Feedback Results

Your CompanyName Here

2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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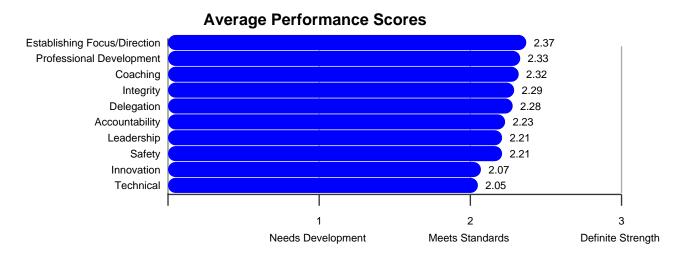
What to Do with Your Feedback

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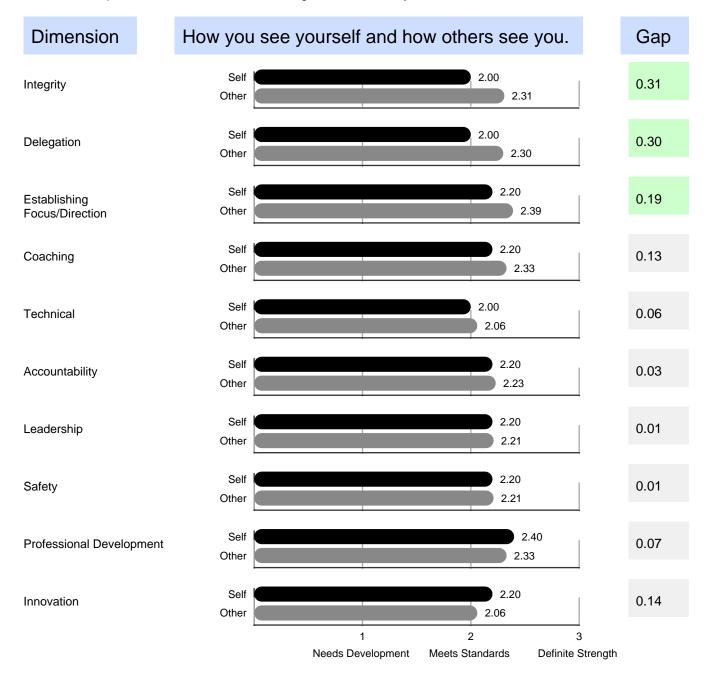
Summary

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

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

Average Performance Scores

Dimension	Score
Establishing Focus/Direction	2.37
Professional Development	2.33
Coaching	2.32
Integrity	2.29
Delegation	2.28
Accountability	2.23
Leadership	2.21
Safety	2.21
Innovation	2.07
Technical	2.05

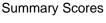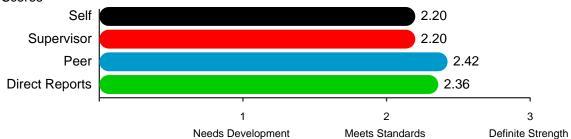|	1	2	3
	Needs Development	Meets Standards	Definite Strength

Gap Analysis

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

Dimension	How you see yourself and how others see you.	Gap
Integrity	Self 2.00 / Other 2.31	0.31
Delegation	Self 2.00 / Other 2.30	0.30
Establishing Focus/Direction	Self 2.20 / Other 2.39	0.19
Coaching	Self 2.20 / Other 2.33	0.13
Technical	Self 2.00 / Other 2.06	0.06
Accountability	Self 2.20 / Other 2.23	0.03
Leadership	Self 2.20 / Other 2.21	0.01
Safety	Self 2.20 / Other 2.21	0.01
Professional Development	Self 2.40 / Other 2.33	0.07
Innovation	Self 2.20 / Other 2.06	0.14

1 — Needs Development   2 — Meets Standards   3 — Definite Strength

Establishing Focus/Direction

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.42
Direct Reports	2.36

1   2   3

Needs Development   Meets Standards   Definite Strength

1. Sets appropriate goals for employees.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

2. Maintains self-control when personally criticized.

Self	3.00
Supervisor	1.00
Peer	2.88
Direct Reports	2.20

3. Excellent at managing time.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.80

4. Makes sure that employees understand how their work relates to organizational goals.

Self	2.00
Supervisor	1.00
Peer	2.75
Direct Reports	2.40

5. Stays focused even when under pressure and stress.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

1   2   3

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 Development) to green (Definite Strength).
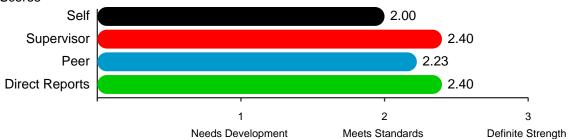
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Sets appropriate goals for employees.	15	2.27	33.3	7%	60%	33%
2. Maintains self-control when personally criticized.	15	2.53	73.3	20%	7%	73%
3. Excellent at managing time.	15	2.33	40.0	7%	53%	40%
4. Makes sure that employees understand how their work relates to organizational goals.	15	2.47	53.3	7%	40%	53%
5. Stays focused even when under pressure and stress.	15	2.27	40.0	13%	47%	40%

