Feedback Results

Your CompanyName Here

2025

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.
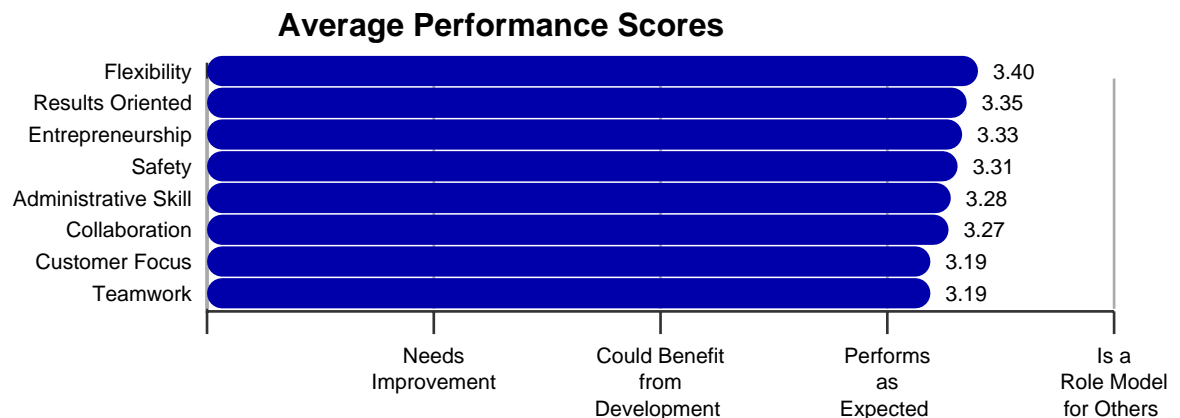
What to Do with Your Feedback

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.
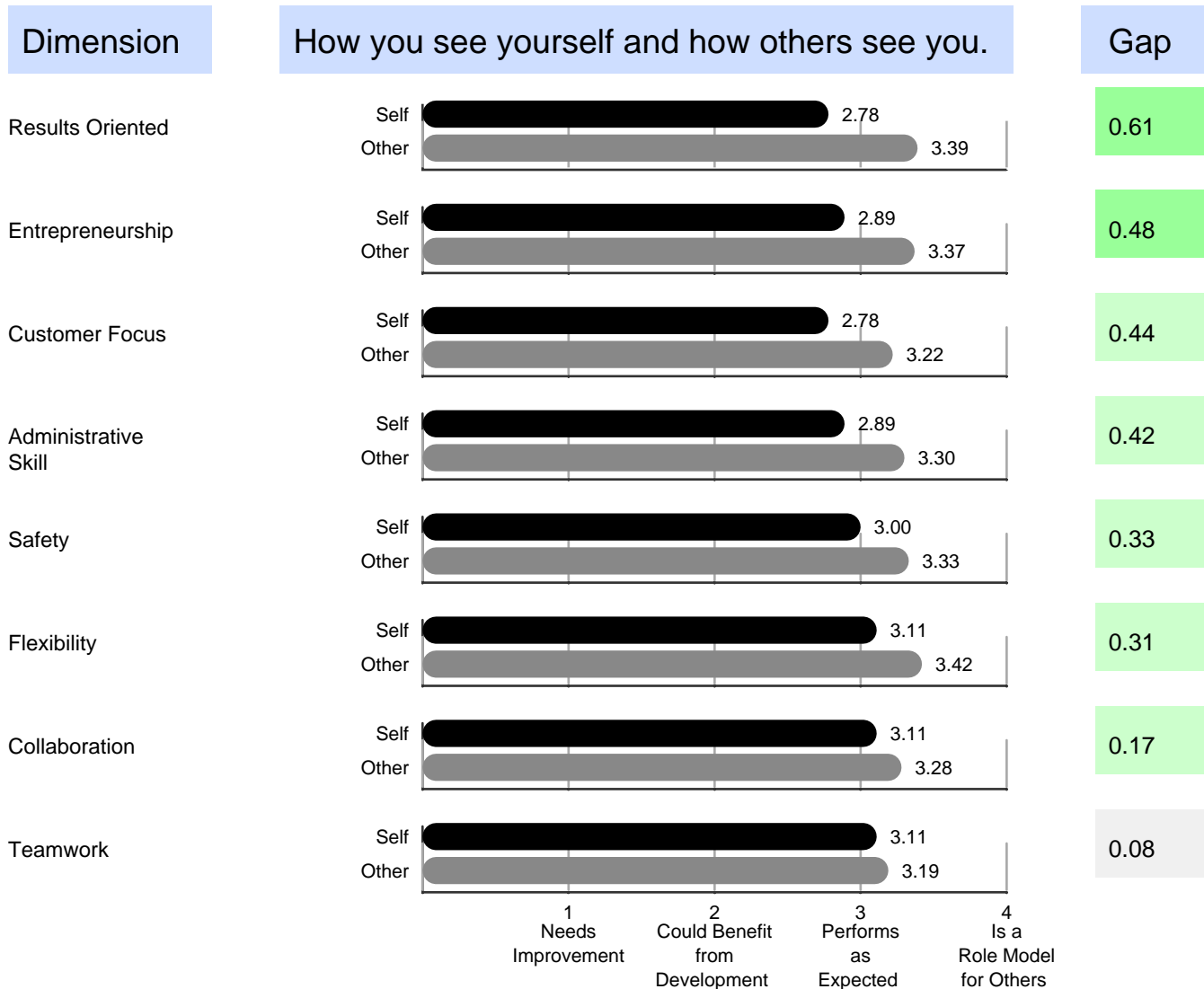
Summary

