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Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

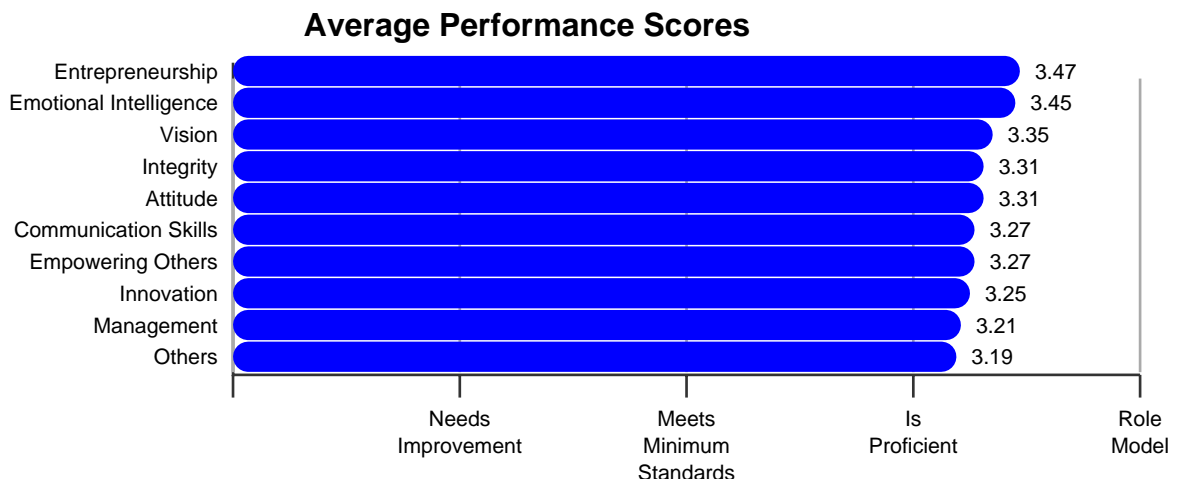
## What to Do with Your Feedback

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

# Summary

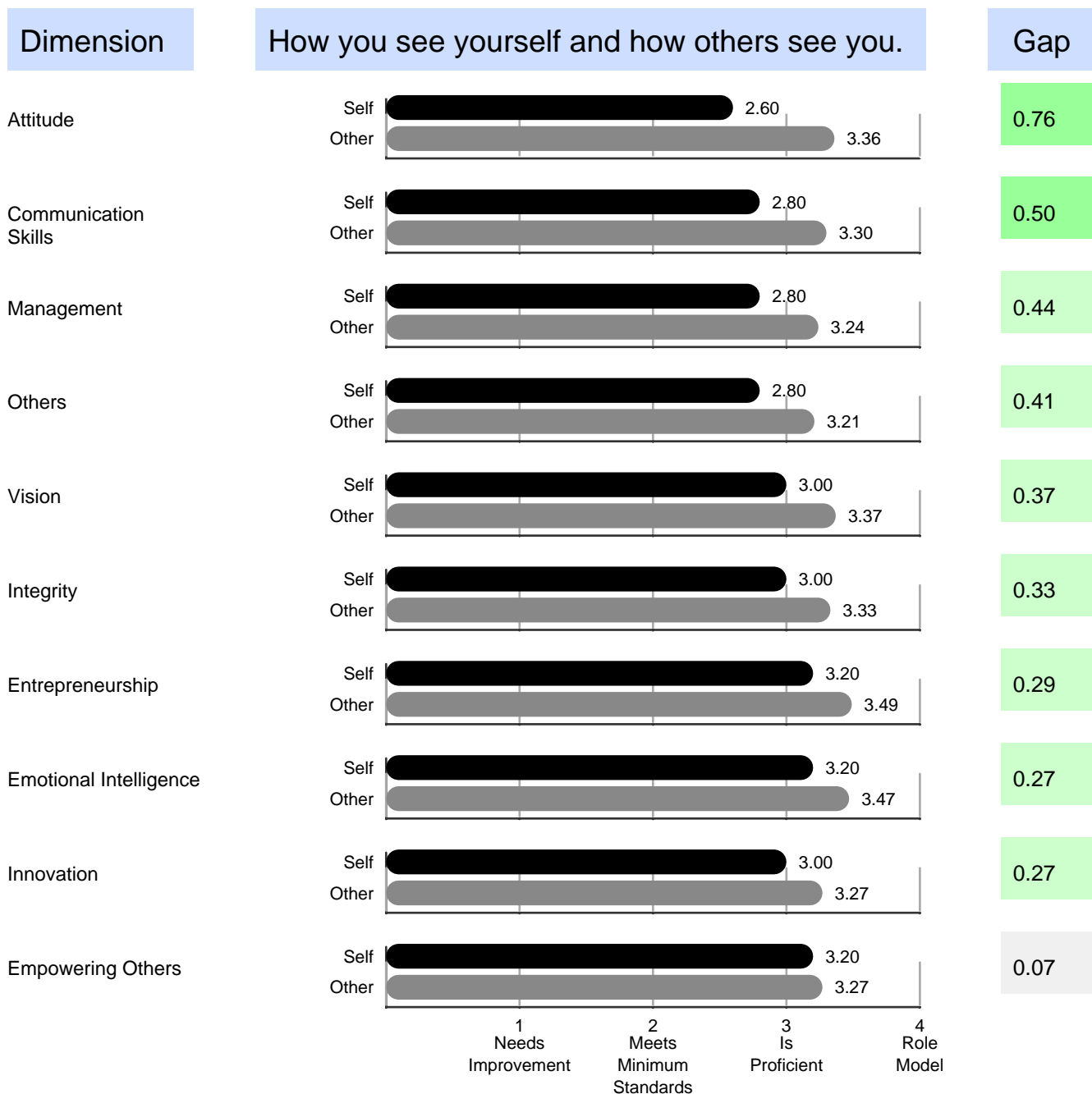
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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



## Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



## Entrepreneurship

### 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. Exhibits determination and passion in completion of goals.	15	3.20	93.3	7%	67%		27%
2. Encourages risk taking for developing potential business opportunities.	15	3.87	100.0	13%	87%		
3. Devotes a certain amount of time and effort to developing new business opportunities.	15	3.33	93.3	7%	53%		40%
4. Able to adapt the department to changing business demands and climate.	15	3.60	93.3	7%	27%	67%	
5. Excellent at managing relationships with stakeholders.	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. Exhibits determination and passion in completion of goals.	3.29	3.20	-0.09 ▼
2. Encourages risk taking for developing potential business opportunities.	3.65	3.87	+0.22 ▲
3. Devotes a certain amount of time and effort to developing new business opportunities.	3.18	3.33	+0.16 ▲
4. Able to adapt the department to changing business demands and climate.	3.41	3.60	+0.19 ▲
5. Excellent at managing relationships with stakeholders.	3.24	3.33	+0.10 ▲

### Comments:

- She is a dedicated person who inspires excellence in both staff and customer service.
- I appreciate her receptiveness and openness and her sense of humor.
- \_\_\_ has been eager to learn her new position and is transitioning well.
- \_\_\_ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- She is very supportive of us and the job we do.
- \_\_\_ is a great boss and director. \_\_\_ has been a great resource to me with my struggles as I grow professionally. \_\_\_ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.

## Vision

### 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. Behaves in a way that is consistent with business values & code of conduct	15	3.20	93.3	7%	60%		33%
7. Leads employees in new directions.	15	3.20	86.7	13%	53%		33%
8. Communicates the vision and strategy of [Company]	15	3.40	93.3	7%	47%		47%
9. Demonstrates consistency between words and actions	15	3.47	93.3	7%	40%		53%
10. Works to support the strategy of [Company]	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. Behaves in a way that is consistent with business values & code of conduct	3.24	3.20	-0.04 ▼
7. Leads employees in new directions.	3.41	3.20	-0.21 ▼
8. Communicates the vision and strategy of [Company]	3.24	3.40	+0.16 ▲
9. Demonstrates consistency between words and actions	3.18	3.47	+0.29 ▲
10. Works to support the strategy of [Company]	3.35	3.47	+0.11 ▲

### Comments:

- \_\_\_ Communicated well with her staff, as we define our new roles \_\_\_ is always there to give us direction.
- She is well respected by her peers and it is clear to see why.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- Resources are managed carefully with input sought and considered before applying those resources.
- Attitude is there; however, follow through is lacking at times.
- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.

## Communication Skills

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	3.53	100.0	47%	53%		
12. Communicates effectively with colleagues and customers	15	3.27	100.0		73%		27%
13. An effective listener who is responsive to information needs.	15	3.33	100.0		67%		33%
14. Able to deliver presentations.	15	3.13	86.7	13%	60%		27%
15. Presents issues, ideas, and strategy concisely and clearly.	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. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	3.47	3.53	+0.06 ▲
12. Communicates effectively with colleagues and customers	3.47	3.27	-0.20 ▼
13. An effective listener who is responsive to information needs.	3.35	3.33	-0.02 ▼
14. Able to deliver presentations.	3.18	3.13	-0.04 ▼
15. Presents issues, ideas, and strategy concisely and clearly.	3.00	3.07	+0.07 ▲

### Comments:

- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- I really appreciate her.
- Her professionalism is beyond reproach and she is fair and just.
- She make sure the team effort not only succeed on paper.
- \_\_\_'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- \_\_\_ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.

