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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.

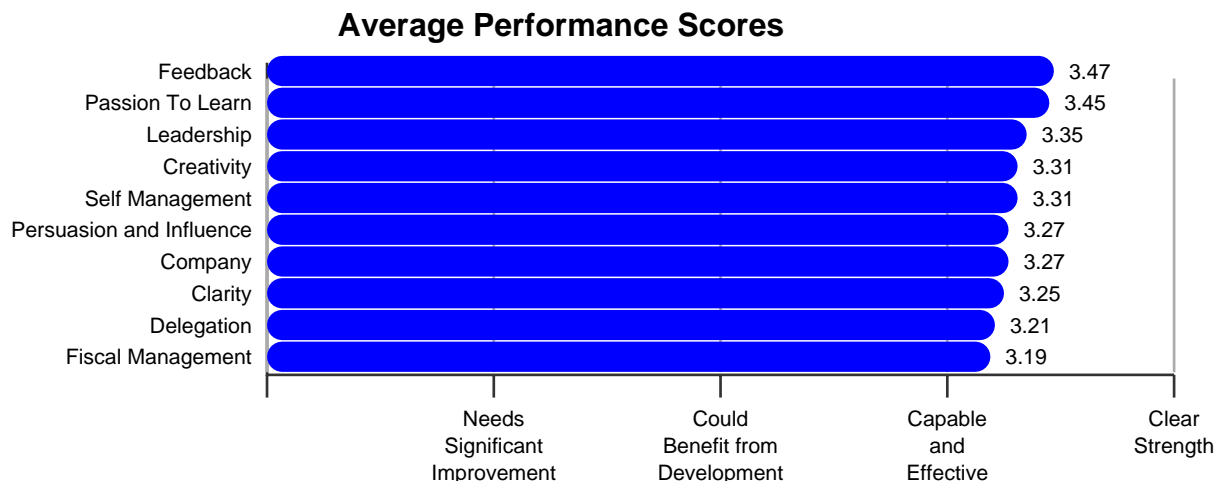
## What to Do with Your Feedback

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.



## Feedback

### 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. Considers other's opinion and suggestions.	15	3.20	93.3	7%	67%		27%
2. Accepts the views of others.	15	3.87	100.0	13%	87%		
3. Is visible and approachable.	15	3.33	93.3	7%	53%		40%
4. Looks to others for input.	15	3.60	93.3	7%	27%	67%	
5. Open to the suggestions of others.	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. Considers other's opinion and suggestions.	3.29	3.20	-0.09 ▼
2. Accepts the views of others.	3.65	3.87	+0.22 ▲
3. Is visible and approachable.	3.18	3.33	+0.16 ▲
4. Looks to others for input.	3.41	3.60	+0.19 ▲
5. Open to the suggestions of others.	3.24	3.33	+0.10 ▲

### Comments:

- \_\_\_ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- I envy her versatility in working with a wide variety of issues and topics.
- \_\_\_ is respected by the team and they openly seek out her advise or opinion.
- \_\_\_ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- Overall, I think \_\_\_ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually involves \_\_\_ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.

## Leadership

### 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. Leads team to set goals, solve problems, and accomplish tasks.	15	3.20	93.3	7%	60%	33%	
7. Expresses clear goals and objectives.	15	3.20	86.7	13%	53%	33%	
8. Sets a high level of performance expectations and challenges others to do the same.	15	3.40	93.3	7%	47%	47%	
9. Motivates others to reach and exceed organizational goals and objectives.	15	3.47	93.3	7%	40%	53%	
10. Acts decisively in implementing decisions.	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. Leads team to set goals, solve problems, and accomplish tasks.	3.24	3.20	-0.04 ▼
7. Expresses clear goals and objectives.	3.41	3.20	-0.21 ▼
8. Sets a high level of performance expectations and challenges others to do the same.	3.24	3.40	+0.16 ▲
9. Motivates others to reach and exceed organizational goals and objectives.	3.18	3.47	+0.29 ▲
10. Acts decisively in implementing decisions.	3.35	3.47	+0.11 ▲

### Comments:

- \_\_\_ is smart, detailed and committed. I appreciate having her on our team.
- \_\_\_ is the shining example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.
- \_\_\_ leads by example. Great Employee engagement.
- I can not say enough good things about \_\_\_.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.