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 8 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
Flexibility	3.40
Results Oriented	3.35
Entrepreneurship	3.33
Safety	3.31
Administrative Skill	3.28
Collaboration	3.27
Customer Focus	3.19
Teamwork	3.19

Scale: Needs Improvement — Could Benefit from Development — Performs as Expected — Is a Role Model for Others

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
Results Oriented	Self 2.78 / Other 3.39	0.61
Entrepreneurship	Self 2.89 / Other 3.37	0.48
Customer Focus	Self 2.78 / Other 3.22	0.44
Administrative Skill	Self 2.89 / Other 3.30	0.42
Safety	Self 3.00 / Other 3.33	0.33
Flexibility	Self 3.11 / Other 3.42	0.31
Collaboration	Self 3.11 / Other 3.28	0.17
Teamwork	Self 3.11 / Other 3.19	0.08

Scale:
1 — Needs Improvement
2 — Could Benefit from Development
3 — Performs as Expected
4 — Is a Role Model for 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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Expands productive capacity as demand for services increases.	15	3.20	93.3	7%	67%		27%
2. Continuously learning and adapting new techniques to address evolving challenges.	15	3.87	100.0	13%	87%		
3. Open to the perspectives/viewpoints of others.	15	3.33	93.3	7%	53%		40%
4. Is flexible to manage uncertain changes in the financial landscape.	15	3.60	93.3	7%	27%	67%	
5. Able to increase output to meet increased demand.	15	3.33	93.3	7%	53%		40%
6. Able to adapt processes in response to critical incidents that impact the workflow.	15	3.20	93.3	7%	60%		33%
7. Responds positively to unanticipated changes in the work schedule.	15	3.20	86.7	13%	53%		33%
8. Adapts workflows according to changing needs.	15	3.40	93.3	7%	47%		47%
9. Solves problems using innovative solutions by keeping an open mind and considering the input from others.	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	2023	2024	Change	
1. Expands productive capacity as demand for services increases.	3.29	3.20	-0.09	▼
2. Continuously learning and adapting new techniques to address evolving challenges.	3.65	3.87	+0.22	▲
3. Open to the perspectives/viewpoints of others.	3.18	3.33	+0.16	▲
4. Is flexible to manage uncertain changes in the financial landscape.	3.41	3.60	+0.19	▲
5. Able to increase output to meet increased demand.	3.24	3.33	+0.10	▲
6. Able to adapt processes in response to critical incidents that impact the workflow.	3.24	3.20	-0.04	▼
7. Responds positively to unanticipated changes in the work schedule.	3.41	3.20	-0.21	▼
8. Adapts workflows according to changing needs.	3.24	3.40	+0.16	▲
9. Solves problems using innovative solutions by keeping an open mind and considering the input from others.	3.18	3.47	+0.29	▲

