Feedback Results

Your CompanyName Here

2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots."   This feedback may help us to understand the negative impact our actions may unintentionally have on others.
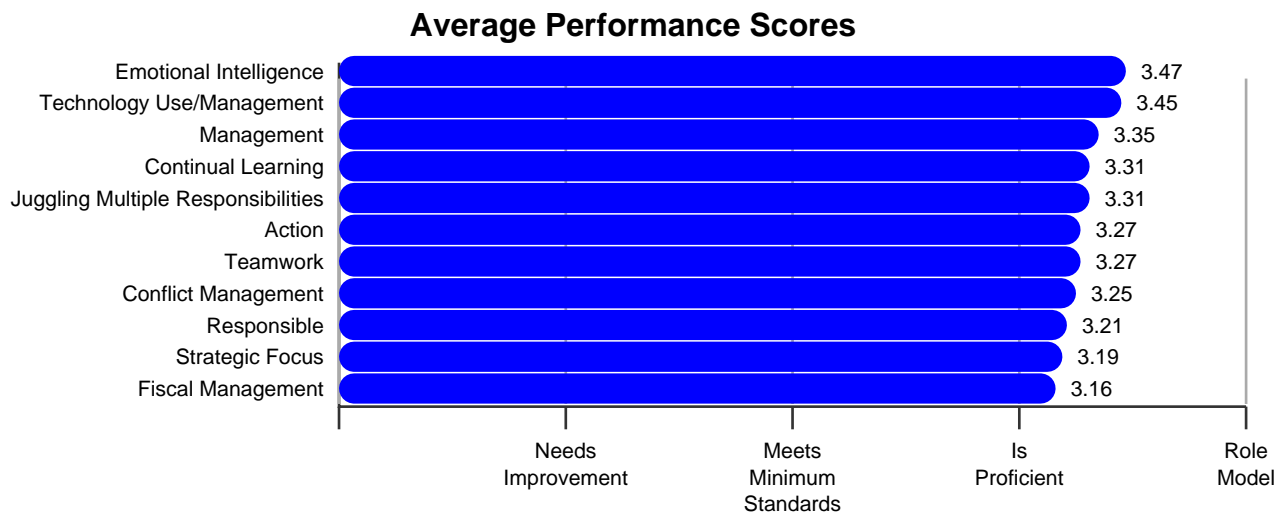
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.
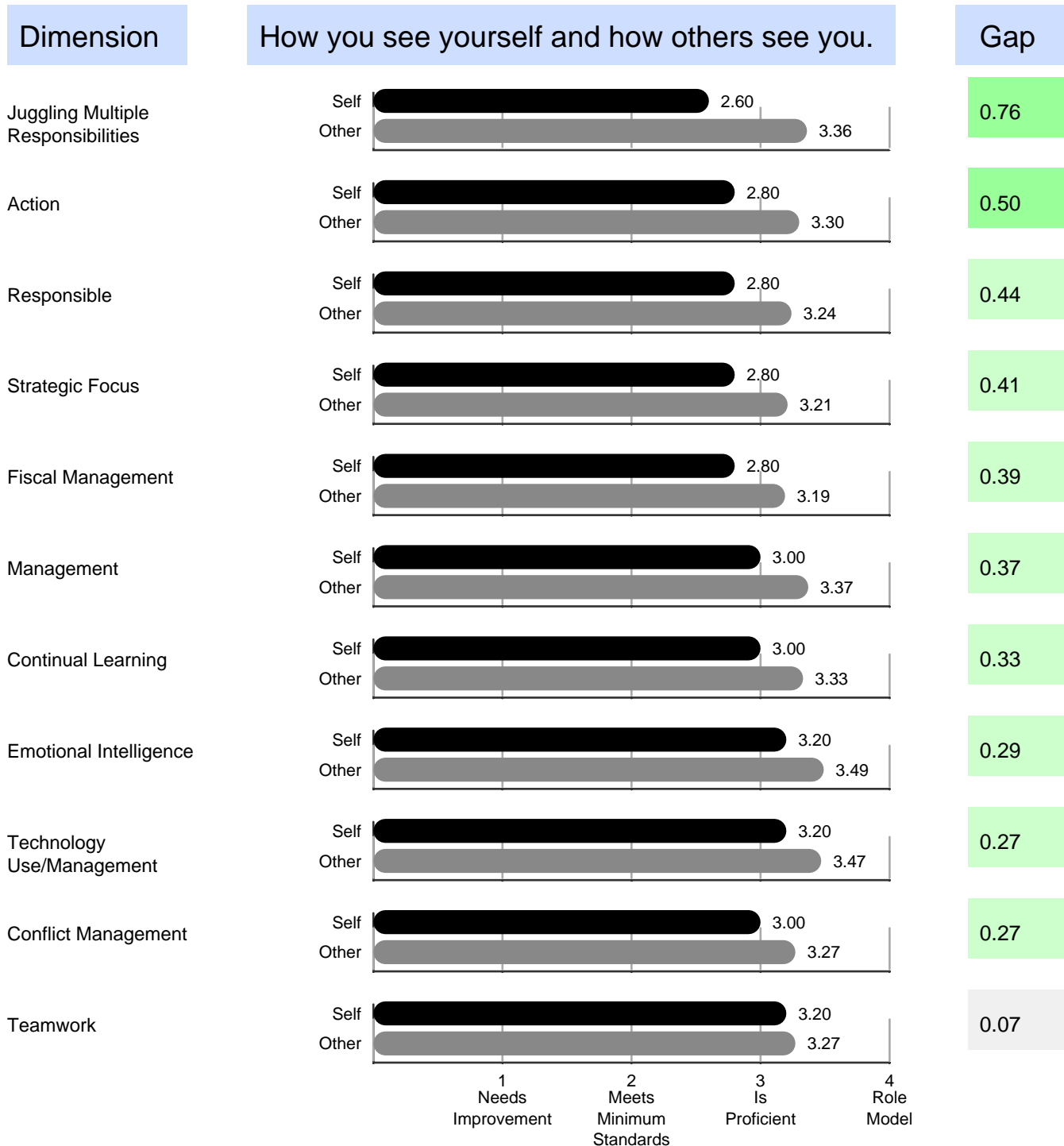
Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.