## Persuasion and Influence

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Able to express own goals and needs.	15	3.53	100.0	47%	53%		
12. Has excellent influencing/negotiating skills.	15	3.27	100.0	73%	27%		
13. Ensures stakeholders are involved in the decision making process.	15	3.33	100.0	67%	33%		
14. Seeks to obtain consensus or compromise.	15	3.13	86.7	13%	60%	27%	
15. Attempts to persuade others rather than simply control them.	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. Able to express own goals and needs.	3.47	3.53	+0.06 ▲
12. Has excellent influencing/negotiating skills.	3.47	3.27	-0.20 ▼
13. Ensures stakeholders are involved in the decision making process.	3.35	3.33	-0.02 ▼
14. Seeks to obtain consensus or compromise.	3.18	3.13	-0.04 ▼
15. Attempts to persuade others rather than simply control them.	3.00	3.07	+0.07 ▲

### Comments:

- I appreciate \_\_\_'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- \_\_\_ 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.
- \_\_\_ is very approachable and ensures the best for all employees in the department.
- \_\_\_ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- Uses her people skills to change negative situations into positive.
- \_\_\_ teams with others to improve communication and process.

## Creativity

### 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. Creates a lot of new ideas.	15	3.40	93.3	7%	47%	47%	
17. Inspires creativity in their team.	15	3.27	93.3	7%	60%	33%	
18. Conceives, implements and evaluates ideas.	14	3.00	92.9	7%	79%	14%	
19. Develops solutions to challenging problems.	15	3.47	100.0		53%	47%	
20. Is creative and inspirational.	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. Creates a lot of new ideas.	3.65	3.40	-0.25 ▼
17. Inspires creativity in their team.	3.47	3.27	-0.20 ▼
18. Conceives, implements and evaluates ideas.	3.12	3.00	-0.12 ▼
19. Develops solutions to challenging problems.	3.59	3.47	-0.12 ▼
20. Is creative and inspirational.	3.29	3.40	+0.11 ▲

### Comments:

- Is dedicated, selfless, trustworthy and focused on the big picture.
- As a new Manager to the area, \_\_\_ was subjected to a review of department services. This was tough on her, but she did very well with it.
- \_\_\_ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- I am always impressed by \_\_\_'s insight into our processes so that we continuously strive to improve and be consistent.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.

## Self 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
21. Steps away from a situation to process appropriate response.	15	3.53	100.0	47%	53%		
22. Uses patience and self-control in working with customers and associates.	15	3.00	80.0	20%	60%	20%	
23. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	2.87	80.0	20%	73%	7%	
24. Analyzes interpersonal problems instead of reacting to them.	15	3.47	100.0	53%	47%		
25. Does not allow own emotions to interfere with the performance of others.	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. Steps away from a situation to process appropriate response.	3.35	3.53	+0.18 ▲
22. Uses patience and self-control in working with customers and associates.	3.00	3.00	
23. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	2.88	2.87	-0.02 ▼
24. Analyzes interpersonal problems instead of reacting to them.	3.00	3.47	+0.47 ▲
25. Does not allow own emotions to interfere with the performance of others.	3.76	3.67	-0.10 ▼

### Comments:

- \_\_\_ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.
- \_\_\_ does not beat around the bush nor does she have hidden agendas.
- \_\_\_ is passionate about her role and does a fantastic job of working with other departments to improve process flows.
- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to \_\_\_ last month.



## Passion To Learn

### 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 advantage of training opportunities when they arise.	15	3.40	93.3	7%	47%	47%	
27. Is committed to enhancing their own knowledge and skills.	15	3.33	93.3	7%	53%	40%	
28. Enjoys learning new skills and techniques.	15	3.53	100.0		47%	53%	
29. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	3.67	100.0		33%	67%	
30. Exhibits willingness to upgrade skills through additional training and education.	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 advantage of training opportunities when they arise.	3.53	3.40	-0.13 ▼
27. Is committed to enhancing their own knowledge and skills.	3.12	3.33	+0.22 ▲
28. Enjoys learning new skills and techniques.	3.41	3.53	+0.12 ▲
29. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	3.59	3.67	+0.08 ▲
30. Exhibits willingness to upgrade skills through additional training and education.	3.41	3.33	-0.08 ▼

### Comments:

- \_\_\_ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- \_\_\_ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- \_\_\_ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- She is an excellent problem solver.

## Delegation

### 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. Sets clear and reasonable expectations for others and follows through on their progress.	15	3.20	86.7	13%	53%	33%	
32. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	3.40	100.0		60%	40%	
33. Defines goals and objectives for subordinates.	15	3.20	86.7	13%	53%	33%	
34. Allows employees to decide how they wish to complete the tasks.	15	3.27	93.3	7%	60%	33%	
35. Tells subordinates what to do, not how to do it.	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. Sets clear and reasonable expectations for others and follows through on their progress.	3.18	3.20	+0.02 ▲
32. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	3.35	3.40	+0.05 ▲
33. Defines goals and objectives for subordinates.	3.18	3.20	+0.02 ▲
34. Allows employees to decide how they wish to complete the tasks.	2.88	3.27	+0.38 ▲
35. Tells subordinates what to do, not how to do it.	3.18	3.00	-0.18 ▼

#### Comments:

- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.
- \_\_\_ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- \_\_\_ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- She maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- \_\_\_ is consistent in her messaging about how we best serve the customers.
- Transparency and honesty is important early in the process.