Comments:
- From my perspective, ___ is a very effective leader. I have seen ___ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. ___ is always open and is a great collaborator.

- Needs to have more face-to-face communications with other employees in the company.
- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- She engages the staff and I feel the department is in the best shape it ever has been in.
- Need to continue to take action when needed, although have improved. . .

Administrative Skill

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Takes responsibility for decisions.	15	3.47	93.3	7%	40%	53%	
11. Strong organizational skills to keep the workspace and department in order	15	3.53	100.0		47%	53%	
12. Able to develop, justify and present a budget.	15	3.27	100.0		73%		27%
13. Accurately implements contract provisions.	15	3.33	100.0		67%		33%
14. Completes reports on-time.	15	3.13	86.7	13%	60%		27%
15. Has strong technical/computer skills.	15	3.07	80.0	20%	53%		27%
16. Implements and uses performance measures.	15	3.40	93.3	7%	47%	47%	
17. High attention to detail.	15	3.27	93.3	7%	60%		33%
18. Enthusiastic about taking on challenging projects.	14	3.00	92.9	7%	79%		14%

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	2023	2024	Change
10. Takes responsibility for decisions.	3.35	3.47	+0.11 ▲
11. Strong organizational skills to keep the workspace and department in order	3.47	3.53	+0.06 ▲
12. Able to develop, justify and present a budget.	3.47	3.27	-0.20 ▼
13. Accurately implements contract provisions.	3.35	3.33	-0.02 ▼
14. Completes reports on-time.	3.18	3.13	-0.04 ▼
15. Has strong technical/computer skills.	3.00	3.07	+0.07 ▲
16. Implements and uses performance measures.	3.65	3.40	-0.25 ▼
17. High attention to detail.	3.47	3.27	-0.20 ▼
18. Enthusiastic about taking on challenging projects.	3.12	3.00	-0.12 ▼

Comments:
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- Employees were not encouraged to do anything besides come to work.
- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- ___ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.

- ___ has supported me through some tough contract negotiations and she is the consummate professional.
- ___ has good knowledge and awareness of the strengths and talents within the organization.

Results Oriented

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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
19. Explains the "whys" behind organizational objectives	15	3.47	100.0		53%		47%
20. Promptly and efficiently completes assigned tasks.	15	3.40	93.3	7%	47%		47%
21. Stays focused on solving problems and getting work done.	15	3.53	100.0		47%	53%	
22. Makes sure employees have the resources they need to achieve their results.	15	3.00	80.0	20%	60%		20%
23. Creates measures of performance to track progress.	15	2.87	80.0	20%	73%		7%
24. Determines the objectives for the project.	15	3.47	100.0		53%		47%
25. Encourages employees to give 100% to achieving high results.	15	3.67	100.0		33%	67%	
26. Is a high achiever.	15	3.40	93.3	7%	47%		47%
27. Prioritizes tasks to best achieve the results.	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	2023	2024	Change
19. Explains the "whys" behind organizational objectives	3.59	3.47	-0.12 ▼
20. Promptly and efficiently completes assigned tasks.	3.29	3.40	+0.11 ▲
21. Stays focused on solving problems and getting work done.	3.35	3.53	+0.18 ▲
22. Makes sure employees have the resources they need to achieve their results.	3.00	3.00	
23. Creates measures of performance to track progress.	2.88	2.87	-0.02 ▼
24. Determines the objectives for the project.	3.00	3.47	+0.47 ▲
25. Encourages employees to give 100% to achieving high results.	3.76	3.67	-0.10 ▼
26. Is a high achiever.	3.53	3.40	-0.13 ▼
27. Prioritizes tasks to best achieve the results.	3.12	3.33	+0.22 ▲

Comments:
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- ___ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.