Comments:
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses).   When in need, she picks the appropriate person to conquer a task or assignment.   She is always good about seeking advice before proceeding.
- She is very responsive when asked for input or her assistance is requested.
- ___'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals.   She has worked with many different teams over the years and the managment teams that she partners with have great respect for her and value her input.

Delegation

Summary Scores

Self	2.00
Supervisor	2.40
Peer	2.23
Direct Reports	2.40

1	2	3
Needs Development	Meets Standards	Definite Strength

6. Sets clear and reasonable expectations for others and follows through on their progress.

Self	2.00
Supervisor	2.00
Peer	2.12
Direct Reports	2.20

7. Clearly defines duties and tasks to be completed.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	1.80

8. Assigns tasks to create learning opportunities for the employees.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

9. Entrusts subordinates with important tasks.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.60

10. Encourages and empowers subordinates to use initiative in achieving goals and objectives.

Self	2.00
Supervisor	1.00
Peer	2.38
Direct Reports	3.00

1	2	3

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 Development) to green (Definite Strength).
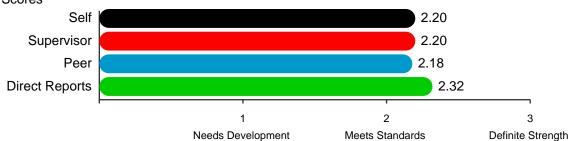
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Sets clear and reasonable expectations for others and follows through on their progress.	15	2.13	33.3	20%	47%	33%
7. Clearly defines duties and tasks to be completed.	15	2.07	26.7	20%	53%	27%
8. Assigns tasks to create learning opportunities for the employees.	15	2.33	40.0	7%	53%	40%
9. Entrusts subordinates with important tasks.	15	2.40	53.3	13%	33%	53%
10. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	2.47	60.0	13%	27%	60%

Comments:
- She always steps up and gets what needs to be done completed.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- A great addition to the team.
- ___ is a intricate part of the team.   She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
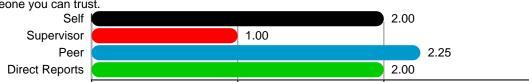
Accountability

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.18
Direct Reports	2.32

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

11. Takes responsibility for results.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.60

12. Keeps their word and does what they say they will do.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.80

13. Is someone you can trust.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.00

14. Keeps supervisor informed of recent events.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.60

15. Acts like an owner when they make decisions.

Self	3.00
Supervisor	2.00
Peer	2.29
Direct Reports	2.60

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).
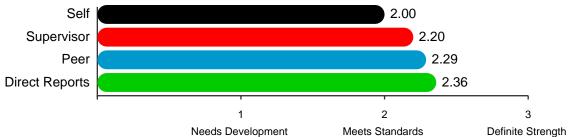
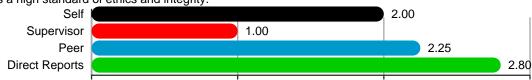| Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Takes responsibility for results.	15	2.33	40.0	7%	53%	40%
12. Keeps their word and does what they say they will do.	15	2.07	20.0	13%	67%	20%
13. Is someone you can trust.	15	2.07	26.7	20%	53%	27%
14. Keeps supervisor informed of recent events.	15	2.27	40.0	13%	47%	40%
15. Acts like an owner when they make decisions.	14	2.43	50.0	7%	43%	50%

Comments:
- ___ makes great hiring choices.   she is clear on what needs to be done.
- ___ teams with others to improve communication and process.
- I love how she is always open to approach with any questions I have, no matter the hour.
- Great addition to the department!
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.

