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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.

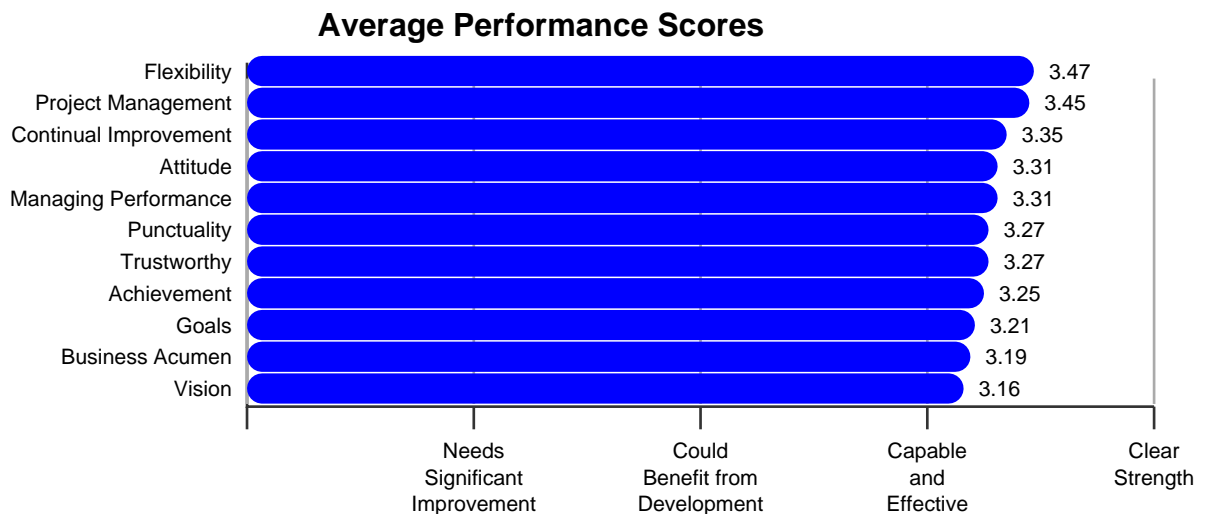
## What to Do with Your Feedback

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 11 major dimensions of leadership.

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



## Gap Analysis

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



## Flexibility

### 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. You act decisively in frequently changing and uncertain environment.	15	3.20	93.3	7%	67%		27%
2. You encourage others to adopt new procedures.	15	3.87	100.0	13%	87%		
3. You adapt to circumstances as needed.	15	3.33	93.3	7%	53%		40%
4. You adapt to new organizational structures, policies, or procedures.	15	3.60	93.3	7%	27%	67%	
5. You work effectively during periods of change.	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. You act decisively in frequently changing and uncertain environment.	3.29	3.20	-0.09 ▼
2. You encourage others to adopt new procedures.	3.65	3.87	+0.22 ▲
3. You adapt to circumstances as needed.	3.18	3.33	+0.16 ▲
4. You adapt to new organizational structures, policies, or procedures.	3.41	3.60	+0.19 ▲
5. You work effectively during periods of change.	3.24	3.33	+0.10 ▲

### Comments:

- \_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- \_\_\_ has used her strengths to make this department stronger in many ways.
- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.
- I know that \_\_\_ cares about me as a total individual not just as a professional.
- \_\_\_ is a very effective leader and excellent communicator.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.

## Continual Improvement

### 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. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	15	3.20	93.3	7%	60%	33%	
7. You promote training and development opportunities to enhance job performance.	15	3.20	86.7	13%	53%	33%	
8. You look for ways to expand current job responsibilities.	15	3.40	93.3	7%	47%	47%	
9. You look for ways to expand and learn new job skills.	15	3.47	93.3	7%	40%	53%	
10. You look for ways to improve work processes and procedures.	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. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	3.24	3.20	-0.04 ▼
7. You promote training and development opportunities to enhance job performance.	3.41	3.20	-0.21 ▼
8. You look for ways to expand current job responsibilities.	3.24	3.40	+0.16 ▲
9. You look for ways to expand and learn new job skills.	3.18	3.47	+0.29 ▲
10. You look for ways to improve work processes and procedures.	3.35	3.47	+0.11 ▲

### Comments:

- I feel that we would not be such a great place if it wasn't for \_\_\_\_\_. \_\_\_\_\_ is the best!!!!!!
- Allocates resources in advance to ensure the required work can be completed.
- As a manager, \_\_\_\_\_ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- \_\_\_\_\_ is a role model of a leader and I feel privileged to have \_\_\_\_\_ as a leader and a mentor.
- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).

