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.
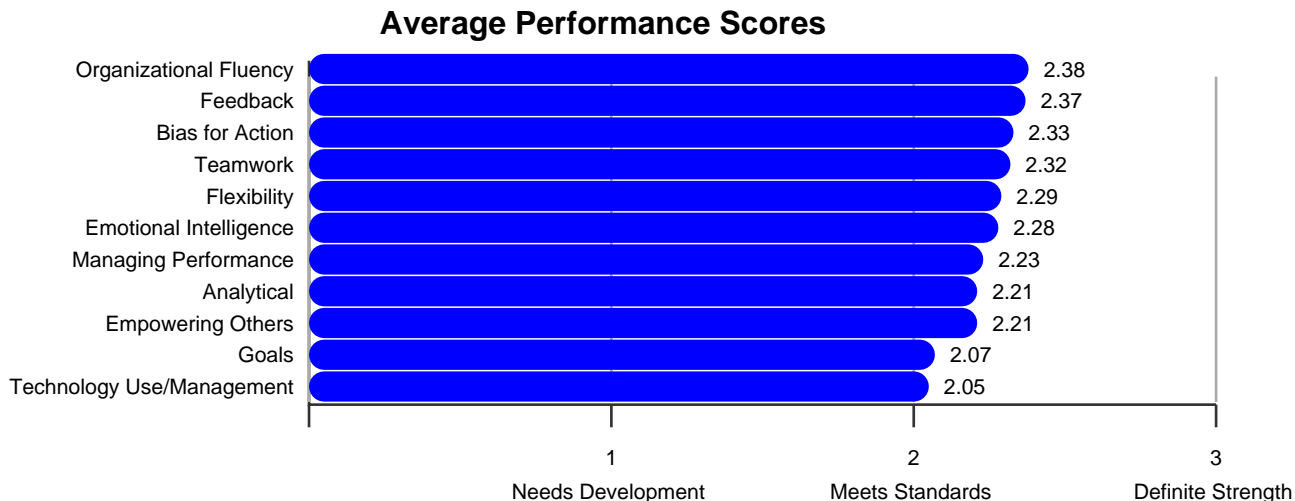
What to Do with Your Feedback

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.
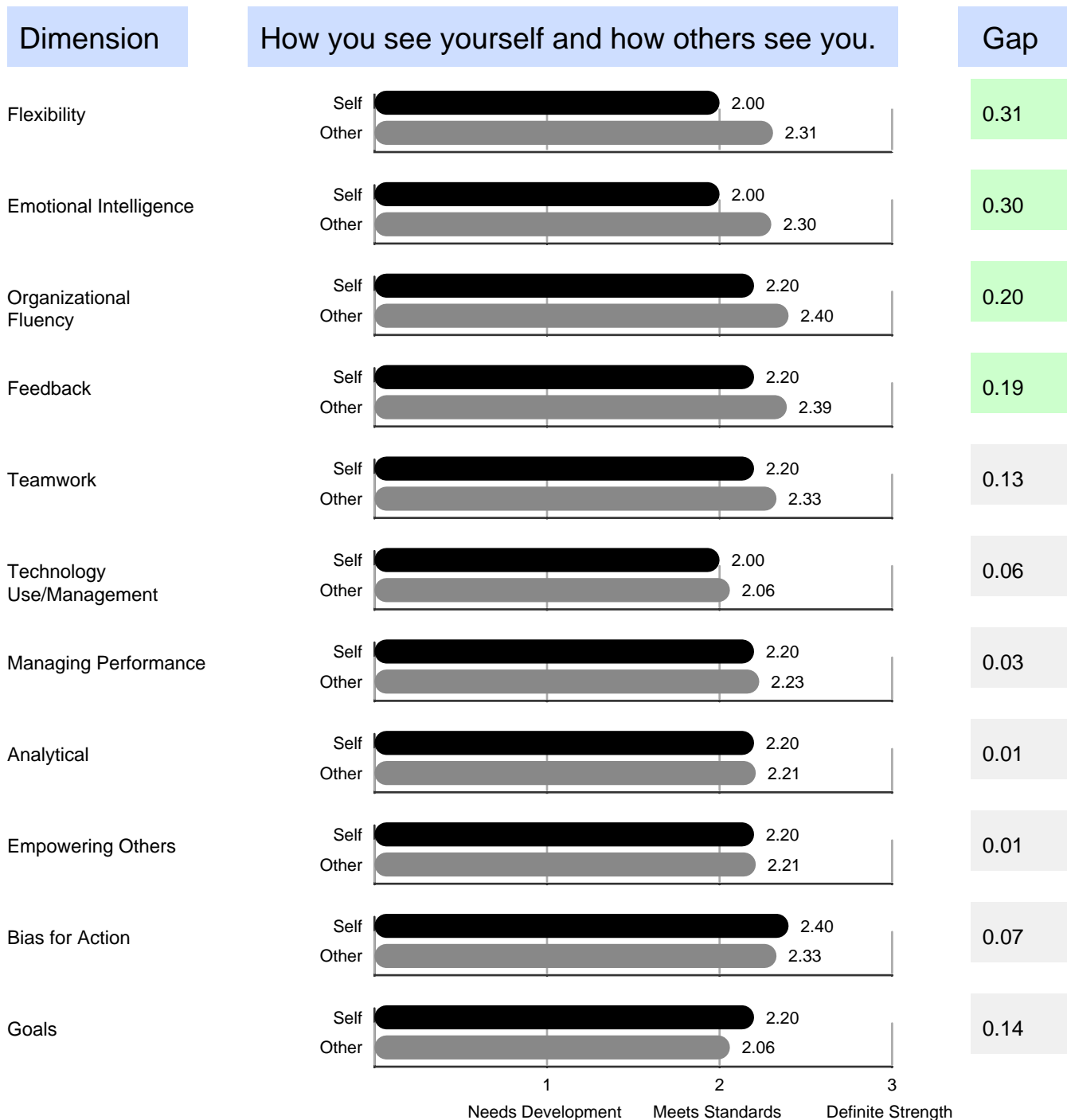
Summary

