

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.

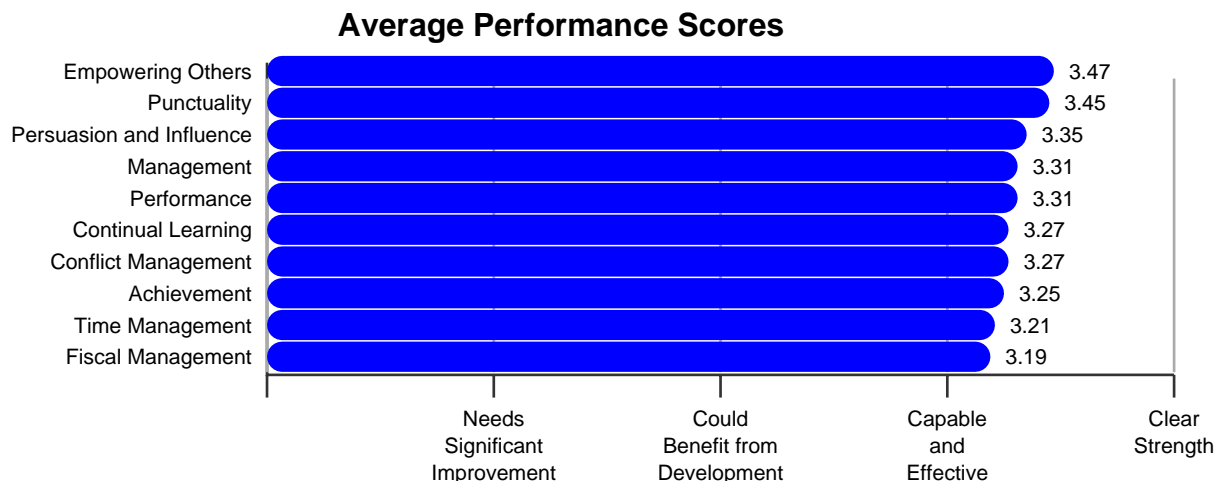
What to Do with Your Feedback

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

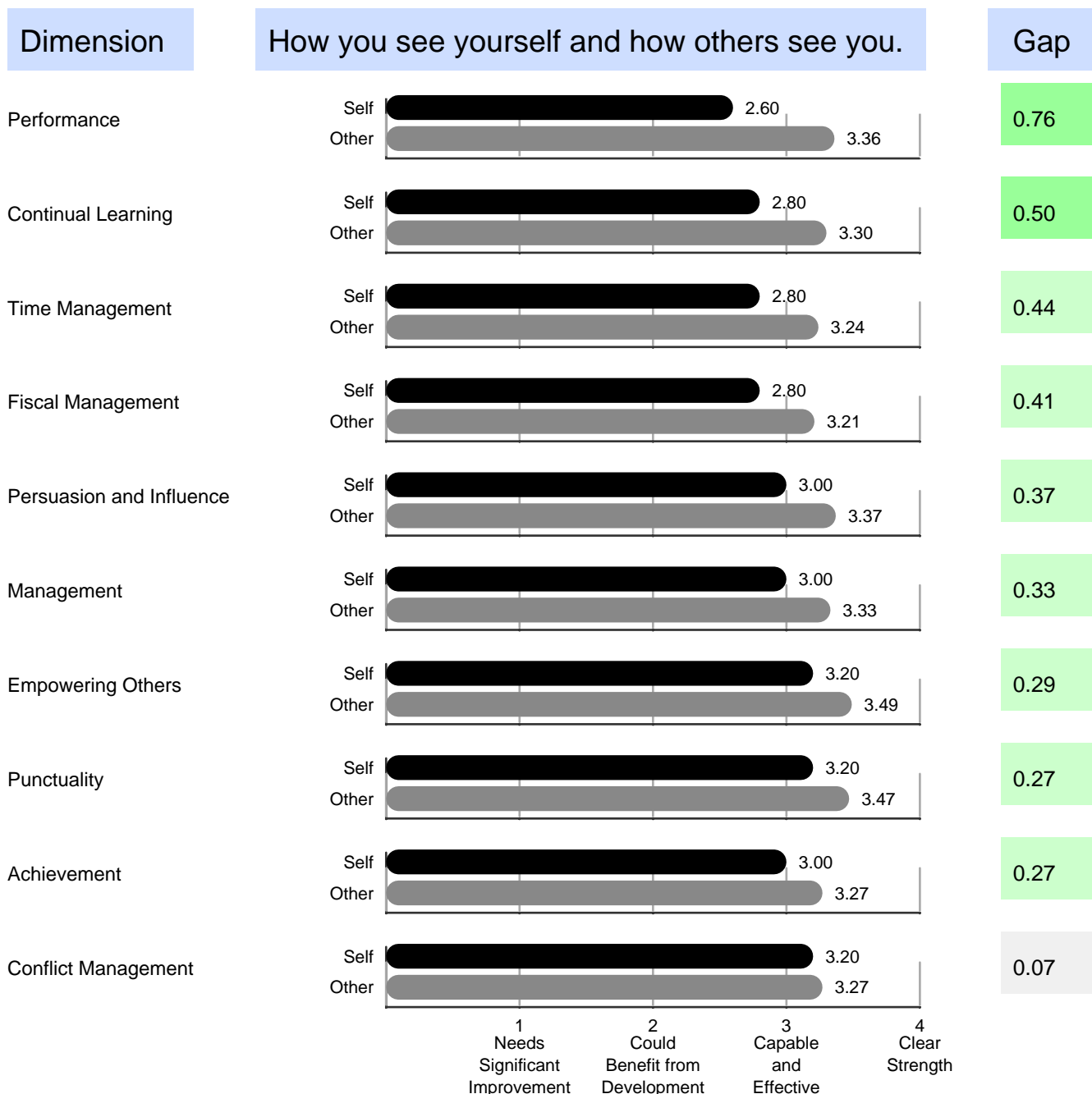
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