## Punctuality

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. You start meetings on time.	15	3.53	100.0	47%	53%		
12. You conduct appointments at scheduled start time.	15	3.27	100.0	73%	27%		
13. You avoid making personal phone calls during working hours.	15	3.33	100.0	67%	33%		
14. You respond to requests for information in a timely manner.	15	3.13	86.7	13%	60%	27%	
15. You maintain an efficient schedule of activities.	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. You start meetings on time.	3.47	3.53	+0.06 ▲
12. You conduct appointments at scheduled start time.	3.47	3.27	-0.20 ▼
13. You avoid making personal phone calls during working hours.	3.35	3.33	-0.02 ▼
14. You respond to requests for information in a timely manner.	3.18	3.13	-0.04 ▼
15. You maintain an efficient schedule of activities.	3.00	3.07	+0.07 ▲

### Comments:

- She is beginning to reach out to the other managers more, and it is appreciated.
- \_\_\_ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.
- I do very much appreciate that \_\_\_ will support me in a decision when needed.
- She looks at problems in a systematic way and asks for input prior to making decisions.
- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- I admire \_\_\_ for showing courage, compassion and commitment during her recent team sessions.

## Attitude

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. You work to eliminate unnecessary work or barriers that get in others' way.	15	3.40	93.3	7%	47%	47%	
17. You treat all people fairly and with respect.	15	3.27	93.3	7%	60%	33%	
18. You visibly support and encourages diversity in style and background.	14	3.00	92.9	7%	79%	14%	
19. You show by your actions that you trust in the positive intentions of others.	15	3.47	100.0		53%	47%	
20. You build open and trusting relationships.	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. You work to eliminate unnecessary work or barriers that get in others' way.	3.65	3.40	-0.25 ▼
17. You treat all people fairly and with respect.	3.47	3.27	-0.20 ▼
18. You visibly support and encourages diversity in style and background.	3.12	3.00	-0.12 ▼
19. You show by your actions that you trust in the positive intentions of others.	3.59	3.47	-0.12 ▼
20. You build open and trusting relationships.	3.29	3.40	+0.11 ▲

#### Comments:

- Before \_\_\_ came into the position it seemed that the department was a dump.
- Willingness to pitch in, desire to grow, and a great attitude.
- I appreciate that \_\_\_ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- Dependability, with whatever is needed.
- \_\_\_ is the best employee the department has employed.
- Timeliness and accountability of projects.

## Managing Performance

### 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. You measure performance of goals and objectives.	15	3.53	100.0	47%	53%		
22. You ensure that team goals are met 85 percent of the time.	15	3.00	80.0	20%	60%	20%	
23. You are consistent in disciplinary/corrective actions.	15	2.87	80.0	20%	73%	7%	
24. You plan and set work expectations.	15	3.47	100.0	53%	47%		
25. You assess employee performance against defined standards.	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. You measure performance of goals and objectives.	3.35	3.53	+0.18 ▲
22. You ensure that team goals are met 85 percent of the time.	3.00	3.00	
23. You are consistent in disciplinary/corrective actions.	2.88	2.87	-0.02 ▼
24. You plan and set work expectations.	3.00	3.47	+0.47 ▲
25. You assess employee performance against defined standards.	3.76	3.67	-0.10 ▼

### Comments:

- \_\_\_ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- \_\_\_ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- I have also had the pleasure of partnering with \_\_\_ in our Core Competency leader learning. \_\_\_ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- I think staff would respect \_\_\_ more as a leader in the department if she would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging her to finish something.