- ___ has supported me through some tough contract negotiations and she is the consummate professional.
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- I truly enjoy working with ___ on a daily basis.

Safety

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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Participates in safety training as applicable.	15	3.53	100.0			47%	53%
29. Supports our company's safety programs.	15	3.67	100.0			33%	67%
30. Commits adequate resources toward safety measures.	15	3.33	100.0			67%	33%
31. Points out behaviors in others that may be unsafe.	15	3.20	86.7	13%	53%		33%
32. Keeps accurate safety records.	15	3.40	100.0			60%	40%
33. Encourages others to work safely.	15	3.20	86.7	13%	53%		33%
34. Supports safety programs and procedures.	15	3.27	93.3	7%	60%		33%
35. Committed to safety in the workplace.	15	3.00	80.0	20%	60%		20%
36. Encourages others to attend safety training.	15	3.20	93.3	7%	67%		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	2023	2024	Change
28. Participates in safety training as applicable.	3.41	3.53	+0.12 ▲
29. Supports our company's safety programs.	3.59	3.67	+0.08 ▲
30. Commits adequate resources toward safety measures.	3.41	3.33	-0.08 ▼
31. Points out behaviors in others that may be unsafe.	3.18	3.20	+0.02 ▲
32. Keeps accurate safety records.	3.35	3.40	+0.05 ▲
33. Encourages others to work safely.	3.18	3.20	+0.02 ▲
34. Supports safety programs and procedures.	2.88	3.27	+0.38 ▲
35. Committed to safety in the workplace.	3.18	3.00	-0.18 ▼
36. Encourages others to attend safety training.	3.18	3.20	+0.02 ▲

Comments:
- She looks at problems in a systematic way and asks for input prior to making decisions.
- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- ___ is a rock amongst the management at [CompanyName].
- ___ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.
- ___ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.

- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of her and areas that our work touches.

Collaboration

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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
37. Considers the views of other colleagues and associates.	15	3.27	93.3	7%	60%		33%
38. Effectively uses digital tools do you use to improve collaboration in the department.	15	3.27	86.7	13%	47%		40%
39. Works with others to manage conflicts using a constructive approach.	15	3.13	86.7	13%	60%		27%
40. Develops networks and builds alliances across departments.	15	3.40	93.3	7%	47%		47%
41. Listens and attends to the ideas from others.	15	3.33	93.3	7%	53%		40%
42. Allows various stakeholders to contribute their expertise to the solution of a problem.	15	3.33	93.3	7%	53%		40%
43. Has the confidence and trust of other team members.	15	3.13	86.7	13%	60%		27%
44. Shares skills and time to help the team thrive.	15	3.00	86.7	13%	73%		13%
45. Readily shares information with other group members.	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	2023	2024	Change
37. Considers the views of other colleagues and associates.	3.35	3.27	-0.09 ▼
38. Effectively uses digital tools do you use to improve collaboration in the department.	3.24	3.27	+0.03 ▲
39. Works with others to manage conflicts using a constructive approach.	3.59	3.13	-0.45 ▼
40. Develops networks and builds alliances across departments.	3.29	3.40	+0.11 ▲
41. Listens and attends to the ideas from others.	3.29	3.33	+0.04 ▲
42. Allows various stakeholders to contribute their expertise to the solution of a problem.	3.41	3.33	-0.08 ▼
43. Has the confidence and trust of other team members.	3.35	3.13	-0.22 ▼
44. Shares skills and time to help the team thrive.	3.18	3.00	-0.18 ▼
45. Readily shares information with other group members.	3.35	3.53	+0.18 ▲

Comments:
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
-

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.