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.

Average Performance Scores

Dimension	Score
Organizational Fluency	2.38
Feedback	2.37
Bias for Action	2.33
Teamwork	2.32
Flexibility	2.29
Emotional Intelligence	2.28
Managing Performance	2.23
Analytical	2.21
Empowering Others	2.21
Goals	2.07
Technology Use/Management	2.05

1 — Needs Development
2 — Meets Standards
3 — 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.

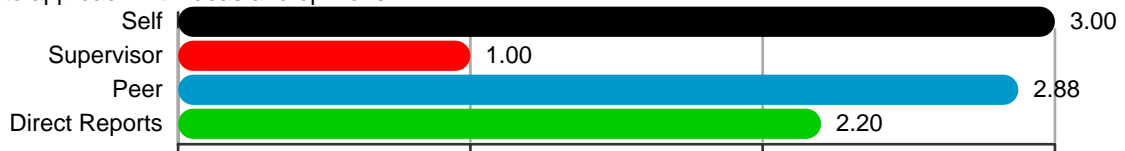| Dimension	How you see yourself and how others see you.	Gap
Flexibility	Self 2.00 / Other 2.31	0.31
Emotional Intelligence	Self 2.00 / Other 2.30	0.30
Organizational Fluency	Self 2.20 / Other 2.40	0.20
Feedback	Self 2.20 / Other 2.39	0.19
Teamwork	Self 2.20 / Other 2.33	0.13
Technology Use/Management	Self 2.00 / Other 2.06	0.06
Managing Performance	Self 2.20 / Other 2.23	0.03
Analytical	Self 2.20 / Other 2.21	0.01
Empowering Others	Self 2.20 / Other 2.21	0.01
Bias for Action	Self 2.40 / Other 2.33	0.07
Goals	Self 2.20 / Other 2.06	0.14

1 Needs Development 2 Meets Standards 3 Definite Strength

Feedback

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. Accepts the views of others.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