## 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
36. Clearly explains responsibilities to individuals.	15	3.20	93.3	7%	67%	27%	
37. Maintains clarity in goals and objectives.	15	3.27	93.3	7%	60%	33%	
38. Avoids stating unclear or conflicting goals.	15	3.27	86.7	13%	47%	40%	
39. Seeks to reduce ambiguity in messaging and documents.	15	3.13	86.7	13%	60%	27%	
40. Makes sure goals and objectives are clearly and thoroughly explained and understood.	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. Clearly explains responsibilities to individuals.	3.18	3.20	+0.02 ▲
37. Maintains clarity in goals and objectives.	3.35	3.27	-0.09 ▼
38. Avoids stating unclear or conflicting goals.	3.24	3.27	+0.03 ▲
39. Seeks to reduce ambiguity in messaging and documents.	3.59	3.13	-0.45 ▼
40. Makes sure goals and objectives are clearly and thoroughly explained and understood.	3.29	3.40	+0.11 ▲

### Comments:

- She is also quick to tap into her past experiences in attempting to find the best solution.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.
- \_\_\_ should consider continuing to expand her technical expertise and understanding of Epic beyond her comfort zone.
- \_\_\_ is always working to include staff in a shared decision making processes.
- I think \_\_\_ is doing to great job! The learning curve is steep and she is growing to meet the challenge.

## Company

### 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. Understands the "basics" as to how [Company] functions/operates.	15	3.33	93.3	7%	53%	40%	
42. Follows existing procedures and processes.	15	3.33	93.3	7%	53%	40%	
43. Understands the use of [Company] products and services.	15	3.13	86.7	13%	60%	27%	
44. Attends [Company] gatherings and social events.	15	3.00	86.7	13%	73%	13%	
45. Expresses loyalty and dedication to [Company] in interactions with others.	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. Understands the "basics" as to how [Company] functions/operates.	3.29	3.33	+0.04 ▲
42. Follows existing procedures and processes.	3.41	3.33	-0.08 ▼
43. Understands the use of [Company] products and services.	3.35	3.13	-0.22 ▼
44. Attends [Company] gatherings and social events.	3.18	3.00	-0.18 ▼
45. Expresses loyalty and dedication to [Company] in interactions with others.	3.35	3.53	+0.18 ▲

### Comments:

- I think 16 & 17 relate in the sense that I believe \_\_\_ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from her side as well as ours and it is improving.
- She looks at problems in a systematic way and asks for input prior to making decisions.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.
- \_\_\_ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.

## Fiscal Management

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.00	86.7	13%	73%		13%
47. Develops of the department's annual budget.	15	3.20	93.3	7%	60%		33%
48. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.20	93.3	7%	67%		27%
49. Monitors expenses and verifies the need for items purchased.	15	3.40	93.3	7%	47%		47%
50. Provides budgeting and accounting support to the Company.	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. Ensures others follow the correct rules and regulations on fiscal matters.	3.24	3.00	-0.24 ▼
47. Develops of the department's annual budget.	3.00	3.20	+0.20 ▲
48. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.18	3.20	+0.02 ▲
49. Monitors expenses and verifies the need for items purchased.	3.35	3.40	+0.05 ▲
50. Provides budgeting and accounting support to the Company.	3.29	3.13	-0.16 ▼

### Comments:

- Provides reinforcement and feedback within the context of the overall business strategy.
- She is eager to learn and eager to share knowledge.
- She has been influential in our focus on the future.
- \_\_\_ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.

## 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?

- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- Team-oriented and goal focused. Shows continuous desire for improvement.
- \_\_\_ works very well with other departments.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- \_\_\_ has been so helpful to me as a new manager.

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

- I think that \_\_\_ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- 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.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- I feel \_\_\_ always has the customer's best interest at heart.
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.
- \_\_\_ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.

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

- She is well respected.
- I her role as a director, I have seen \_\_\_ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- She knows product and how to engage potential clients.
- Having very minimum one-on-one discussion.
- \_\_\_ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.

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

- I think that \_\_\_ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- Engagement is an area where \_\_\_ has improved by being more in-tune with department needs. She listens more and asks great questions.
- \_\_\_ 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.
- I really enjoy her mentorship.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- \_\_\_ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.

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

- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.
- \_\_\_ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- \_\_\_ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- \_\_\_ has a strong knowledge base and willingly shares information.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- She has created a highly engaged team and manages a diverse group of individuals very well.

### Any final comments?

- \_\_\_ is one of the most honest, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.
- She also has always been thankful for any help that I have given her.
- \_\_\_ has been an excellent assistant manager.
- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- \_\_\_ continually devotes her attention to opportunities for process improvement and professional growth.
- \_\_\_ takes people where they want to go and pushes them to be their own success.