- Accountability on both sides.   Make sure that if a task is delegated then that person should be accountable for the task.

- You can always count on ___ to respond to emails and telephone calls and follow through with committments.

- Definitely goes out of her way to involve the entire office in decisions that will affect us all.

Customer Focus

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
46. Is committed to resolving customer issues in a positive way.	15	3.00	86.7	13%	73%		13%
47. Uses feedback from the customer to help improve the customer's experience.	15	3.20	93.3	7%	60%		33%
48. Keeps the customer informed of all progress.	15	3.20	93.3	7%	67%		27%
49. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	3.40	93.3	7%	47%		47%
50. Anticipates customer needs.	15	3.13	80.0	7% 13%	40%		40%
51. Accepts responsibility for ensuring customer satisfaction.	14	3.14	92.9	7%	71%		21%
52. Is above average in addressing the needs of the customers.	14	3.21	85.7	14%	50%		36%
53. Identifies the most pressing needs of each customer.	15	3.27	86.7	13%	47%		40%
54. Makes sure team members understand the issues faced by the customer.	15	3.13	86.7	13%	60%		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	2023	2024	Change
46. Is committed to resolving customer issues in a positive way.	3.24	3.00	-0.24 ▼
47. Uses feedback from the customer to help improve the customer's experience.	3.00	3.20	+0.20 ▲
48. Keeps the customer informed of all progress.	3.18	3.20	+0.02 ▲
49. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	3.35	3.40	+0.05 ▲
50. Anticipates customer needs.	3.29	3.13	-0.16 ▼
51. Accepts responsibility for ensuring customer satisfaction.	3.24	3.14	-0.09 ▼
52. Is above average in addressing the needs of the customers.	3.06	3.21	+0.16 ▲
53. Identifies the most pressing needs of each customer.	3.59	3.27	-0.32 ▼
54. Makes sure team members understand the issues faced by the customer.	2.94	3.13	+0.19 ▲

Comments:
- ___ 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!
- ___ leads by example in each of the areas noted above.

- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- Appreciate ___'s dedication to making the facilities cleaner. Results are evident.
- ___ is an excellent manager.
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.

Teamwork

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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
55. Coaches team on how to solve problems, plan, and meet organizational goals and objectives.	15	3.07	86.7	13%	67%		20%
56. Demonstrates a willingness to work with the team.	15	2.93	73.3	27%	53%		20%
57. Effective team player	15	3.20	93.3	7%	67%		27%
58. Promotes a team spirit within and outside department; partners with other groups.	15	3.20	93.3	7%	67%		27%
59. Builds strong relationships with team members.	15	3.13	93.3	7%	67%		27%
60. Communicates well with team members.	15	3.20	93.3	7%	67%		27%
61. Willing to listen to the ideas of other team members.	15	3.47	100.0		53%		47%
62. Appreciates the input from other team members.	15	3.27	93.3	7%	60%		33%
63. Creates a culture that fosters and values collaboration.	15	3.20	86.7	13%	53%		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	2023	2024	Change
55. Coaches team on how to solve problems, plan, and meet organizational goals and objectives.	2.88	3.07	+0.18 ▲
56. Demonstrates a willingness to work with the team.	2.88	2.93	+0.05 ▲
57. Effective team player	3.18	3.20	+0.02 ▲
58. Promotes a team spirit within and outside department; partners with other groups.	3.24	3.20	-0.04 ▼
59. Builds strong relationships with team members.	3.18	3.13	-0.04 ▼
60. Communicates well with team members.	3.47	3.20	-0.27 ▼
61. Willing to listen to the ideas of other team members.	3.29	3.47	+0.17 ▲
62. Appreciates the input from other team members.	3.35	3.27	-0.09 ▼
63. Creates a culture that fosters and values collaboration.	3.18	3.20	+0.02 ▲

Comments:
- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- I trust that I can go to her in confidence and she will really listen to what I am saying.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- ___ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.

- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way ___ can.
- She consistently involves employees in shared decision making.

Entrepreneurship

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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
64. Can work effectively in an environment of uncertainty.	15	3.53	100.0		47%		53%
65. Encourages dynamic growth opportunities.	15	3.40	100.0		60%		40%
66. Understands the processes and various stages of business development.	15	3.33	100.0		67%		33%
67. Maintains a high level of energy to respond to demands of the job.	15	3.47	100.0		53%		47%
68. Takes the initiative to complete tasks.	15	3.33	93.3	7%	53%		40%
69. Devotes a certain amount of time and effort to developing new business opportunities.	15	3.20	93.3	7%	67%		27%
70. Has a strategic awareness on how to promote the organization.	15	3.27	100.0		73%		27%
71. Is comfortable operating in an environment of uncertainty.	15	3.20	86.7	13%	53%		33%
72. Exhibits determination and passion in completion of goals.	15	3.27	93.3	7%	60%		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	2023	2024	Change	
64. Can work effectively in an environment of uncertainty.	3.41	3.53	+0.12	▲
65. Encourages dynamic growth opportunities.	3.41	3.40	-0.01	▼
66. Understands the processes and various stages of business development.	3.47	3.33	-0.14	▼
67. Maintains a high level of energy to respond to demands of the job.	3.29	3.47	+0.17	▲
68. Takes the initiative to complete tasks.	3.53	3.33	-0.20	▼
69. Devotes a certain amount of time and effort to developing new business opportunities.	3.18	3.20	+0.02	▲
70. Has a strategic awareness on how to promote the organization.	3.24	3.27	+0.03	▲
71. Is comfortable operating in an environment of uncertainty.	3.12	3.20	+0.08	▲
72. Exhibits determination and passion in completion of goals.	3.18	3.27	+0.09	▲

Comments:
- ___ 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.
- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
-

Dedicated to the customer and community, she is worth her weight in gold.

- I have not had any issues with ___ since I have been working for her.
- 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.
- ___ is collaborative in everything she does and inspires a collaborative approach in others.

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?

- Her communication style can also come across as very directive at times to peers and subordinates.
- ___ has demonstrated organization, open mindeness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.
- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- I trust that I can go to her in confidence and she will really listen to what I am saying.
- She is very effective.
- She is showing more comfort in providing and receiving critical feedback.

What do you like best about working with this individual?

- She desires to do great work.
- She can appear guarded at times.   If she can let her guard down with other team members, it may help them become closer.
- ___ does not shy away from making the tough calls and is respected by many members of our team.
- She recognized where I needed help and supported me in making the case to get it.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- ___ is great about approaching and including staff input with decision making within the department.

What do you like least about working with this individual?

- ___ is the absolute definition of team player.
- ___ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.
- She involves stakeholders in discussions and values input from others.   I respect and value her as a peer.
- She couldn't be more engaged if she tried.
- ___ is always willing and routinely seeks opportunities to work with other departments.
- I don't often get a chance to see ___ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.

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

- ___ is a great leader and supports her staff.
- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- Allocates resources in advance to ensure the required work can be completed.
- 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.
- Where do I even start to articulate how much I value about working with ___ ? I learn something every time I have the opportunity to work with her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as ___ is.
- ___ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.

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

- Takes complete ownership of role and looks for ways to assist teammates.
- I garner ideas from her regularly and look to her as a mentor.
- ___ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- I appreciate how ___ guides, supports, and direct staff.
- Completes variance analysis and identifies corrective actions.
- ___ is very visible on the unit.   Spending many hours with staff.

Any final comments?

- I feel as though ___ is still getting to know her management team and employees.   She has only been overseeing our area for a little over 6 months.   I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- ___ has shown tremendous leadership. Always approachable and encourages her staff to provide feedback to better the organization.
- ___ excels at customer service and keeping our team focused on the customer.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- She challenges me every day to be my best and I appreciate that.
- 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.