2. Is easy to approach with ideas and opinions.

Self	3.00
Supervisor	1.00
Peer	2.88
Direct Reports	2.20

3. Seeks feedback to enhance performance.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.80

4. Actively seeks feedback from others.

Self	2.00
Supervisor	1.00
Peer	2.75
Direct Reports	2.40

5. Is visible and approachable.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

1   2   3
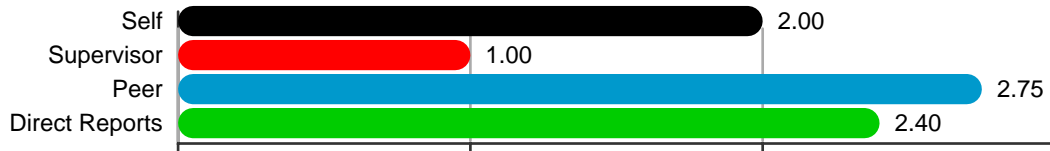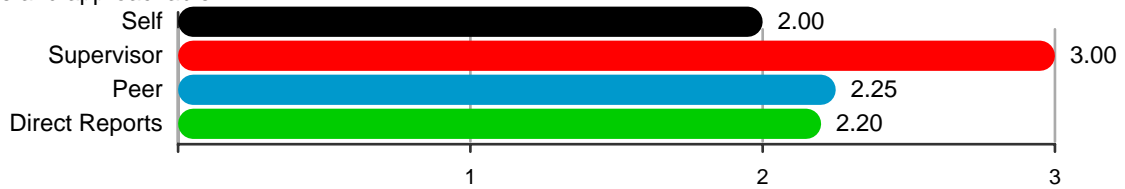
Level of Skill

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. Accepts the views of others.	15	2.27	33.3	7%	60%	33%
2. Is easy to approach with ideas and opinions.	15	2.53	73.3	20%	7%	73%
3. Seeks feedback to enhance performance.	15	2.33	40.0	7%	53%	40%
4. Actively seeks feedback from others.	15	2.47	53.3	7%	40%	53%
5. Is visible and approachable.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ always goes above and beyond in her daily work.
- Her communication techniques are clear and to the point which is very much appreciated.
- I know that ___ would want me to include suggestions on how she could be a better leader.   I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader.   Maybe allow Christmas decor before December?
- She recognized where I needed help and supported me in making the case to get it.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.
- Appreciate ___'s dedication to making the facilities cleaner. Results are evident.

Emotional Intelligence

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. Able to understand others' points of view.

Self	2.00
Supervisor	2.00
Peer	2.12
Direct Reports	2.20

7. Accurately perceives the emotional reactions of others.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	1.80

8. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

9. Is attentive to emotional cues and interprets others' feelings correctly.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.60

10. Is able to express themselves clearly.

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. Able to understand others' points of view.	15	2.13	33.3	20%	47%	33%
7. Accurately perceives the emotional reactions of others.	15	2.07	26.7	20%	53%	27%
8. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.33	40.0	7%	53%	40%
9. Is attentive to emotional cues and interprets others' feelings correctly.	15	2.40	53.3	13%	33%	53%
10. Is able to express themselves clearly.	15	2.47	60.0	13%	27%	60%

Comments:
- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- I have always respected her concern for stakeholder input and her efforts to put her customers first.
- ___ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- I admire her ability to think constructively and to always wanting to make sure what she is doing is the right thing and yet open to small tests of change, when warranted.
- Resist the urge to take on everything.   Reduce over-promising and increase decentralized command.
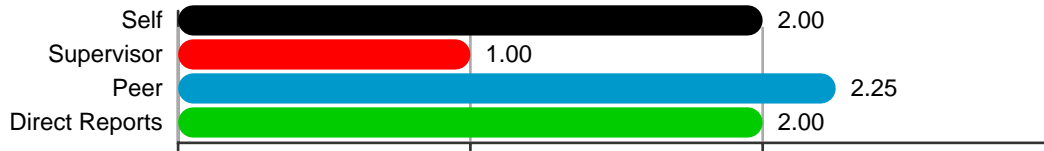
Managing Performance

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. Assesses employee performance against defined standards.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.60

12. Establishes indicators to measure levels of performance.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.80

13. Creates clear standards that are understandable and fair.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.00

14. Addresses poor performance sooner rather than later.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.60

15. Sets and maintains high standards for self and others.

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. Assesses employee performance against defined standards.	15	2.33	40.0	7%	53%	40%
12. Establishes indicators to measure levels of performance.	15	2.07	20.0	13%	67%	20%
13. Creates clear standards that are understandable and fair.	15	2.07	26.7	20%	53%	27%
14. Addresses poor performance sooner rather than later.	15	2.27	40.0	13%	47%	40%
15. Sets and maintains high standards for self and others.	14	2.43	50.0	7%	43%	50%

Comments:
- Timeliness and accountability of projects.
- 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.
- I think ___ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when ___ took over and I feel ___ has risen to the occasion and handled herself well.
- She is someone that has proven she can be trusted to do what is right.
- She is becoming more comfortable to deliver critical feedback.
- ___ is a pleasure to work with.

