



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.

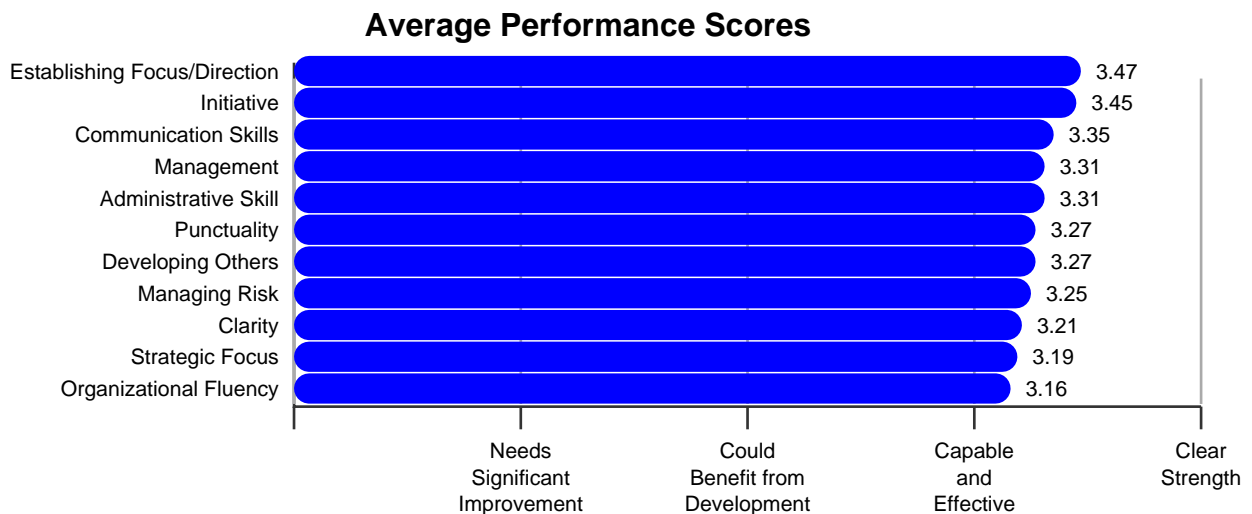
What to Do with Your Feedback

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.



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.



Establishing Focus/Direction

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. Makes sure that employees understand and identify with the team's mission.	15	3.20	93.3	7%	67%		27%
2. Stays focused even when under pressure and stress.	15	3.87	100.0	13%	87%		
3. Maintains focus when handling several problems or tasks simultaneously.	15	3.33	93.3	7%	53%		40%
4. Excellent at managing time.	15	3.60	93.3	7%	27%	67%	
5. Helps guide employees with prioritizing tasks.	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. Makes sure that employees understand and identify with the team's mission.	3.29	3.20	-0.09 ▼
2. Stays focused even when under pressure and stress.	3.65	3.87	+0.22 ▲
3. Maintains focus when handling several problems or tasks simultaneously.	3.18	3.33	+0.16 ▲
4. Excellent at managing time.	3.41	3.60	+0.19 ▲
5. Helps guide employees with prioritizing tasks.	3.24	3.33	+0.10 ▲

Comments:

- Is always available to assist with issues, all scopes business or personal.
- Need to continue to take action when needed, although have improved. . .
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- ___ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.
- ___ handles every situation in a professional manner and she responds promptly to requests.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Delivers influential presentations.	15	3.20	93.3	7%	60%	33%	
7. Addresses issues of key importance to stakeholders.	15	3.20	86.7	13%	53%	33%	
8. Coaches others and provides feedback on the use of different oral communication styles for different audiences	15	3.40	93.3	7%	47%	47%	
9. Conveys ideas confidently and succinctly.	15	3.47	93.3	7%	40%	53%	
10. Communicates effectively with colleagues and customers	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. Delivers influential presentations.	3.24	3.20	-0.04 ▼
7. Addresses issues of key importance to stakeholders.	3.41	3.20	-0.21 ▼
8. Coaches others and provides feedback on the use of different oral communication styles for different audiences	3.24	3.40	+0.16 ▲
9. Conveys ideas confidently and succinctly.	3.18	3.47	+0.29 ▲
10. Communicates effectively with colleagues and customers	3.35	3.47	+0.11 ▲

Comments:

- She has a very engaging style which generates trust and respect.
- Works hard to build a team environment.
- I think ___ works really hard to engage with everyone of us.
- She has established credibility and trust with all the directors and managers.
- She is kind, respectful, and a good listener. I can always discuss my concerns with her and she is never judgmental, but gives me honest and helpful feedback.
- ___ is an amazing manager. She genuinely cares about her staff.