Average Performance Scores

Dimension	Score
Emotional Intelligence	3.47
Technology Use/Management	3.45
Management	3.35
Continual Learning	3.31
Juggling Multiple Responsibilities	3.31
Action	3.27
Teamwork	3.27
Conflict Management	3.25
Responsible	3.21
Strategic Focus	3.19
Fiscal Management	3.16

Scale: Needs Improvement — Meets Minimum Standards — Is Proficient — 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
Juggling Multiple Responsibilities	Self 2.60 / Other 3.36	0.76
Action	Self 2.80 / Other 3.30	0.50
Responsible	Self 2.80 / Other 3.24	0.44
Strategic Focus	Self 2.80 / Other 3.21	0.41
Fiscal Management	Self 2.80 / Other 3.19	0.39
Management	Self 3.00 / Other 3.37	0.37
Continual Learning	Self 3.00 / Other 3.33	0.33
Emotional Intelligence	Self 3.20 / Other 3.49	0.29
Technology Use/Management	Self 3.20 / Other 3.47	0.27
Conflict Management	Self 3.00 / Other 3.27	0.27
Teamwork	Self 3.20 / Other 3.27	0.07

Scale:
1 Needs Improvement
2 Meets Minimum Standards
3 Is Proficient
4 Role Model

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
1. Accurately perceives the emotional reactions of others.	15	3.20	93.3	7%	67%		27%
2. Is able to express themselves clearly.	15	3.87	100.0	13%	87%		
3. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.33	93.3	7%	53%		40%
4. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.60	93.3	7%	27%	67%	
5. Is able to manage their own emotions.	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. Accurately perceives the emotional reactions of others.	3.29	3.20	-0.09	▼
2. Is able to express themselves clearly.	3.65	3.87	+0.22	▲
3. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.18	3.33	+0.16	▲
4. Is attentive to emotional cues and interprets others' feelings correctly.	3.41	3.60	+0.19	▲
5. Is able to manage their own emotions.	3.24	3.33	+0.10	▲

Comments:
- I appreciate her style and support.
- She always involves others in decisions ensuring a well rounded approach.
- ___ knows her work and knows the facility very well. ___ is sincere about doing good work, but at times struggles with communicating in objective manner.
- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.

