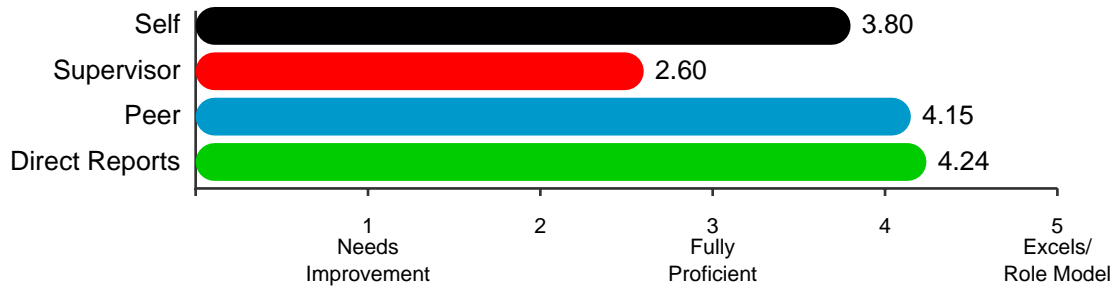

43. Stays calm and focuses on the core issues to be discussed.

44. Is able to decline bad ideas to avoid making poor decisions.

45. Actively listens to conversations to be able to recall important details later.

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 (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
41. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	15	4.33	93.3	7%	53%		40%
42. Maintains good interpersonal relationships with representatives from the other party.	15	4.20	80.0	20%	40%		40%
43. Stays calm and focuses on the core issues to be discussed.	15	4.13	86.7	13%	60%		27%
44. Is able to decline bad ideas to avoid making poor decisions.	15	4.00	86.7	13%	73%		13%
45. Actively listens to conversations to be able to recall important details later.	15	4.47	93.3	7%	40%		53%

Comments:
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- Resist the urge to take on everything.   Reduce over-promising and increase decentralized command.
- Dependability, with whatever is needed.
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- She make sure the team effort not only succeed on paper.
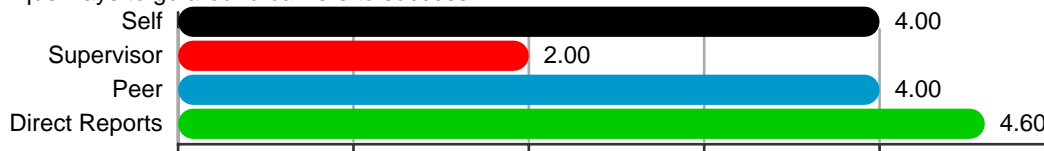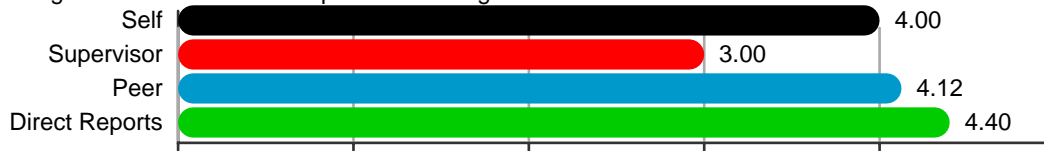
Entrepreneurship

Summary Scores

Self		3.80
Supervisor		2.60
Peer		4.15
Direct Reports		4.24

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        1            2            3            4            5
      Needs                    Fully                   Excels/
   Improvement              Proficient             Role Model
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46. Can work effectively in an environment of uncertainty.

Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	3.80

47. Finds unique ways to go around barriers to success.

Self	4.00
Supervisor	2.00
Peer	4.00
Direct Reports	4.60

48. Has a strategic awareness on how to promote the organization.

Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	4.40

49. Devotes a certain amount of time and effort to developing new business opportunities.

Self	4.00
Supervisor	3.00
Peer	4.50
Direct Reports	4.00

50. Able to adapt the department to changing business demands and climate.

Self	3.00
Supervisor	2.00
Peer	4.12
Direct Reports	4.40

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        1            2            3            4            5
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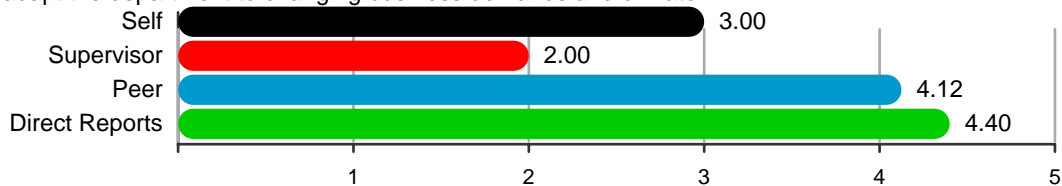
Level of Skill

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 (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
46. Can work effectively in an environment of uncertainty.	15	3.87	80.0	7%	13%	67%		13%
47. Finds unique ways to go around barriers to success.	15	4.07	86.7	13%		53%		33%
48. Has a strategic awareness on how to promote the organization.	15	4.13	86.7	13%		60%		27%
49. Devotes a certain amount of time and effort to developing new business opportunities.	15	4.20	86.7	7%	7%	47%		40%
50. Able to adapt the department to changing business demands and climate.	15	4.00	73.3	13%	13%	33%		40%

Comments:
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- ___ is a wonderful partner to work with.   She has been consistently responsive to issues or requests from my team. She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.

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 an outstanding leader.   She has the experience and knowledge to build a business from the ground up.   This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- She has a way to make you always want to do better and be better.   She has always been a very strong leader for the company.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- She is also very enthusiastic and energetic.
- ___ is a very good leader with significant talents.   She's open to feedback from others and is continually trying to further develop her own self.

What do you like best about working with this individual?

- We are lucky to have her here at [CompanyName].
- Increase in confidence. Being willing to lean into the uncomfortable.
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- she has patience.
- ___ has superb technical experience.   I think she should take more advantage of department meetings to brief the team on her priorities and initiatives.
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.

What do you like least about working with this individual?

- I would like to see her expand personal long-term goals at the company.
- Initiative, attitude, and willingness to pitch in.
- ___ is a reliable and valued colleague.   She is collaborative, respectful and professional with her team members and customers outside the organization.
- Has good intentions, but follow through needs more work.
- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.

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

- She has a calm demeanor and willingness to help with anything.
- When dealing with HR issues my HR business partner is always involved.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- Detail oriented
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- ___'s leadership at [CompanyName] has been outstanding.   I have been very impressed with her since she came here and I admire her work.

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

- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- She encourages each staff member to understand each other and to work together in a very positive manner.
- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.
- I think ___ should learn to be more concise and focused in her comments.   She can consume a lot of meeting time with commentary that is lengthy and not always on point.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.

Any final comments?

- I can not say enough good things about ___ she has been an asset to our department from day one.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.
- She is very professional and caring in her job
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- Good Team Player! Good decision making skills. A hard worker.
- She has helped make me a better manager through her actions and follow through.