Feedback Results

Your CompanyName Here

2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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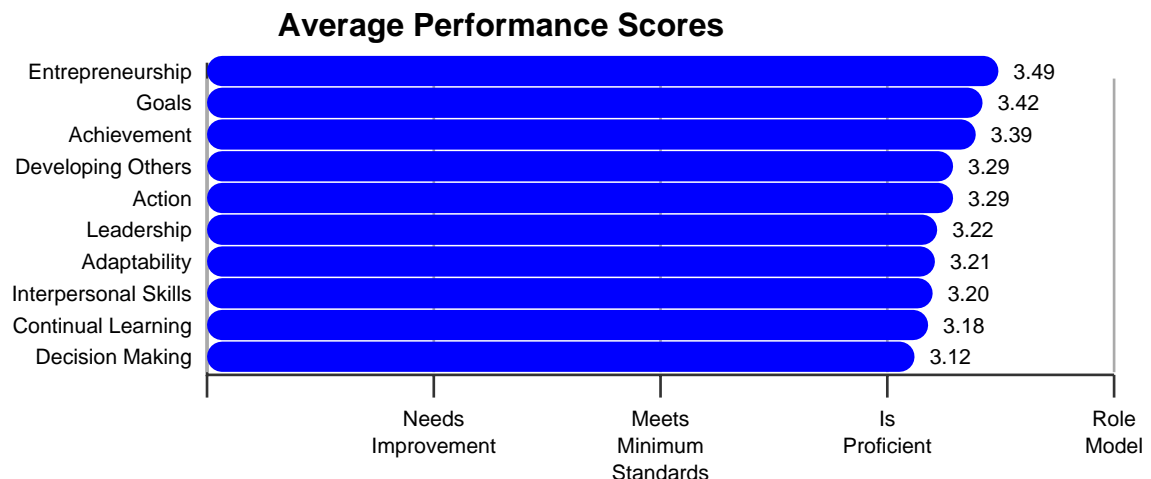
What to Do with Your Feedback

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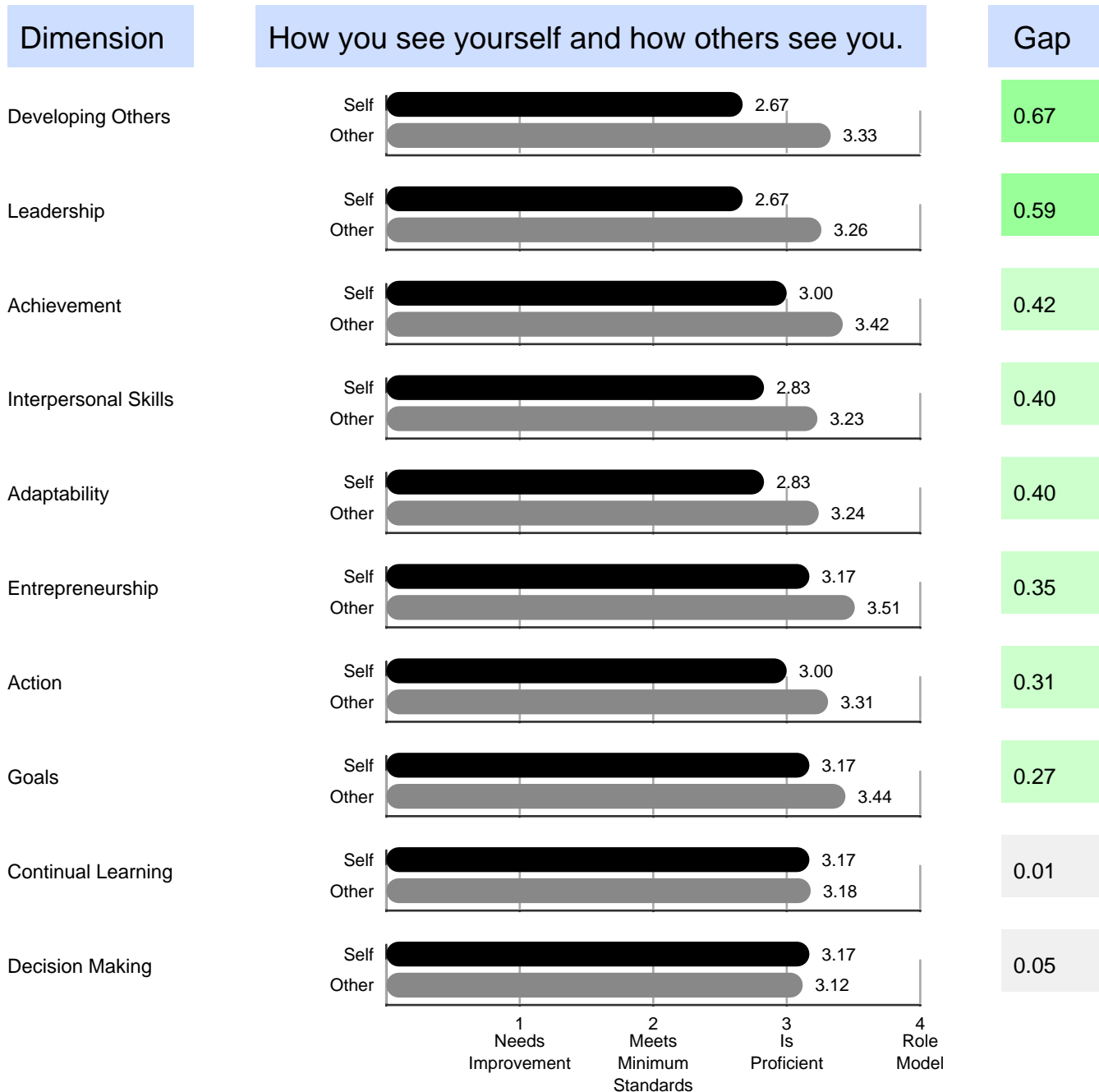
Summary