Empowering Others

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Avoids micromanaging their employees.	15	3.20	93.3	7%	67%	27%	
2. Trusts employees are able to complete assigned tasks.	15	3.87	100.0	13%	87%		
3. Recognizes the accomplishments of employees when they complete important assignments.	15	3.33	93.3	7%	53%	40%	
4. Distributes the workload to subordinates.	15	3.60	93.3	7%	27%	67%	
5. Allows the employees to have flexible work schedules.	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. Avoids micromanaging their employees.	3.29	3.20	-0.09 ▼
2. Trusts employees are able to complete assigned tasks.	3.65	3.87	+0.22 ▲
3. Recognizes the accomplishments of employees when they complete important assignments.	3.18	3.33	+0.16 ▲
4. Distributes the workload to subordinates.	3.41	3.60	+0.19 ▲
5. Allows the employees to have flexible work schedules.	3.24	3.33	+0.10 ▲

Comments:

- Charisma, In-depth knowledge, and an ability to train/mentor others.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- The advice and direction I receive from ___ is often on point and helps to provide positive outcomes. Over the last year as I have grown ___ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- Is viewed by many as a strong organizational resource.

Persuasion and Influence

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Develops a good rapport with others.	15	3.20	93.3	7%	60%	33%	
7. Seeks to obtain consensus or compromise.	15	3.20	86.7	13%	53%	33%	
8. Has excellent influencing/negotiating skills.	15	3.40	93.3	7%	47%	47%	
9. Ensures stakeholders are involved in the decision making process.	15	3.47	93.3	7%	40%	53%	
10. Attempts to persuade others rather than simply control them.	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. Develops a good rapport with others.	3.24	3.20	-0.04 ▼
7. Seeks to obtain consensus or compromise.	3.41	3.20	-0.21 ▼
8. Has excellent influencing/negotiating skills.	3.24	3.40	+0.16 ▲
9. Ensures stakeholders are involved in the decision making process.	3.18	3.47	+0.29 ▲
10. Attempts to persuade others rather than simply control them.	3.35	3.47	+0.11 ▲

Comments:

- ___ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- She communicates clearly, and is always willing to listen attentively.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- ___ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Builds on their strengths while addressing their weaknesses.	15	3.53	100.0	47%	53%		
12. Takes the initiative to learn new skills.	15	3.27	100.0		73%		27%
13. Pursues learning that will enhance job performance.	15	3.33	100.0		67%		33%
14. Improves on their skill sets.	15	3.13	86.7	13%	60%		27%
15. Pursues self-improvement through continual learning.	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. Builds on their strengths while addressing their weaknesses.	3.47	3.53	+0.06 ▲
12. Takes the initiative to learn new skills.	3.47	3.27	-0.20 ▼
13. Pursues learning that will enhance job performance.	3.35	3.33	-0.02 ▼
14. Improves on their skill sets.	3.18	3.13	-0.04 ▼
15. Pursues self-improvement through continual learning.	3.00	3.07	+0.07 ▲