Flexibility

Summary Scores

Self	2.00
Supervisor	2.20
Peer	2.29
Direct Reports	2.36

1 Needs Development   2 Meets Standards   3 Definite Strength

16. Adapts to circumstances as needed.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.80

17. Implements changes as a result of having listened to employees

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.00

18. Encourages others to adopt new procedures.

Self	2.00
Supervisor	3.00
Peer	1.71
Direct Reports	2.20

19. Able to adapt to new situations.

Self	2.00
Supervisor	1.00
Peer	2.29
Direct Reports	2.40

20. Willing to try new ideas.

Self	2.00
Supervisor	3.00
Peer	2.62
Direct Reports	2.40

1   2   3
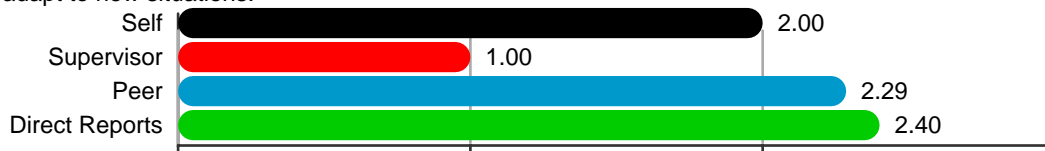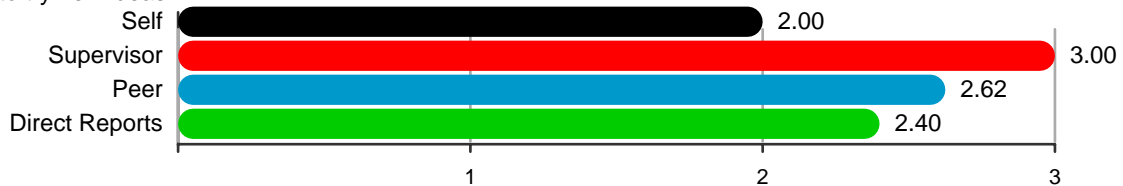
Level of Skill

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
16. Adapts to circumstances as needed.	15	2.33	46.7	13%	40%	47%
17. Implements changes as a result of having listened to employees	15	2.33	40.0	7%	53%	40%
18. Encourages others to adopt new procedures.	14	2.00	14.3	14%	71%	14%
19. Able to adapt to new situations.	14	2.21	42.9	21%	36%	43%
20. Willing to try new ideas.	15	2.53	60.0	7%	33%	60%

Comments:
- Resources are managed carefully with input sought and considered before applying those resources.
- ___ is very supportive, knowledgeable, and a consummate professional.   She leads by example and has no problem rolling up her sleeves and providing support when needed.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- ___ does not always follow through with things (ordering equipment).
- I honestly cannot think of of anything to recommend that would help her to improve at this point.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.

Bias for Action

Summary Scores

21. Displays high energy and enthusiasm on consistent basis.

22. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).
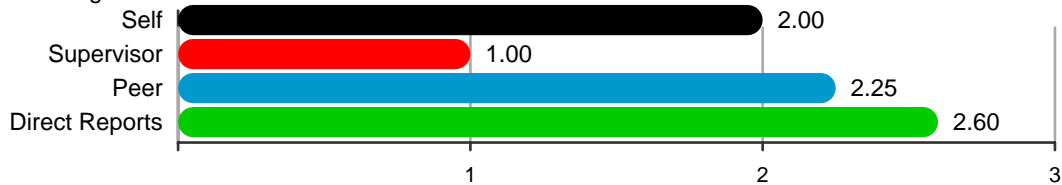

23. Completes work on time

24. Seeks and utilizes opportunities for continuous learning and self-development.

25. Completes a large volume of work.

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. Displays high energy and enthusiasm on consistent basis.	15	2.60	66.7	7%	27%	67%
22. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	2.33	40.0	7%	53%	40%
23. Completes work on time	15	2.07	20.0	13%	67%	20%
24. Seeks and utilizes opportunities for continuous learning and self-development.	15	2.40	53.3	13%	33%	53%
25. Completes a large volume of work.	15	2.27	53.3	27%	20%	53%

Comments:
- ___'s job performance exceeds all the elements.
- ___ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.
- ___ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- ___ does a great job in letting me know what is expected.   She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- Taking everything into consideration, ___ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- There is room for improvement in all these elements.