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
6. Keep staff informed about what is happening in the company	15	3.20	93.3	7%	60%		33%
7. Is ready to offer help	15	3.20	86.7	13%	53%		33%
8. Delegate tasks effectively	15	3.40	93.3	7%	47%	47%	
9. Takes responsibility for things that go wrong	15	3.47	93.3	7%	40%	53%	
10. Makes you feel enthusiastic about your work	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. Keep staff informed about what is happening in the company	3.24	3.20	-0.04	▼
7. Is ready to offer help	3.41	3.20	-0.21	▼
8. Delegate tasks effectively	3.24	3.40	+0.16	▲
9. Takes responsibility for things that go wrong	3.18	3.47	+0.29	▲
10. Makes you feel enthusiastic about your work	3.35	3.47	+0.11	▲

Comments:
- As a leader, I can clearly see that ___ is open to growth as she is willing to have difficult conversations with the intent of strengthening the team.   I believe the areas that need improvement will develop in time, as she gains leadership experience and mentoring.
- ___ has done a great job of continuing to grow and refine the service lines.
- Professionalism is an area where I feel ___ could continue to develop is making sure that her non-verbal cues are kept to a minimum.   She tends to show more of her frustration and does not communicate them verbally.   Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.
- There is room for improvement in all these elements.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- Has one of the strongest work ethics I've ever encountered in a team member.

Action

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. Displays high energy and enthusiasm on consistent basis.	15	3.53	100.0		47%		53%
12. Does whatever it takes (within reason) to get the job done.	15	3.27	100.0		73%		27%
13. Gets the job done.	15	3.33	100.0		67%		33%
14. Drives and mobilizes others progress toward goals.	15	3.13	86.7	13%	60%		27%
15. Effectively makes decisions	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. Displays high energy and enthusiasm on consistent basis.	3.47	3.53	+0.06 ▲
12. Does whatever it takes (within reason) to get the job done.	3.47	3.27	-0.20 ▼
13. Gets the job done.	3.35	3.33	-0.02 ▼
14. Drives and mobilizes others progress toward goals.	3.18	3.13	-0.04 ▼
15. Effectively makes decisions	3.00	3.07	+0.07 ▲

Comments:
- She is organized, kind, and extremely approachable.
- ___ is a tremendous leader in our organization.
- ___ has made good judgements in hiring top notch employees.
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- She has positive energy, leads by example, and cares about teammates.
- ___ is excellent at providing positive feedback in the moment while in meetings.

Continual Learning

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. Seeks opportunities to grow in skills and knowledge.	15	3.40	93.3	7%	47%		47%
17. Pursues self-improvement through continual learning.	15	3.27	93.3	7%	60%		33%
18. Takes charge of their training and skills enhancement.	14	3.00	92.9	7%	79%		14%
19. Pursues learning that will enhance job performance.	15	3.47	100.0		53%		47%
20. Participates in regular training offered.	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. Seeks opportunities to grow in skills and knowledge.	3.65	3.40	-0.25 ▼
17. Pursues self-improvement through continual learning.	3.47	3.27	-0.20 ▼
18. Takes charge of their training and skills enhancement.	3.12	3.00	-0.12 ▼
19. Pursues learning that will enhance job performance.	3.59	3.47	-0.12 ▼
20. Participates in regular training offered.	3.29	3.40	+0.11 ▲

Comments:
- Committment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- Her positive attitude is constant.
- Good Team Player! Good decision making skills. A hard worker.
- She inspires others by the manner in which she does her work and engages others.
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName].   She deserves recognition for this.
- ___ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.

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
21. Uses a scheduler/planner to keep tasks organized and on time.	15	3.53	100.0			47%	53%
22. Begins tasks as soon as possible.	15	3.00	80.0	20%	60%		20%
23. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	15	2.87	80.0	20%	73%		7%
24. Prioritizes tasks for efficiency.	15	3.47	100.0		53%	47%	
25. Switches attention to more urgent tasks when necessary.	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. Uses a scheduler/planner to keep tasks organized and on time.	3.35	3.53	+0.18 ▲
22. Begins tasks as soon as possible.	3.00	3.00	
23. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	2.88	2.87	-0.02 ▼
24. Prioritizes tasks for efficiency.	3.00	3.47	+0.47 ▲
25. Switches attention to more urgent tasks when necessary.	3.76	3.67	-0.10 ▼

Comments:
- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- ___ 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.
- She is also very enthusiastic and energetic.
- ___ has demonstrated excellent leadership and organizational qualities.   She keeps her team focused and is open to all ideas.   She certainly makes us feel included in all aspects that pertain to our department.
- ___ makes great hiring choices.   she is clear on what needs to be done.