Integrity

Summary Scores

Self 2.00
Supervisor 2.20
Peer 2.29
Direct Reports 2.36

1 2 3
Needs Development | Meets Standards | Definite Strength

16. Fosters a high standard of ethics and integrity.

Self 2.00
Supervisor 1.00
Peer 2.25
Direct Reports 2.80

17. Accepts responsibility for mistakes.

Self 2.00
Supervisor 3.00
Peer 2.50
Direct Reports 2.00

18. Demonstrates sincerity in actions with others.

Self 2.00
Supervisor 3.00
Peer 1.71
Direct Reports 2.20

19. Follows tasks to completion.

Self 2.00
Supervisor 1.00
Peer 2.29
Direct Reports 2.40

20. Maintains strong relationships with others.

Self 2.00
Supervisor 3.00
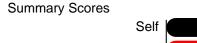Peer 2.62
Direct Reports 2.40

1 2 3

Level of Skill

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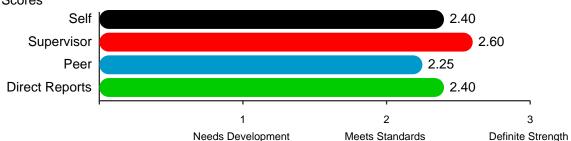
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Fosters a high standard of ethics and integrity.	15	2.33	46.7	13%	40%	47%
17. Accepts responsibility for mistakes.	15	2.33	40.0	7%	53%	40%
18. Demonstrates sincerity in actions with others.	14	2.00	14.3	14%	71%	14%
19. Follows tasks to completion.	14	2.21	42.9	21%	36%	43%
20. Maintains strong relationships with others.	15	2.53	60.0	7%	33%	60%

Comments:
- She continues to be a shining example to her team especially in process improvement and professional growth.
- She is, quite simply, the best boss I've ever had.
- Always appreciate ___'s organized approach to coordinating service opportunities between departments
- I work with ___ regularly and see her interactions with other leaders frequently.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- I believe I need to give her a chance to get into her position.

Professional Development

Summary Scores

Role	Score
Self	2.40
Supervisor	2.60
Peer	2.25
Direct Reports	2.40

1 — Needs Development   2 — Meets Standards   3 — Definite Strength

21. Quickly acquire and apply new knowledge and skills when needed

Role	Score
Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	3.00

22. Seeks opportunities for continuous learning.

Role	Score
Self	3.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

23. Demonstrate enthusiasm and a willingness to learn new skills and knowledge

Role	Score
Self	3.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

24. Allows employees to fully participate in employee training and professional development.

Role	Score
Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

25. Encourages employees to take courses relevant to their job.

Role	Score
Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.60

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).
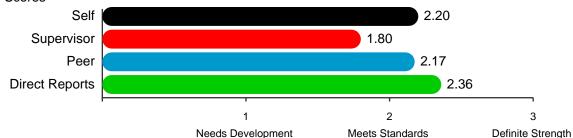
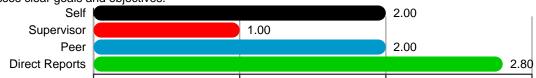| Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Quickly acquire and apply new knowledge and skills when needed	15	2.60	66.7	7%	27%	67%
22. Seeks opportunities for continuous learning.	15	2.33	40.0	7%	53%	40%
23. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.07	20.0	13%	67%	20%
24. Allows employees to fully participate in employee training and professional development.	15	2.40	53.3	13%	33%	53%
25. Encourages employees to take courses relevant to their job.	15	2.27	53.3	27%	20%	53%

Comments:
- She strives for self improvement and is heavily invested in the same for others.
- The progress with customer satisfaction within the division exemplifies ___'s leadership style. The Department has come a long way with ___ as manager and I admire the way ___ and ___ work together. ___ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. She is pushing herself to learn and grow at all times.
- I can depend on her with whatever is needed.
- ___ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- ___ is willing to understand how a current process works before wanting to incorporate changes.
- ___ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.