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
11. Starts the workday when scheduled.	15	3.53	100.0	47%	53%		
12. Invoices clients on a timely basis.	15	3.27	100.0	73%	27%		
13. Conducts appointments at scheduled start time.	15	3.33	100.0	67%	33%		
14. Maintains an efficient schedule of activities.	15	3.13	86.7	13%	60%	27%	
15. Starts meetings on time.	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. Starts the workday when scheduled.	3.47	3.53	+0.06 ▲
12. Invoices clients on a timely basis.	3.47	3.27	-0.20 ▼
13. Conducts appointments at scheduled start time.	3.35	3.33	-0.02 ▼
14. Maintains an efficient schedule of activities.	3.18	3.13	-0.04 ▼
15. Starts meetings on time.	3.00	3.07	+0.07 ▲

Comments:

- I would encourage ___ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect her to have hands on with everything).
- ___ is a "One of a kind" She is a great manager.
- While encouraging folks to continue with their education, she is also continuing with her education.
- ___ exemplifies outstanding professionalism.
- Needs to have more face-to-face communications with other employees in the company.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.

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. Sets an example for others to follow	15	3.40	93.3	7%	47%	47%	
17. Takes responsibility for things that go wrong	15	3.27	93.3	7%	60%	33%	
18. Makes you feel enthusiastic about your work	14	3.00	92.9	7%	79%	14%	
19. Delegate tasks effectively	15	3.47	100.0		53%	47%	
20. Is ready to offer help	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. Sets an example for others to follow	3.65	3.40	-0.25 ▼
17. Takes responsibility for things that go wrong	3.47	3.27	-0.20 ▼
18. Makes you feel enthusiastic about your work	3.12	3.00	-0.12 ▼
19. Delegate tasks effectively	3.59	3.47	-0.12 ▼
20. Is ready to offer help	3.29	3.40	+0.11 ▲

Comments:

- I sit back and listen to ___'s approach and communication skills and love to glean things from her.
- She has worked hard to understand people's strengths and what they need from her.
- ___ is collaborative in everything she does and inspires a collaborative approach in others.
- Is empathetic, understanding, and dependable.
- ___ is a great asset to the team. We are grateful to have her.
- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.

Administrative Skill

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. Enthusiastic about taking on challenging projects.	15	3.53	100.0	47%	53%		
22. High attention to detail.	15	3.00	80.0	20%	60%	20%	
23. Implements and uses performance measures.	15	2.87	80.0	20%	73%	7%	
24. Able to develop, justify and present a budget.	15	3.47	100.0	53%	47%		
25. Takes responsibility for decisions.	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. Enthusiastic about taking on challenging projects.	3.35	3.53	+0.18 ▲
22. High attention to detail.	3.00	3.00	
23. Implements and uses performance measures.	2.88	2.87	-0.02 ▼
24. Able to develop, justify and present a budget.	3.00	3.47	+0.47 ▲
25. Takes responsibility for decisions.	3.76	3.67	-0.10 ▼

Comments:

- I admire her ability to see the big picture (both within our walls and outside our walls).
- 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.
- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.
- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- ___ is a valuable resource to the organization and the team.

Initiative

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	3.40	93.3	7%	47%	47%	
27. Takes action without being asked.	15	3.33	93.3	7%	53%	40%	
28. Immediately works to complete goals well before their deadline.	15	3.53	100.0		47%	53%	
29. Goes above and beyond the stated goals.	15	3.67	100.0		33%	67%	
30. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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

Item	2022	2023	Change
26. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	3.53	3.40	-0.13 ▼
27. Takes action without being asked.	3.12	3.33	+0.22 ▲
28. Immediately works to complete goals well before their deadline.	3.41	3.53	+0.12 ▲
29. Goes above and beyond the stated goals.	3.59	3.67	+0.08 ▲
30. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.41	3.33	-0.08 ▼

Comments:

- Job performance is excellent. Lucky to have ___ on our team.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- I appreciate ___'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].
- Resources are managed carefully with input sought and considered before applying those resources.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- It is often difficult to contact ___ and email communication may take a long period for a reply.

Clarity

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. Clearly explains the vision and goals of the company.	15	3.20	86.7	13%	53%	33%	
32. Clarifies problems and their causes to help employees correct them.	15	3.40	100.0		60%	40%	
33. Communicates ideas and facts clearly and effectively in writing.	15	3.20	86.7	13%	53%	33%	
34. Provides a clear vision for the future.	15	3.27	93.3	7%	60%	33%	
35. Uses appropriate grammar and tense in communications.	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. Clearly explains the vision and goals of the company.	3.18	3.20	+0.02 ▲
32. Clarifies problems and their causes to help employees correct them.	3.35	3.40	+0.05 ▲
33. Communicates ideas and facts clearly and effectively in writing.	3.18	3.20	+0.02 ▲
34. Provides a clear vision for the future.	2.88	3.27	+0.38 ▲
35. Uses appropriate grammar and tense in communications.	3.18	3.00	-0.18 ▼

Comments:

- She has learned at a very quick pace, and is both supportive and clear in her intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- ___ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- ___ is very good at recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that ___ respects their abilities and contributions to the department.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- Is empathetic, understanding, and dependable.
- Initiative, attitude, and willingness to pitch in.