Technology Use/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
26. Supports technical training and development of employees.	15	3.40	93.3	7%	47%		47%
27. Applies complex rules and regulations to maintain optimal system performance.	15	3.33	93.3	7%	53%		40%
28. Supports employee training and development initiatives regarding implementation of technology.	15	3.53	100.0		47%		53%
29. Maximizes the use of new technology to deliver products and services.	15	3.67	100.0		33%		67%
30. Understands and is committed to implementing new technologies.	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. Supports technical training and development of employees.	3.53	3.40	-0.13 ▼
27. Applies complex rules and regulations to maintain optimal system performance.	3.12	3.33	+0.22 ▲
28. Supports employee training and development initiatives regarding implementation of technology.	3.41	3.53	+0.12 ▲
29. Maximizes the use of new technology to deliver products and services.	3.59	3.67	+0.08 ▲
30. Understands and is committed to implementing new technologies.	3.41	3.33	-0.08 ▼

Comments:
- ___ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- I find her to be a stellar asset to our team at [CompanyName].
- I feel ___ is really listening when you talk to her. She always repeats back what she thinks she's hearing, so there is no misunderstanding.
- ___ 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.
- ___ has a Competency mindset.   She is always looking for how we as an organization and specifically her department can improve.
- She does follow up and follow through.

Responsible

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. ...takes personal responsibility for results.	15	3.20	86.7	13%	53%		33%
32. Acts as a resource without removing individual responsibility.	15	3.40	100.0		60%		40%
33. Sets high personal standards of performance.	15	3.20	86.7	13%	53%		33%
34. Works in a way that makes others want to work with her/him.	15	3.27	93.3	7%	60%		33%
35. Behavior is ethical and honest.	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. ...takes personal responsibility for results.	3.18	3.20	+0.02 ▲
32. Acts as a resource without removing individual responsibility.	3.35	3.40	+0.05 ▲
33. Sets high personal standards of performance.	3.18	3.20	+0.02 ▲
34. Works in a way that makes others want to work with her/him.	2.88	3.27	+0.38 ▲
35. Behavior is ethical and honest.	3.18	3.00	-0.18 ▼

Comments:
- Great year of growth!
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- ___ is not always open to new ideas or troubleshooting issue and workflows.   She does end up willing to review situations, it just sometimes takes some time.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- It's been great working with her.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.

Conflict 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
36. Assists team members by helping them see the other point of view.	15	3.20	93.3	7%	67%		27%
37. Identifies and takes steps to prevent potential confrontations.	15	3.27	93.3	7%	60%		33%
38. Helps employees to think through alternative ways to resolve conflict situations.	15	3.27	86.7	13%	47%		40%
39. Tries to understand others' point of view before making judgments	15	3.13	86.7	13%	60%		27%
40. Deals effectively with employee grievances.	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. Assists team members by helping them see the other point of view.	3.18	3.20	+0.02 ▲
37. Identifies and takes steps to prevent potential confrontations.	3.35	3.27	-0.09 ▼
38. Helps employees to think through alternative ways to resolve conflict situations.	3.24	3.27	+0.03 ▲
39. Tries to understand others' point of view before making judgments	3.59	3.13	-0.45 ▼
40. Deals effectively with employee grievances.	3.29	3.40	+0.11 ▲

Comments:
- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- ___ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- My interaction with ___ is very limited, but when I have requested time with her, she makes time for me.
- Great addition to our team!
- Having very minimum one-on-one discussion.
- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.

Teamwork

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. Contributes to and supports team decision-making process	15	3.33	93.3	7%	53%		40%
42. Actively participates as a team member	15	3.33	93.3	7%	53%		40%
43. Creates a climate that encourages team participation.	15	3.13	86.7	13%	60%		27%
44. Coaches team on how to solve problems, plan, and meet organizational goals and objectives.	15	3.00	86.7	13%	73%		13%
45. Willingly share their technical expertise	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. Contributes to and supports team decision-making process	3.29	3.33	+0.04 ▲
42. Actively participates as a team member	3.41	3.33	-0.08 ▼
43. Creates a climate that encourages team participation.	3.35	3.13	-0.22 ▼
44. Coaches team on how to solve problems, plan, and meet organizational goals and objectives.	3.18	3.00	-0.18 ▼
45. Willingly share their technical expertise	3.35	3.53	+0.18 ▲

Comments:
- ___ has a tough job, unclear role in an unclear world.   She has a great handle on current process and people.
- Dependability, with whatever is needed.
- ___ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- ___ has demonstrated excellent leadership and organizational qualities.   She keeps her team focused and is open to all ideas.   She certainly makes us feel included in all aspects that pertain to our department.
- ___ has made some excellent hiring decisions this past year.   I am extremely impressed with both ___ & ___ and look forward to seeing what they will achieve together as a team in this next year.
- She is an excellent Manager!