Comments:

- ___ is an excellent Director.
- ___ applied her strong analytical skills to problem solving.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- I would recommend that ___ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- ___ sets high standards for those she works with and expects the same of herself.
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Makes you feel enthusiastic about your work	15	3.40	93.3	7%	47%	47%	
17. Sets an example for others to follow	15	3.27	93.3	7%	60%	33%	
18. Is ready to offer help	14	3.00	92.9	7%	79%	14%	
19. Delegate tasks effectively	15	3.47	100.0		53%	47%	
20. Takes responsibility for things that go wrong	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. Makes you feel enthusiastic about your work	3.65	3.40	-0.25 ▼
17. Sets an example for others to follow	3.47	3.27	-0.20 ▼
18. Is ready to offer help	3.12	3.00	-0.12 ▼
19. Delegate tasks effectively	3.59	3.47	-0.12 ▼
20. Takes responsibility for things that go wrong	3.29	3.40	+0.11 ▲

Comments:

- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- Even though she is part-time, I don't like the minimal face-to-face exposure.
- I observe her coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ____, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- ____ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- The Core Competency Training has been a great success. ____ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. ...Produce Quality	15	3.53	100.0	47%		53%	
22. Effectively organizes resources and plans	15	3.00	80.0	20%	60%		20%
23. Sets a high standard for job performance.	15	2.87	80.0	20%	73%		7%
24. Works effectively in the department.	15	3.47	100.0	53%		47%	
25. Has great overall performance	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. ...Produce Quality	3.35	3.53	+0.18 ▲
22. Effectively organizes resources and plans	3.00	3.00	
23. Sets a high standard for job performance.	2.88	2.87	-0.02 ▼
24. Works effectively in the department.	3.00	3.47	+0.47 ▲
25. Has great overall performance	3.76	3.67	-0.10 ▼

Comments:

- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- ___ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. ___ is able to use all listed points under Elements of Improvement in a way that either provides a service to others or helps others that are providing direct help. ___ is also a great leader outside of the workplace providing educational classes to women on self defense and being aware of their surroundings. I have not worked with anyone like ___ who is so driven to serve others. ___ is a great mentor and example to those she supervises.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- ___ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- Is reliable and keeps the team focused on the delivery of outcomes.
- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'

Punctuality

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Maintains an efficient schedule of activities.	15	3.40	93.3	7%	47%	47%	
27. Conducts appointments at scheduled start time.	15	3.33	93.3	7%	53%	40%	
28. Responds to requests for information in a timely manner.	15	3.53	100.0		47%	53%	
29. Starts meetings on time.	15	3.67	100.0		33%	67%	
30. Starts the workday when scheduled.	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. Maintains an efficient schedule of activities.	3.53	3.40	-0.13 ▼
27. Conducts appointments at scheduled start time.	3.12	3.33	+0.22 ▲
28. Responds to requests for information in a timely manner.	3.41	3.53	+0.12 ▲
29. Starts meetings on time.	3.59	3.67	+0.08 ▲
30. Starts the workday when scheduled.	3.41	3.33	-0.08 ▼

Comments:

- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- ___ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with. I am on a committee that she runs and she is an excellent meeting facilitator.
- Based on her customer satisfaction scores it is clear she has a strong team in place.
- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Deals effectively with interruptions.	15	3.20	86.7	13%	53%	33%	
32. Does not become flustered by deadlines and timelines.	15	3.40	100.0		60%	40%	
33. Completes tasks ahead of schedule.	15	3.20	86.7	13%	53%	33%	
34. Leaves time in the schedule for unplanned contingencies.	15	3.27	93.3	7%	60%	33%	
35. Does not procrastinate.	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. Deals effectively with interruptions.	3.18	3.20	+0.02 ▲
32. Does not become flustered by deadlines and timelines.	3.35	3.40	+0.05 ▲
33. Completes tasks ahead of schedule.	3.18	3.20	+0.02 ▲
34. Leaves time in the schedule for unplanned contingencies.	2.88	3.27	+0.38 ▲
35. Does not procrastinate.	3.18	3.00	-0.18 ▼

Comments:

- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- ___ meets and exceeds all of these leadership roles.
- She is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- ___ has been an asset to [CompanyName]. She has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with her ability bring about process improvements through her direction and guidance to develop and engage the telecommunication staff in this area. She has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- She clearly assigns our responsibilities by our individual strengths.
- ___ has used her strengths to make this department stronger in many ways.