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

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

Average Performance Scores

Dimension	Score
Entrepreneurship	3.49
Goals	3.42
Achievement	3.39
Developing Others	3.29
Action	3.29
Leadership	3.22
Adaptability	3.21
Interpersonal Skills	3.20
Continual Learning	3.18
Decision Making	3.12

Scale: Needs Improvement — Meets Minimum Standards — Is Proficient — Role Model

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
Developing Others	Self	2.67	0.67
	Other	3.33	
Leadership	Self	2.67	0.59
	Other	3.26	
Achievement	Self	3.00	0.42
	Other	3.42	
Interpersonal Skills	Self	2.83	0.40
	Other	3.23	
Adaptability	Self	2.83	0.40
	Other	3.24	
Entrepreneurship	Self	3.17	0.35
	Other	3.51	
Action	Self	3.00	0.31
	Other	3.31	
Goals	Self	3.17	0.27
	Other	3.44	
Continual Learning	Self	3.17	0.01
	Other	3.18	
Decision Making	Self	3.17	0.05
	Other	3.12	

1	2	3	4
Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Achieves established goals.	15	3.20	93.3	7%	67%		27%
2. Sets short and long term goals for self without being pushed.	15	3.87	100.0		13%	87%	
3. Seeks projects in areas outside immediate responsibilities.	15	3.33	93.3	7%	53%		40%
4. Measures and evaluates performance as related to business/customer needs.	15	3.60	93.3	7%	27%	67%	
5. Makes sure that team members have a clear idea of our group's goals.	15	3.33	93.3	7%	53%		40%
6. Conducts timely follow-up; keeps others informed on a need to know basis.	15	3.20	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	2022	2023	Change	
1. Achieves established goals.	3.29	3.20	-0.09	▼
2. Sets short and long term goals for self without being pushed.	3.65	3.87	+0.22	▲
3. Seeks projects in areas outside immediate responsibilities.	3.18	3.33	+0.16	▲
4. Measures and evaluates performance as related to business/customer needs.	3.41	3.60	+0.19	▲
5. Makes sure that team members have a clear idea of our group's goals.	3.24	3.33	+0.10	▲
6. Conducts timely follow-up; keeps others informed on a need to know basis.	3.24	3.20	-0.04	▼

Comments:
- She constantly asks for feedback and input to important decisions and genuinely listens and considers what her staff's opinions.
- I value and appreciate ___ very much.
- ___ is a new manager.   Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- ___ listens to employees ideas and concerns and address the issues right away.
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
7. Systematically works to improve the organization	15	3.20	86.7	13%	53%		33%
8. Takes immediate action of projects fall behind schedule.	15	3.40	93.3	7%	47%		47%
9. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	15	3.47	93.3	7%	40%		53%
10. Strives to exceed standards of performance.	15	3.47	93.3	7%	40%		53%
11. Is results oriented.	15	3.53	100.0		47%		53%
12. Rapidly completes tasks and assignments.	15	3.27	100.0		73%		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	
7. Systematically works to improve the organization	3.41	3.20	-0.21	▼
8. Takes immediate action of projects fall behind schedule.	3.24	3.40	+0.16	▲
9. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	3.18	3.47	+0.29	▲
10. Strives to exceed standards of performance.	3.35	3.47	+0.11	▲
11. Is results oriented.	3.47	3.53	+0.06	▲
12. Rapidly completes tasks and assignments.	3.47	3.27	-0.20	▼

Comments:
- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- ___ takes pride in her department. Her follow through is excellent.   ___ leads be example.
- She has a very engaging style which generates trust and respect.
- ___ is a wonderful partner.   She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.