Analytical

Summary Scores

26. Identifies problems and issues needing resolution.
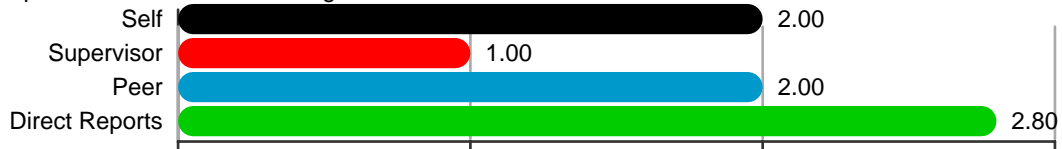
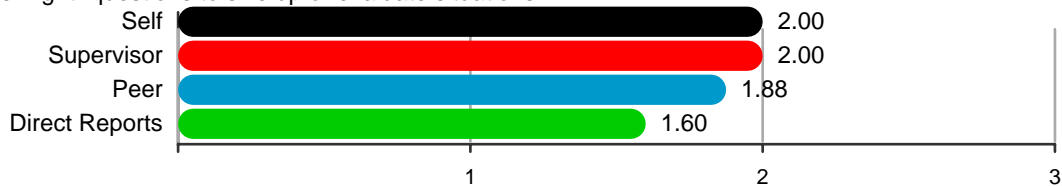27. Selects the appropriate techniques for analysis.

28. Analyzes issues and reduces them to their component parts.

29. Prioritizes various actions to be taken when solving a problem.

30. Asks the "right" questions to size up or evaluate situations.

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
26. Identifies problems and issues needing resolution.	15	2.20	33.3	13%	53%	33%
27. Selects the appropriate techniques for analysis.	15	2.00	26.7	27%	47%	27%
28. Analyzes issues and reduces them to their component parts.	15	2.47	53.3	7%	40%	53%
29. Prioritizes various actions to be taken when solving a problem.	15	2.60	60.0		40%	60%
30. Asks the "right" questions to size up or evaluate situations.	15	1.80	13.3	33%	53%	13%

Comments:
- She make sure the team effort not only succeed on paper.
- She includes appropriate people in her decisions and follows through on decisions made.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- She is showing more comfort in providing and receiving critical feedback.
- Demonstrates a focus on the business goals through task prioritization.
- ___ is organized and thorough.

Goals

Summary Scores

31. Achieves established goals.

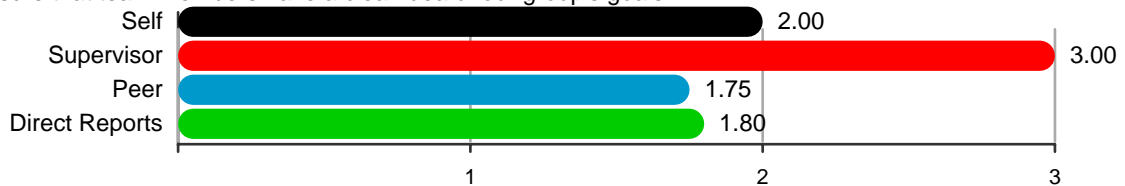32. Makes sure that I have a clear idea of our group's goals.

33. Understands & contributes to development of strategic goals.

34. Achieves goals.

35. Makes sure that team members have a clear idea of our group's goals.

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. Achieves established goals.	15	2.13	33.3	20%	47%	33%
32. Makes sure that I have a clear idea of our group's goals.	15	2.13	33.3	20%	47%	33%
33. Understands & contributes to development of strategic goals.	15	2.07	33.3	27%	40%	33%
34. Achieves goals.	15	2.13	26.7	13%	60%	27%
35. Makes sure that team members have a clear idea of our group's goals.	15	1.87	20.0	33%	47%	20%

Comments:
- I really enjoy working with ___ and I respect her as a leader and role model.
- You can count on ___ to give you the most honest feedback even if it is information you may not want to hear.
- ___ makes a concerted effort to ensure that the right people are in the right jobs.
- I would encourage her to empathize with her team and show more of a calm, caring side.
- While encouraging folks to continue with their education, she is also continuing with her education.
- 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.