## Project 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
26. You define project outcomes based on customer requirements.	15	3.40	93.3	7%	47%	47%	
27. You organize work and sets priorities as needed.	15	3.33	93.3	7%	53%	40%	
28. You inspire others to accomplish goals and objectives.	15	3.53	100.0		47%	53%	
29. You are able to adjust project schedule as needed to accommodate unforeseen issues.	15	3.67	100.0		33%	67%	
30. You develop performance measures for various aspects of the project.	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. You define project outcomes based on customer requirements.	3.53	3.40	-0.13 ▼
27. You organize work and sets priorities as needed.	3.12	3.33	+0.22 ▲
28. You inspire others to accomplish goals and objectives.	3.41	3.53	+0.12 ▲
29. You are able to adjust project schedule as needed to accommodate unforeseen issues.	3.59	3.67	+0.08 ▲
30. You develop performance measures for various aspects of the project.	3.41	3.33	-0.08 ▼

### Comments:

- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- I really appreciate and respect \_\_\_'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- \_\_\_ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- \_\_\_ has a clear process for hiring which has aided her in building an amazing team.
- \_\_\_ always remains professional in her interactions and I appreciate her direct style of communication.
- 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.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. You establish and document goals and objectives.	15	3.20	86.7	13%	53%	33%	
32. You conduct timely follow-up; keeps others informed on a need to know basis.	15	3.40	100.0		60%	40%	
33. You set challenging stretch goals	15	3.20	86.7	13%	53%	33%	
34. You make sure that I have a clear idea of our group's goals.	15	3.27	93.3	7%	60%	33%	
35. You make sure that team members have a clear idea of our group's goals.	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. You establish and document goals and objectives.	3.18	3.20	+0.02 ▲
32. You conduct timely follow-up; keeps others informed on a need to know basis.	3.35	3.40	+0.05 ▲
33. You set challenging stretch goals	3.18	3.20	+0.02 ▲
34. You make sure that I have a clear idea of our group's goals.	2.88	3.27	+0.38 ▲
35. You make sure that team members have a clear idea of our group's goals.	3.18	3.00	-0.18 ▼

### Comments:

- \_\_\_ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- \_\_\_ has excellent job and people skills.
- She is effective and her knowledge of processes is invaluable.
- I am impressed with her commitment to task and job knowledge.
- She has an open door policy and is available when needed.
- \_\_\_ is always willing and routinely seeks opportunities to work with other departments.

## Achievement

### 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. You are results oriented.	15	3.20	93.3	7%	67%	27%	
37. You follow-up and take action when goals are not met to ensure better results in the future.	15	3.27	93.3	7%	60%	33%	
38. You demonstrate improvement in performance.	15	3.27	86.7	13%	47%	40%	
39. You set challenging goals.	15	3.13	86.7	13%	60%	27%	
40. You make a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	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. You are results oriented.	3.18	3.20	+0.02 ▲
37. You follow-up and take action when goals are not met to ensure better results in the future.	3.35	3.27	-0.09 ▼
38. You demonstrate improvement in performance.	3.24	3.27	+0.03 ▲
39. You set challenging goals.	3.59	3.13	-0.45 ▼
40. You make a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	3.29	3.40	+0.11 ▲

### Comments:

- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- \_\_\_'s job performance exceeds all the elements.
- People come and go in this organization and I can say with no reservation that \_\_\_ is a colleague I will miss the most when she retires.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- I have appreciated \_\_\_'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.

## Trustworthy

### 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. You are trustworthy; is someone that can be trusted.	15	3.33	93.3	7%	53%	40%	
42. You are a person others can count on.	15	3.33	93.3	7%	53%	40%	
43. You build and maintain the trust of others.	15	3.13	86.7	13%	60%	27%	
44. You take ownership, deliver on commitments	15	3.00	86.7	13%	73%	13%	
45. You demonstrate a sense of responsibility and commitment to public trust.	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. You are trustworthy; is someone that can be trusted.	3.29	3.33	+0.04 ▲
42. You are a person others can count on.	3.41	3.33	-0.08 ▼
43. You build and maintain the trust of others.	3.35	3.13	-0.22 ▼
44. You take ownership, deliver on commitments	3.18	3.00	-0.18 ▼
45. You demonstrate a sense of responsibility and commitment to public trust.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- I have found that \_\_\_ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- \_\_\_ is doing well overall and shows that she is willing to learn, this is strongly due to \_\_\_'s role modeling and encouragement. If \_\_\_ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader. We would love to help her!
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- \_\_\_ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and \_\_\_ will respond to any escalation request or need for strategic planning positively and effectively.