Interpersonal Skills

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
13. Accepting of individuals with different cultural backgrounds.	15	3.33	100.0		67%		33%
14. Resolves conflicts in a positive way.	15	3.13	86.7	13%	60%		27%
15. Demonstrates an understanding of other points of view.	15	3.07	80.0	20%	53%		27%
16. Able to work with individuals at all levels of the Company.	15	3.40	93.3	7%	47%	47%	
17. Comes across as credible, knowledgeable and sincere	15	3.27	93.3	7%	60%		33%
18. Holds team members accountable to commitments made.	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	2022	2023	Change	
13. Accepting of individuals with different cultural backgrounds.	3.35	3.33	-0.02	▼
14. Resolves conflicts in a positive way.	3.18	3.13	-0.04	▼
15. Demonstrates an understanding of other points of view.	3.00	3.07	+0.07	▲
16. Able to work with individuals at all levels of the Company.	3.65	3.40	-0.25	▼
17. Comes across as credible, knowledgeable and sincere	3.47	3.27	-0.20	▼
18. Holds team members accountable to commitments made.	3.12	3.00	-0.12	▼

Comments:
- ___ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- ___ is a very supportive co-worker who is quick to assist others in need.   She's a great teammate.
- Demonstrates a focus on the business goals through task prioritization.
- I have had the opportunity to work with ___ on several projects through our Core Competency Training.   All of which she has approached with a positive team building attitude.
- She makes it very clear what the expectations are and the goals stay consistent.   If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim.   Changes are thought out and logical.
- ___ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.

Developing Others

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
19. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.47	100.0		53%		47%
20. Supports the successes of other employees.	15	3.40	93.3	7%	47%		47%
21. Encourages employees through recognition of positive changes in behavior.	15	3.53	100.0		47%		53%
22. Creates a work environment that fosters positive feedback to employees.	15	3.00	80.0	20%	60%		20%
23. Sets performance objectives for subordinates that encourages development opportunities.	15	2.87	80.0	20%	73%		7%
24. Assigns tasks and responsibilities to develop skills of others.	15	3.47	100.0		53%		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
19. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.59	3.47	-0.12 ▼
20. Supports the successes of other employees.	3.29	3.40	+0.11 ▲
21. Encourages employees through recognition of positive changes in behavior.	3.35	3.53	+0.18 ▲
22. Creates a work environment that fosters positive feedback to employees.	3.00	3.00	
23. Sets performance objectives for subordinates that encourages development opportunities.	2.88	2.87	-0.02 ▼
24. Assigns tasks and responsibilities to develop skills of others.	3.00	3.47	+0.47 ▲

Comments:
- There are times that the customers interest is overlooked because it is the way we have always done it.
- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand. ___ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact.   They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- ___ has shown tremendous leadership. Always approachable and encourages her staff to provide feedback to better the organization.
- ___ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- She makes it very clear what the expectations are and the goals stay consistent.   If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim.   Changes are thought out and logical.
- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
25. Encourages dynamic growth opportunities.	15	3.67	100.0		33%	67%	
26. Exhibits a high sense of self-belief.	15	3.40	93.3	7%	47%	47%	
27. Exhibits determination and passion in completion of goals.	15	3.33	93.3	7%	53%	40%	
28. Sets business policies and procedures.	15	3.53	100.0		47%	53%	
29. Is comfortable operating in an environment of uncertainty.	15	3.67	100.0		33%	67%	
30. Identifies problems that need solved.	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
25. Encourages dynamic growth opportunities.	3.76	3.67	-0.10 ▼
26. Exhibits a high sense of self-belief.	3.53	3.40	-0.13 ▼
27. Exhibits determination and passion in completion of goals.	3.12	3.33	+0.22 ▲
28. Sets business policies and procedures.	3.41	3.53	+0.12 ▲
29. Is comfortable operating in an environment of uncertainty.	3.59	3.67	+0.08 ▲
30. Identifies problems that need solved.	3.41	3.33	-0.08 ▼

Comments:
- She quickly addresses any challenges that may arise.
- ___ is creative and has great ideas and she's quick to implement her ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- She has a vast storehouse of knowledge about the facility and our policies.
- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- ___ gives me feedback good and indifferent.
- This has been a challenging year for ___ and her team. Through it all, she was dedicated to the organization and never shirked her duties.