## Integrity

### 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. Does what was promised.	15	3.40	93.3	7%	47%	47%	
17. Fosters an environment built upon trust.	15	3.27	93.3	7%	60%	33%	
18. Fosters a high standard of ethics and integrity.	14	3.00	92.9	7%	79%	14%	
19. Follows tasks to completion.	15	3.47	100.0		53%	47%	
20. Establishes relationships of trust, honesty, fairness, and integrity.	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. Does what was promised.	3.65	3.40	-0.25 ▼
17. Fosters an environment built upon trust.	3.47	3.27	-0.20 ▼
18. Fosters a high standard of ethics and integrity.	3.12	3.00	-0.12 ▼
19. Follows tasks to completion.	3.59	3.47	-0.12 ▼
20. Establishes relationships of trust, honesty, fairness, and integrity.	3.29	3.40	+0.11 ▲

### Comments:

- Her communication style can also come across as very directive at times to peers and subordinates.
- \_\_\_ leads by example in each of the areas noted above.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- If feel \_\_\_ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- I can't think of a single thing \_\_\_ could improve upon.

## Attitude

### 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. Shows by their actions that they trust in the positive intentions of others.	15	3.53	100.0	47%		53%	
22. Contributes to a positive work environment.	15	3.00	80.0	20%	60%		20%
23. Treats all people fairly and with respect.	15	2.87	80.0	20%	73%		7%
24. Is gracious and professional in their interactions with others.	15	3.47	100.0	53%		47%	
25. Works to eliminate unnecessary work or barriers that get in others' way.	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. Shows by their actions that they trust in the positive intentions of others.	3.35	3.53	+0.18 ▲
22. Contributes to a positive work environment.	3.00	3.00	
23. Treats all people fairly and with respect.	2.88	2.87	-0.02 ▼
24. Is gracious and professional in their interactions with others.	3.00	3.47	+0.47 ▲
25. Works to eliminate unnecessary work or barriers that get in others' way.	3.76	3.67	-0.10 ▼

### Comments:

- Is empathetic, understanding, and dependable.
- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- \_\_\_ has improved on her quick assessment of situations and as a result it has helped me improve also
- I love how she is always open to approach with any questions I have, no matter the hour.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- \_\_\_ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.



## 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
26. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.40	93.3	7%	47%	47%	
27. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.33	93.3	7%	53%	40%	
28. Able to understand others' points of view.	15	3.53	100.0		47%	53%	
29. Accurately perceives the emotional reactions of others.	15	3.67	100.0		33%	67%	
30. Is able to express themselves clearly.	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. Is attentive to emotional cues and interprets others' feelings correctly.	3.53	3.40	-0.13 ▼
27. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.12	3.33	+0.22 ▲
28. Able to understand others' points of view.	3.41	3.53	+0.12 ▲
29. Accurately perceives the emotional reactions of others.	3.59	3.67	+0.08 ▲
30. Is able to express themselves clearly.	3.41	3.33	-0.08 ▼

### Comments:

- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- \_\_\_ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- Demonstrates a focus on the business goals through task prioritization.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- \_\_\_'s department has changed considerably over the last year, yet she still managed to serve her customers.

## Management

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Takes responsibility for things that go wrong	15	3.20	86.7	13%	53%	33%	
32. Makes you feel enthusiastic about your work	15	3.40	100.0		60%	40%	
33. Is ready to offer help	15	3.20	86.7	13%	53%	33%	
34. Sets an example for others to follow	15	3.27	93.3	7%	60%	33%	
35. Keep staff informed about what is happening in the company	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 responsibility for things that go wrong	3.18	3.20	+0.02 ▲
32. Makes you feel enthusiastic about your work	3.35	3.40	+0.05 ▲
33. Is ready to offer help	3.18	3.20	+0.02 ▲
34. Sets an example for others to follow	2.88	3.27	+0.38 ▲
35. Keep staff informed about what is happening in the company	3.18	3.00	-0.18 ▼

#### Comments:

- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- \_\_\_ is an outstanding manager.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- There is room for improvement in all these elements.
- \_\_\_ has the talent to use different Leadership styles to fit the situation.
- \_\_\_ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!