Technology Use/Management

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. Supports technical training and development of employees.

Self	2.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.00

37. Uses technology in decision making and problem solving.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.00

38. Applies complex rules and regulations to maintain optimal system performance.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.20

39. Supports employee training and development initiatives regarding implementation of technology.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

40. Proficient in the use of technical systems and processes.

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. Supports technical training and development of employees.	15	1.87	20.0	33%	47%	20%
37. Uses technology in decision making and problem solving.	15	1.93	13.3	20%	67%	13%
38. Applies complex rules and regulations to maintain optimal system performance.	15	2.07	33.3	27%	40%	33%
39. Supports employee training and development initiatives regarding implementation of technology.	15	2.33	33.3		67%	33%
40. Proficient in the use of technical systems and processes.	15	2.07	33.3	27%	40%	33%

Comments:
- ___ has very quickly re-invented the Technical Services division. She is now aggressively moving the team to become more mature and service oriented. Throughout this transition, ___ has been very successful in managing this difficult change.
- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- She is a real advocate for the customers. Excellent department and computer skills
- Is reliable and keeps the team focused on the delivery of outcomes.
- Is self-aware of own strength and weakness.   Asking for help by adding another manager.
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.

Empowering Others

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.08
Direct Reports	2.36

1	2	3
Needs Development	Meets Standards	Definite Strength

41. Lets employees make their own decisions.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

42. Gives employees autonomy to complete tasks on their own.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

43. Allows individuals to be responsible for their decisions.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.20

44. Avoids micromanaging their employees.

Self	2.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.60

45. Assigns tasks that are within the skill levels of employees.

Self	3.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.60

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
41. Lets employees make their own decisions.	15	2.00	26.7	27%	47%	27%
42. Gives employees autonomy to complete tasks on their own.	15	2.13	33.3	20%	47%	33%
43. Allows individuals to be responsible for their decisions.	15	2.20	40.0	20%	40%	40%
44. Avoids micromanaging their employees.	15	2.20	26.7	7%	67%	27%
45. Assigns tasks that are within the skill levels of employees.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ 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.
- What I like is her standard line what resources do you need from me to make this work?
- ___ is a valued member of the department.
- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- I appreciate ___'s reputation in the community and her advocation for the programs and initiatives implemented here at [CompanyName].
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.

Teamwork

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. Communicates a clear message that teamwork and collaboration are expected.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

47. Encourages teamwork and collaboration.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

48. Comes across as a reliable, committed team member

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

49. Coaches team members to work toward a common goal.

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.40

50. Shares credit for accomplishments with team members

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).
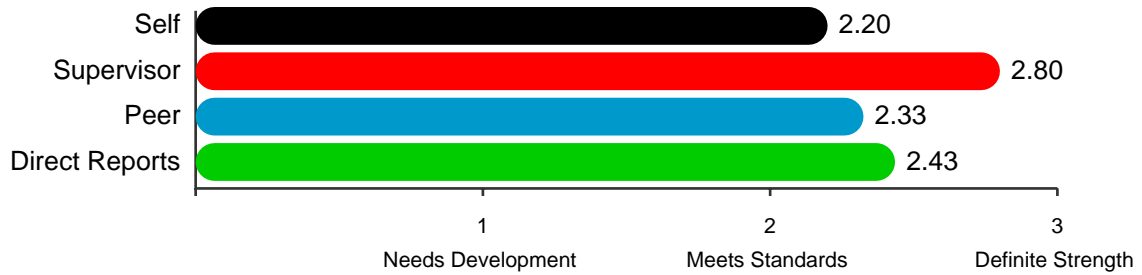
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Communicates a clear message that teamwork and collaboration are expected.	15	2.27	26.7		73%	27%
47. Encourages teamwork and collaboration.	15	2.13	26.7	13%	60%	27%
48. Comes across as a reliable, committed team member	15	2.40	40.0		60%	40%
49. Coaches team members to work toward a common goal.	15	2.47	46.7		53%	47%
50. Shares credit for accomplishments with team members	15	2.33	46.7	13%	40%	47%

Comments:

- She is a great teammate.
- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- Could be more self-aware of impact on other team members
- Committment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- ___ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- She is organized, kind, and extremely approachable.