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
46. Understands their role within the organization.	15	3.00	86.7	13%	73%		13%
47. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	3.20	93.3	7%	60%	33%	
48. Able to decline a poor strategy by proposing alternate strategies.	15	3.20	93.3	7%	67%	27%	
49. Looks for opportunities to enhance contributions to the bottom line.	15	3.40	93.3	7%	47%	47%	
50. Communicates goals and objectives to employees.	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. Understands their role within the organization.	3.24	3.00	-0.24 ▼
47. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	3.00	3.20	+0.20 ▲
48. Able to decline a poor strategy by proposing alternate strategies.	3.18	3.20	+0.02 ▲
49. Looks for opportunities to enhance contributions to the bottom line.	3.35	3.40	+0.05 ▲
50. Communicates goals and objectives to employees.	3.29	3.13	-0.16 ▼

Comments:
- ___ is a very effective communicator and I always felt very well informed as her direct report.
- I think 16 & 17 relate in the sense that I believe ___ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from her side as well as ours and it is improving.
- I have found that when ___ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.
- Needs to have more face-to-face communications with other employees in the company.
- She collaborates with all departments and operates under shared governance.
- I feel confident as if she treats us all as equals.

Fiscal 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
51. Ensures others follow the correct rules and regulations on fiscal matters.	14	3.14	92.9	7%	71%		21%
52. Effective in using Company's resources.	14	3.21	85.7	14%	50%		36%
53. Develops budgets and plans for various programs and initiatives.	15	3.27	86.7	13%	47%		40%
54. Develops of the department's annual budget.	15	3.13	86.7	13%	60%		27%
55. Monitors expenses and verifies the need for items purchased.	15	3.07	86.7	13%	67%		20%

Time Comparisons by Item

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

Item	2022	2023	Change
51. Ensures others follow the correct rules and regulations on fiscal matters.	3.24	3.14	-0.09 ▼
52. Effective in using Company's resources.	3.06	3.21	+0.16 ▲
53. Develops budgets and plans for various programs and initiatives.	3.59	3.27	-0.32 ▼
54. Develops of the department's annual budget.	2.94	3.13	+0.19 ▲
55. Monitors expenses and verifies the need for items purchased.	2.88	3.07	+0.18 ▲

Comments:
- ___ is always looking for ways to improve our workflow and values input from the team members.   On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- ___ has excellent communication skills with both staff and her management team.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.
- Works hard to build a team 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?

- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- She has a calm demeanor and willingness to help with anything.
- She is showing more comfort in providing and receiving critical feedback.
- ___ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- ___ is an amazing manager to work under.   She has taught me a ton on how to be an associate manager this past year.

What do you like best about working with this individual?

- I will always remember ___ as my first manager and be thankful she helped shape my first career.
- ___ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- ___ is a great communicator and challenges staff to look at process improvements.   She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- Don't work with her enough to observe the vast majority of these items.
- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group.   She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.

What do you like least about working with this individual?

- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- Management skills progressing well with experience.
- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes.   She focuses on many tiny details without encompassing the larger picture.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- Outstanding leader.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.

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

- 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.
- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- ___ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- I do not always receive constructive criticism.   Constructive criticism helps me grow as an effective team member.
- Whenever ___ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if ___ was there). She also participated in interviews within my department ans was a valuable member.
- ___ is a hands on leader in our program.

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

- There is room for improvement in all these elements.
- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!
- Seek feedback from everyone at least once a month to assist in growing relationship.
- ___ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.
- She is very professional and caring in her job
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!

Any final comments?

- She communicates clearly and responds to request without unnecessary delay.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- I respect ___'s focus and hard work to move this work forwards for the good of the organization and our customers, and without her personal efforts this project would not be underway.
- Has a "go getter" attitude!
- Brings an exorbitant amount of positive energy to the team.   It's very inspiring.
- She does not settle- but will continue a search until the right fit is found.