Leadership

Summary Scores

	Score
Self	2.20
Supervisor	1.80
Peer	2.17
Direct Reports	2.36

1 — Needs Development   2 — Meets Standards   3 — Definite Strength

26. Expresses clear goals and objectives.

	Score
Self	2.00
Supervisor	1.00
Peer	2.00
Direct Reports	2.80

27. Recognizes individual and team accomplishments and reward them appropriately.

	Score
Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.60

28. Is a highly effective supervisor.

	Score
Self	2.00
Supervisor	2.00
Peer	2.38
Direct Reports	2.80

29. Sets a high level of performance expectations and challenges others to do the same.

	Score
Self	3.00
Supervisor	2.00
Peer	2.38
Direct Reports	3.00

30. Gives inspiring presentations or discussions.

	Score
Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	1.60

Level of Skill

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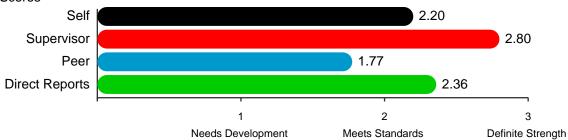| Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Expresses clear goals and objectives.	15	2.20	33.3	13%	53%	33%
27. Recognizes individual and team accomplishments and reward them appropriately.	15	2.00	26.7	27%	47%	27%
28. Is a highly effective supervisor.	15	2.47	53.3	7%	40%	53%
29. Sets a high level of performance expectations and challenges others to do the same.	15	2.60	60.0		40%	60%
30. Gives inspiring presentations or discussions.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- ___ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- I respect ___ and have turned to her for advice.
- ___ does not beat around the bush nor does she have hidden agendas.
- ___ 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 in a way that either provides a service to others or helps others that are providing direct help. ___ is a great mentor and example to those she supervises.
- There is room for improvement in all these elements.

Innovation

Summary Scores

Self	2.20
Supervisor	2.80
Peer	1.77
Direct Reports	2.36

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

31. Challenges current procedures to develop other alternatives.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

32. Finds creative ways to get things done with limited resources.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.40

33. Develops new products and services.

Self	3.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.40

34. Solves problems with insight and understanding.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

35. Creates a safe environment for idea-sharing.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	1.80

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 Development) to green (Definite Strength).
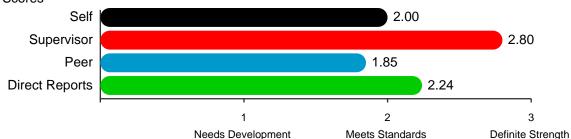
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Challenges current procedures to develop other alternatives.	15	2.13	33.3	20%	47%	33%
32. Finds creative ways to get things done with limited resources.	15	2.13	33.3	20%	47%	33%
33. Develops new products and services.	15	2.07	33.3	27%	40%	33%
34. Solves problems with insight and understanding.	15	2.13	26.7	13%	60%	27%
35. Creates a safe environment for idea-sharing.	15	1.87	20.0	33%	47%	20%

Comments:
- ___ is always willing and routinely seeks opportunities to work with other departments.
- I work with ___ regularly and see her interactions with other leaders frequently.
- 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].
- She consistently conducts herself with professionalism and represents our unit well.
- ___ is thorough with her candidate screenings and really focuses on hiring for talent and experience.   I know what she expects from me.   She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- I feel as though I have a shared decision making relationship with ___ which makes me feel valued.   She supports me and values my opinion.

Technical

Summary Scores

Self	2.00
Supervisor	2.80
Peer	1.85
Direct Reports	2.24

1 — Needs Development
2 — Meets Standards
3 — Definite Strength

36. Demonstrates mastery of the technical competencies required in his/her work.

Self	2.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.00

37. Seeks information from others as needed.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.00

38. Knows how to produce high quality products/work.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.20

39. Willingly shares information and expertise; sought out as resource by others

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

40. Willingly shares his/her technical expertise; sought out as resource by others

Self	2.00
Supervisor	2.00
Peer	1.75
Direct Reports	2.60

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Development) to green (Definite Strength).
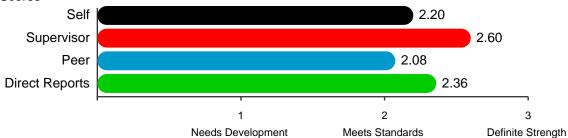
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Demonstrates mastery of the technical competencies required in his/her work.	15	1.87	20.0	33%	47%	20%
37. Seeks information from others as needed.	15	1.93	13.3	20%	67%	13%
38. Knows how to produce high quality products/work.	15	2.07	33.3	27%	40%	33%
39. Willingly shares information and expertise; sought out as resource by others	15	2.33	33.3		67%	33%
40. Willingly shares his/her technical expertise; sought out as resource by others	15	2.07	33.3	27%	40%	33%

Comments:
- You can count on ___ to give you the most honest feedback even if it is information you may not want to hear.
- ___'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities.   As a subordinate this sometimes feels demoralizing   because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- Good Team Player! Good decision making skills. A hard worker.
- 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.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- ___ has good knowledge and awareness of the strengths and talents within the organization.

Safety

Summary Scores

41. Supports safety programs and procedures.

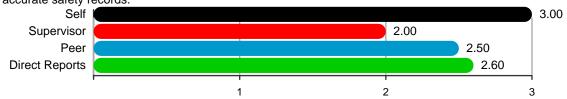42. Participates in safety training as applicable.