Achievement

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Sets ambitious standards of performance.	15	3.20	93.3	7%	67%		27%
37. Demonstrates improvement in performance.	15	3.27	93.3	7%	60%		33%
38. Takes calculated risks to achieve higher levels of performance.	15	3.27	86.7	13%	47%		40%
39. Holds others to high standards of achievement.	15	3.13	86.7	13%	60%		27%
40. Makes use of talents of others to help achieve a high level of performance.	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. Sets ambitious standards of performance.	3.18	3.20	+0.02 ▲
37. Demonstrates improvement in performance.	3.35	3.27	-0.09 ▼
38. Takes calculated risks to achieve higher levels of performance.	3.24	3.27	+0.03 ▲
39. Holds others to high standards of achievement.	3.59	3.13	-0.45 ▼
40. Makes use of talents of others to help achieve a high level of performance.	3.29	3.40	+0.11 ▲

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.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- ___ is very supportive to staff and offers many opportunities for staff to grow.
- ___ has been eager to learn her new position and is transitioning well.
- She communicates well to all staff and we know what is expected of us.
- She could help teammates by becoming more proficient in some areas.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Identifies and takes steps to prevent potential confrontations.	15	3.33	93.3	7%	53%	40%	
42. Deals effectively with employee grievances.	15	3.33	93.3	7%	53%	40%	
43. Discusses conflict situations with supervisor.	15	3.13	86.7	13%	60%	27%	
44. Clearly expresses expectations to others.	15	3.00	86.7	13%	73%	13%	
45. Helps employees to think through alternative ways to resolve conflict situations.	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. Identifies and takes steps to prevent potential confrontations.	3.29	3.33	+0.04 ▲
42. Deals effectively with employee grievances.	3.41	3.33	-0.08 ▼
43. Discusses conflict situations with supervisor.	3.35	3.13	-0.22 ▼
44. Clearly expresses expectations to others.	3.18	3.00	-0.18 ▼
45. Helps employees to think through alternative ways to resolve conflict situations.	3.35	3.53	+0.18 ▲

Comments:

- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- ___ is creative and has great ideas and she's quick to implement her ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- ___ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- ___ is very professional in dealing with her peers and the staff.
- ___ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Keeps excellent records for financial transparency.	15	3.00	86.7	13%	73%		13%
47. Develops of the department's annual budget.	15	3.20	93.3	7%	60%		33%
48. Monitors expenses and verifies the need for items purchased.	15	3.20	93.3	7%	67%		27%
49. Develops budgets and plans for various programs and initiatives.	15	3.40	93.3	7%	47%		47%
50. Ensures others follow the correct rules and regulations on fiscal matters.	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. Keeps excellent records for financial transparency.	3.24	3.00	-0.24 ▼
47. Develops of the department's annual budget.	3.00	3.20	+0.20 ▲
48. Monitors expenses and verifies the need for items purchased.	3.18	3.20	+0.02 ▲
49. Develops budgets and plans for various programs and initiatives.	3.35	3.40	+0.05 ▲
50. Ensures others follow the correct rules and regulations on fiscal matters.	3.29	3.13	-0.16 ▼

Comments:

- She offers up ideas of how I could have handled something differently in a constructive manner.
- She knows product and how to engage potential clients.
- ___ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- She could benefit from understanding about how to create resolution and clarity.
- She has the ability to look at the system as a whole and make solid long range decisions.
- 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.

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 is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- Appreciate ___'s calm approach
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.

What do you like best about working with this individual?

- She has never said she was too busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- Personality. Great Mentor and Leader. Talented.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- ___ is very process oriented. She has streamlined/improved several processes in the lab.

What do you like least about working with this individual?

- ___ 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.
- 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.
- Improvement should come over time. There is potential which is present.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.

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

- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- ___ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- She correctly sets limits, and expectations of her managers.
- She is also quick to tap into her past experiences in attempting to find the best solution.
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- ___ is a great director, knows her scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.

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

- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- As a new manager she is progressing very well.
- I value ___'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- We are lucky to have her here at [CompanyName].
- ___ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.
- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.

Any final comments?

- 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.
- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.
- ___ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad ___ has joined the team.
- ___ has many responsibilities and at times needed direction is delayed as she sorts through her priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.