Organizational Fluency

Summary Scores

Self	2.20
Supervisor	2.80
Peer	2.33
Direct Reports	2.43

1	2	3
Needs Development	Meets Standards	Definite Strength

51. Adept at navigating within the culture of the department.

Self	3.00
Supervisor	2.00
Peer	2.25
Direct Reports	2.00

52. Understands departmental policies and procedures.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.75

53. Effective in communicating with others within the organization.

Self	2.00
Supervisor	3.00
Peer	2.62
Direct Reports	2.40

54. Able to use corporate politics to advance department objectives.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.60

55. Understands the current organizational culture.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

1	2	3
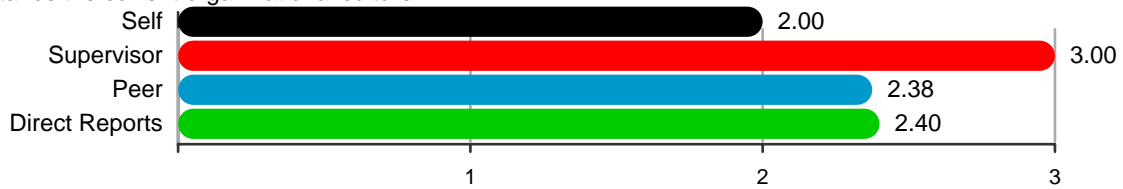
Level of Skill

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
51. Adept at navigating within the culture of the department.	14	2.21	28.6	7%	64%	29%
52. Understands departmental policies and procedures.	14	2.29	42.9	14%	43%	43%
53. Effective in communicating with others within the organization.	15	2.53	53.3		47%	53%
54. Able to use corporate politics to advance department objectives.	15	2.47	46.7		53%	47%
55. Understands the current organizational culture.	15	2.40	40.0		60%	40%

Comments:
- ___'s management style is excellent.
- She uses the strengths of everyone around her to get the best solutions possible.
- In my opinion, ___ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop ___.
- ___ is an excellent communicator and is very open and supportive to her staff.
- Needs to have more face-to-face communications with other employees in the company.
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.

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?

- ___ has been an effective leader for me.   She encourages me to develop and knows what my strengths are.   She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- ___ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- I admire her ability to see the big picture (both within our walls and outside our walls).
- When ___ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part.   By working collaboratively with the team She was able to raise the departments moral while implementing those changes.   ___ is an engaged Leader.
- ___ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent.   . Otherwise she is very reliable and has taken on some big intiatives that have been very successful.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.

What do you like best about working with this individual?

- I thoroughly enjoy working with ___ and she has been very helpful with the rework IS did with their job descriptions.
- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.
- she continues to make improvements in core competencies.
- ___ is an outstanding listener and provides excellent feedback.   She keeps me up to date regarding system leadership goals and concerns.   This insight helps to guide division priorities.
- Our team works well together because we understand our roles and what is expected of each person.   We are also encouraged to give input and I feel my opinion is respected and of equal value.
- Great addition to the department!

What do you like least about working with this individual?

- I really enjoy working with ___ and I respect her as a leader and role model.
- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- ___ always goes above and beyond in her daily work.
- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- She has the desire and effort to get it right and continuously improve self and culture.
- ___ has very quickly re-invented the Technical Services division. She is now aggressively moving the team to become more mature and service oriented. Throughout this transition, ___ has been very successful in managing this difficult change.

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

- She provided coaching and support to improve this individual's performance.
- ___ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagment by setting the bar high. As an operational manager I respect ___ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have wittnessed in the last 30 years.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- She challenges me every day to be my best and I appreciate that.
- Her integrity is never in question.   I appreciate her ability to partner with me on issues between the VP and my unit.
- Her team members become frustrated and feel pushed away.   When this approach occurs often, it is discouraging to team members.

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

- I know I can always count on ___ to consistently encourage collaboration and system perspective.
- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She dosen't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!
- She offers up ideas of how I could have handled something differently in a constructive manner.
- ___ is always looking for ways to improve our workflow and values input from the team members.   On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- ___ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.
- If feel ___ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.

Any final comments?

- Taking everything into consideration, ___ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- She is sensitive to her employees needs and is creative in accommodating their needs.
- ___ is an excellent listener.   She is HIGHLY respected by her staff, and other leaders around the organization.   I honestly have a very hard time trying to think of an area for improvement.
- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, she aims to meet the needs of our customers and staff both today and in our future.
- ___ does not always follow through with things (ordering equipment).