Managing Risk

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. Gathers information regarding potential risks.	15	3.20	93.3	7%	67%	27%	
37. Works within constraints of the organization.	15	3.27	93.3	7%	60%	33%	
38. Responds appropriately to unexplained or unanticipated events.	15	3.27	86.7	13%	47%	40%	
39. Develops policies for risk management.	15	3.13	86.7	13%	60%	27%	
40. Offers training to reduce safety incidents in the workplace.	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. Gathers information regarding potential risks.	3.18	3.20	+0.02 ▲
37. Works within constraints of the organization.	3.35	3.27	-0.09 ▼
38. Responds appropriately to unexplained or unanticipated events.	3.24	3.27	+0.03 ▲
39. Develops policies for risk management.	3.59	3.13	-0.45 ▼
40. Offers training to reduce safety incidents in the workplace.	3.29	3.40	+0.11 ▲

Comments:

- By applying vision, strategy and activation in her day to day decisions she inspires us to be the best leaders we can be.
- She always involves others in decisions ensuring a well rounded approach.
- She is also quick to tap into her past experiences in attempting to find the best solution.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- ___ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- ___ is an excellent communicator and is very open and supportive to her staff.

Developing Others

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Is open to receiving feedback.	15	3.33	93.3	7%	53%	40%	
42. Creates a work environment that fosters positive feedback to employees.	15	3.33	93.3	7%	53%	40%	
43. Assigns tasks and responsibilities to develop skills of others.	15	3.13	86.7	13%	60%	27%	
44. Creates opportunities for professional development.	15	3.00	86.7	13%	73%	13%	
45. Supports the successes of other employees.	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. Is open to receiving feedback.	3.29	3.33	+0.04 ▲
42. Creates a work environment that fosters positive feedback to employees.	3.41	3.33	-0.08 ▼
43. Assigns tasks and responsibilities to develop skills of others.	3.35	3.13	-0.22 ▼
44. Creates opportunities for professional development.	3.18	3.00	-0.18 ▼
45. Supports the successes of other employees.	3.35	3.53	+0.18 ▲

Comments:

- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- ___ is very sharp and plays a vital role in this organization
- Sometimes I feel like I need to check on ___ and make sure that read an email/understands that I need her input on a project.
- She always answers my questions even if she's having a busy day or isn't the right person to be asking.
- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
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. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	15	3.20	93.3	7%	67%		27%
49. Understands & contributes to development of strategic goals.	15	3.40	93.3	7%	47%		47%
50. Looks for opportunities to enhance contributions to the bottom line.	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. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	3.18	3.20	+0.02 ▲
49. Understands & contributes to development of strategic goals.	3.35	3.40	+0.05 ▲
50. Looks for opportunities to enhance contributions to the bottom line.	3.29	3.13	-0.16 ▼

Comments:

- ___ is a outstanding manager.
- ___ works very well with other departments.
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- She is very supportive of cross training and learning new skills.
- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.

Organizational Fluency

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
51. Understands departmental policies and procedures.	14	3.14	92.9	7%	71%		21%
52. Anticipates problems that may affect the department.	14	3.21	85.7	14%	50%		36%
53. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.27	86.7	13%	47%		40%
54. Understands the current organizational culture.	15	3.13	86.7	13%	60%		27%
55. Adept at navigating within the culture of the department.	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. Understands departmental policies and procedures.	3.24	3.14	-0.09 ▼
52. Anticipates problems that may affect the department.	3.06	3.21	+0.16 ▲
53. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.59	3.27	-0.32 ▼
54. Understands the current organizational culture.	2.94	3.13	+0.19 ▲
55. Adept at navigating within the culture of the department.	2.88	3.07	+0.18 ▲

Comments:

- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- She encourages each staff member to understand each other and to work together in a very positive manner.
- ___ is a very strong leader. Her straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped ___ be successful is her focus on doing the right thing. She doesn't waste any time pointing fingers or placing blame. Instead, she focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- There are a lot of great features this system has to offer and ___ has challenges at times.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.

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?

- 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.
- Despite the fact that ___ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- She has made my job so much easier just having her in the facility and present to field questions/work related issues.
- ___ 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.
- 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.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.

What do you like best about working with this individual?

- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- Overall ___ is highly competent and brings a fresh perspective to the Engineering department.
- I wish I had 5 more years to learn from ___. She teaches me with every interaction.
- She involves our team and holds us accountable out of respect.
- ___ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that ___'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].

What do you like least about working with this individual?

- Good leadership style.
- ___ has an incredible vision for our organization's strategy and improvement efforts.
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- She is a great manager and person to work for/with.
- She is an excellent Manager!
- ___ shines when it comes to teamwork and process improvement. Her ability to lead a team with collaboration and communication is amazing.

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

- ___ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- ___ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- Experience, mentoring and self-confidence.
- ___ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- ___ is an excellent leader, and has a great ability to encourage employees to be the best they can be.

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

- Overall ___ is highly competent and brings a fresh perspective to the Engineering department.
- Strive for excellence. Willing to learn. Implement advice from others.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- I enjoy working with ___. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- Positive attitude.

Any final comments?

- Sometimes the desired outcomes and expectations are not clearly communicated.
- ___ is able to problem solve very well.
- ___ always presents herself in the most professional manner.
- ___ sometimes uses an intense lecturing style with colleagues which is not effective.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- Transparency and honesty is important early in the process.