## Business Acumen

### 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. You understand complex issues and problems.	15	3.00	86.7	13%	73%		13%
47. You exhibit behavior that is consistent with the vision, mission, and core values of the organization	15	3.20	93.3	7%	60%		33%
48. You are able to align resources to meet the business needs of the company.	15	3.20	93.3	7%	67%		27%
49. You effectively develop and use resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.40	93.3	7%	47%		47%
50. You apply the knowledge of work processes to influence the achievement of business goals	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. You understand complex issues and problems.	3.24	3.00	-0.24 ▼
47. You exhibit behavior that is consistent with the vision, mission, and core values of the organization	3.00	3.20	+0.20 ▲
48. You are able to align resources to meet the business needs of the company.	3.18	3.20	+0.02 ▲
49. You effectively develop and use resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.35	3.40	+0.05 ▲
50. You apply the knowledge of work processes to influence the achievement of business goals	3.29	3.13	-0.16 ▼

### Comments:

- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- \_\_\_ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- I think \_\_\_ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- \_\_\_ 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.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- Be being better organized. It would help with prioritizing.

## Vision

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
51. You behave in a way that is consistent with business values & code of conduct	14	3.14	92.9	7%	71%		21%
52. You create a positive vision of the future for the Company.	14	3.21	85.7	14%	50%		36%
53. You work to support the strategy of [Company]	15	3.27	86.7	13%	47%		40%
54. You understand the vision of the Company and promote it ahead of any self-interests.	15	3.13	86.7	13%	60%		27%
55. You persuade others to follow the Company's vision.	15	3.07	86.7	13%	67%		20%

### Time Comparisons by Item

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

Item	2022	2023	Change
51. You behave in a way that is consistent with business values & code of conduct	3.24	3.14	-0.09 ▼
52. You create a positive vision of the future for the Company.	3.06	3.21	+0.16 ▲
53. You work to support the strategy of [Company]	3.59	3.27	-0.32 ▼
54. You understand the vision of the Company and promote it ahead of any self-interests.	2.94	3.13	+0.19 ▲
55. You persuade others to follow the Company's vision.	2.88	3.07	+0.18 ▲

### Comments:

- \_\_\_ is very good at reading people which enables her to respond quickly and appropriately.
- I appreciate \_\_\_'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- \_\_\_ is a outstanding manager.
- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- \_\_\_ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad \_\_\_ has joined the team.

## Comments

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

### What would help make you a more effective leader?

- I have not had any issues with \_\_\_ since I have been working for her.
- Our department continues to have a very low loss rate.
- \_\_\_ relies on her direct reports to solicit input and involve front line staff in everyday work.
- Her open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- \_\_\_'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.

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

- \_\_\_ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- Be being better organized. It would help with prioritizing.
- She is a great leader.
- I think \_\_\_ has improved in her communication style and leadership style. Where I would suggest improvement is she can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- \_\_\_ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- She involves our team and holds us accountable out of respect.

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

- Initiative, attitude, and willingness to pitch in.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- \_\_\_ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad \_\_\_ has joined the team.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- I enjoy working with \_\_\_\_. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- \_\_\_ 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.

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

- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- \_\_\_ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- She will sit down with all parties involved before she makes a decision.
- Ready to tackle any given problem and help others finish 1st
- \_\_\_ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- She consistently helps us in problem solving a variety of issues.

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

- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.
- \_\_\_ is an outstanding leader. She offers great communication and staff allows know what is expected of them.
- I would encourage her to empathize with her team and show more of a calm, caring side.
- \_\_\_ 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.
- \_\_\_ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- She is very effective.

### Any final comments?

- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- Take charge without being pushed to do so.
- \_\_\_ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- She has also greatly improved her communication.