43. Committed to safety in the workplace.

44. Is aware of OSHA safety guidelines.

45. Keeps accurate safety records.

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 Development) to green (Definite Strength).
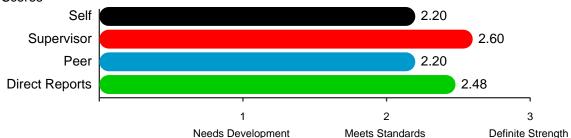
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Supports safety programs and procedures.	15	2.00	26.7	27%	47%	27%
42. Participates in safety training as applicable.	15	2.13	33.3	20%	47%	33%
43. Committed to safety in the workplace.	15	2.20	40.0	20%	40%	40%
44. Is aware of OSHA safety guidelines.	15	2.20	26.7	7%	67%	27%
45. Keeps accurate safety records.	15	2.53	60.0	7%	33%	60%

Comments:
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.
- ___ is a great partner in Systems Implementation.
- ___ is a solid performer knows her stuff.
- ___ is the best employee the department has employed.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- Our team has gone through a lot of changes in the last year and ___ has demonstrated her ability to lead our team through challenges and to place employees in roles they will be successful in.

Coaching

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.20
Direct Reports	2.48

1 — Needs Development   2 — Meets Standards   3 — Definite Strength

46. Conducts regular performance appraisals and feedback.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

47. Helps employees to understand responsibilities, authority, and expectations.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

48. Helps employees to maintain high personal standards.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

49. Addresses employee behavior problems effectively.

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.40

50. Provides clear, motivating, and constructive feedback.

Self	3.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.80

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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Conducts regular performance appraisals and feedback.	15	2.27	26.7		73%	27%
47. Helps employees to understand responsibilities, authority, and expectations.	15	2.13	26.7	13%	60%	27%
48. Helps employees to maintain high personal standards.	15	2.40	40.0		60%	40%
49. Addresses employee behavior problems effectively.	15	2.47	46.7		53%	47%
50. Provides clear, motivating, and constructive feedback.	15	2.33	46.7	13%	40%	47%

Comments:
- ___ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- She has deep technical expertise in a number of areas of human resource management.
- ___ has great insights regarding individuals and relationships, as well as good ideas about processes.
- She has integrated into Systems more than anyone else.   She is truly an asset for [CompanyName]'s work.
- ___ is a great asset to our department.   She is always available when issues arise & help is needed to solve problems.
- I truly appreciate ___'s knowledge, her professionalism, and her reliability.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- Is encouraging to other leaders and offers feedback as appropriate.   Great to work with.
- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.
- Is extremely knowledgable and is always continuing her education to stay up to date.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- ___ 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.

What do you like best about working with this individual?

- ___ sets high standards for those she works with and expects the same of herself.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- Completes variance analysis and identifies corrective actions.
- This has been a challenging year for ___ and her team. Through it all, she was dedicated to the organization and never shirked her duties.
- I have not observed ___'s interaction with the members of her team. ___ consistently communicates openly in my interactions with her.
- ___ is very knowledgeable, honest, and consistent in her leadership decisions.

What do you like least about working with this individual?

- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- The staff are so energetic and encouraging of each other.   They all look out for each other in each unit and appreciate all of their team mates.
- ___ does an excellent job as a leader.   She has been presented with many challenges in the last year and has remained positive for her staff.
- Increase in confidence. Being willing to lean into the uncomfortable.
- She is always collaborative in her approach, and makes good decisions.

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

- She knows what her customers needs and seeks to find the best individual to fill those roles.
- She is an excellent communicator.   The only real opportunity I see is around translating her data and observations into solid action plans to drive improvement.
- ___ is extremely supportive of her staff with   their assigned directors/managers.   Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process.   She supported me by making time to go to the meetings with myself and the director.   I greatly appreciated this.
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- I have felt her support since the minute I came to [CompanyName] and appreciate her more every day.
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.

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

- ___ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- Where do I even start to articulate how much I value about working with ___ ? I learn something every time I have the opportunity to work with her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as ___ is.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- She continues to be a shining example to her team especially in process improvement and professional growth.
- Based on her customer satisfaction scores it is clear she has a strong team in place.

Any final comments?

- She looks at problems in a systematic way and asks for input prior to making decisions.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- ___ is a true transformational leader who focuses on developing the talents and interests of individual staff members.   With six departments reporting to her, she has broadened her perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- ___, more than most, takes what we've learned and implements changes.
- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- I value ___'s advice and support as we realigned my department a few times this year.