## Innovation

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Implements best practices within the department.	15	3.20	93.3	7%	67%		27%
37. Creates improved methods or solutions for meeting goals and objectives.	15	3.27	93.3	7%	60%		33%
38. Suggests new ideas at meetings.	15	3.27	86.7	13%	47%		40%
39. Takes risks to advance important ideas.	15	3.13	86.7	13%	60%		27%
40. Encourages open communication to ensure that all proposals are considered.	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. Implements best practices within the department.	3.18	3.20	+0.02 ▲
37. Creates improved methods or solutions for meeting goals and objectives.	3.35	3.27	-0.09 ▼
38. Suggests new ideas at meetings.	3.24	3.27	+0.03 ▲
39. Takes risks to advance important ideas.	3.59	3.13	-0.45 ▼
40. Encourages open communication to ensure that all proposals are considered.	3.29	3.40	+0.11 ▲

### Comments:

- Cannot think of anything
- I so appreciate that \_\_\_ is so on top of everything that we do in payroll.
- I appreciate \_\_\_'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- She has always encouraged others and provided tools for the employee to do so.
- \_\_\_ has great communication skills and is a dependable member of the team.
- There are times that the customers interest is overlooked because it is the way we have always done it.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Allows employees to make their own decisions.	15	3.33	93.3	7%	53%	40%	
42. Is confident in the abilities of employees assigned important tasks.	15	3.33	93.3	7%	53%	40%	
43. Provides support and resources needed to accomplish goals.	15	3.13	86.7	13%	60%	27%	
44. Recognizes the accomplishments of employees when they complete important assignments.	15	3.00	86.7	13%	73%	13%	
45. Allows individuals to be responsible for their decisions.	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. Allows employees to make their own decisions.	3.29	3.33	+0.04 ▲
42. Is confident in the abilities of employees assigned important tasks.	3.41	3.33	-0.08 ▼
43. Provides support and resources needed to accomplish goals.	3.35	3.13	-0.22 ▼
44. Recognizes the accomplishments of employees when they complete important assignments.	3.18	3.00	-0.18 ▼
45. Allows individuals to be responsible for their decisions.	3.35	3.53	+0.18 ▲

#### Comments:

- The department is lucky to have her.
- She also works to build and maintain community connections with local law enforcement and other emergency responders.
- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- 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.
- Even though she is part-time, I don't like the minimal face-to-face exposure.
- \_\_\_ did a great job with the new employee program development and she should be proud of her accomplishments.

## Others

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Works across boundaries within the organization.	15	3.00	86.7	13%	73%		13%
47. Able to see issues from others' perspectives.	15	3.20	93.3	7%	60%		33%
48. ...treats others with respect and dignity.	15	3.20	93.3	7%	67%		27%
49. Is able to see issues from others' perspectives.	15	3.40	93.3	7%	47%		47%
50. Consistently demonstrates ability and willingness to trust others.	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. Works across boundaries within the organization.	3.24	3.00	-0.24 ▼
47. Able to see issues from others' perspectives.	3.00	3.20	+0.20 ▲
48. ...treats others with respect and dignity.	3.18	3.20	+0.02 ▲
49. Is able to see issues from others' perspectives.	3.35	3.40	+0.05 ▲
50. Consistently demonstrates ability and willingness to trust others.	3.29	3.13	-0.16 ▼

### Comments:

- \_\_\_ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. \_\_\_ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- Positive attitude.
- I think \_\_\_ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- She has helped make me a better manager through her actions and follow through.
- \_\_\_ is the heart and soul of the pharmacy. She has great vision and she is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.

## 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?

- \_\_\_ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- \_\_\_ came to [CompanyName] and has done a wonderful job of getting the message out.
- \_\_\_ works to keep up but a lot of new concepts.
- \_\_\_ is a great leader and is committed to her role here at [CompanyName]!
- I am very surprised and impressed with \_\_\_ s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments

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

- \_\_\_ has great insights regarding individuals and relationships, as well as good ideas about processes.
- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.
- I have also had the pleasure of partnering with \_\_\_ in our Core Competency leader learning. \_\_\_ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- She has been challenging us to find other ways to communicate that would be effective, other than email.
- \_\_\_ is an excellent communicator and is very open and supportive to her staff.

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

- \_\_\_'s office staff each have their own personalities and she effectively communicates with all of them.
- From my perspective, \_\_\_ is a very effective leader. I have seen \_\_\_ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. \_\_\_ is always open and is a great collaborator.
- I can give concrete examples of how \_\_\_ actually exceeds -all- of the other elements of this performance review.
- \_\_\_ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.

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

- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- She is very effective and she has learned so much about our product.
- \_\_\_ 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.
- \_\_\_ is respected by the team and they openly seek out her advise or opinion.
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- \_\_\_ 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 see as this person's most important leadership-related areas for improvement?

- \_\_\_ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- 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.

### Any final comments?

- I think \_\_\_ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- \_\_\_ excels at looking at other people's strengths and building upon them for the good of the department.
- She also works to build and maintain community connections with local law enforcement and other emergency responders.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- \_\_\_ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.