Adaptability

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Able to adapt to changes in technology and processes.	15	3.20	86.7	13%	53%		33%
32. Recognizes and implements changes to enhance efficiency and effectiveness.	15	3.40	100.0		60%		40%
33. Is flexible and open minded in dealing with others.	15	3.20	86.7	13%	53%		33%
34. Adjusts plans or schedules to deal with changing situations.	15	3.27	93.3	7%	60%		33%
35. Develops insights and applies innovative solutions to projects and problems.	15	3.00	80.0	20%	60%		20%
36. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	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	2022	2023	Change
31. Able to adapt to changes in technology and processes.	3.18	3.20	+0.02 ▲
32. Recognizes and implements changes to enhance efficiency and effectiveness.	3.35	3.40	+0.05 ▲
33. Is flexible and open minded in dealing with others.	3.18	3.20	+0.02 ▲
34. Adjusts plans or schedules to deal with changing situations.	2.88	3.27	+0.38 ▲
35. Develops insights and applies innovative solutions to projects and problems.	3.18	3.00	-0.18 ▼
36. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	3.18	3.20	+0.02 ▲

Comments:
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- Another area she needs to work on is honoring team decisions. She will make unilateral decisions and then not tell the team.
- ___ has a tough job, unclear role in an unclear world.   She has a great handle on current process and people.
- Each member feels they are a part of the team and knows their contribution is valued.
- ___ is very busy and does a good job delegating work.   By delegating she provides opportunity for others to learn and grow.   Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.
- ___ 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.

Action

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
37. Makes effective decisions, even when under pressure.	15	3.27	93.3	7%	60%		33%
38. Effectively makes decisions	15	3.27	86.7	13%	47%	40%	
39. Gets the job done.	15	3.13	86.7	13%	60%	27%	
40. Motivates & supports others to gain skills	15	3.40	93.3	7%	47%	47%	
41. Works quickly when faced with difficult problems.	15	3.33	93.3	7%	53%	40%	
42. Displays high energy and enthusiasm on consistent basis.	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
37. Makes effective decisions, even when under pressure.	3.35	3.27	-0.09 ▼
38. Effectively makes decisions	3.24	3.27	+0.03 ▲
39. Gets the job done.	3.59	3.13	-0.45 ▼
40. Motivates & supports others to gain skills	3.29	3.40	+0.11 ▲
41. Works quickly when faced with difficult problems.	3.29	3.33	+0.04 ▲
42. Displays high energy and enthusiasm on consistent basis.	3.41	3.33	-0.08 ▼

Comments:
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- Initiative, attitude, and willingness to pitch in.
- I feel she has really engaged with the staff and with the quality work staff performs.   She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- I find her to be a stellar asset to our team at [CompanyName].
- ___ 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.
- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.

Continual Learning

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
43. Shares best practices with others and learns from others.	15	3.13	86.7	13%	60%		27%
44. Is introspective and aware of own learning needs.	15	3.00	86.7	13%	73%		13%
45. Sets relevant learning objectives and goals.	15	3.53	100.0		47%	53%	
46. Participates in regular training offered.	15	3.00	86.7	13%	73%		13%
47. Continues to ask questions about process and systems to further improve own knowledge.	15	3.20	93.3	7%	60%	33%	
48. Builds on their strengths while addressing their weaknesses.	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	2022	2023	Change
43. Shares best practices with others and learns from others.	3.35	3.13	-0.22 ▼
44. Is introspective and aware of own learning needs.	3.18	3.00	-0.18 ▼
45. Sets relevant learning objectives and goals.	3.35	3.53	+0.18 ▲
46. Participates in regular training offered.	3.24	3.00	-0.24 ▼
47. Continues to ask questions about process and systems to further improve own knowledge.	3.00	3.20	+0.20 ▲
48. Builds on their strengths while addressing their weaknesses.	3.18	3.20	+0.02 ▲

Comments:
- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- Definitely goes out of her way to involve the entire office in decisions that will affect us all.
- She could benefit from understanding about how to create resolution and clarity.
- ___ is the shinning example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely proffesional and competent, compasionate and caring, and dedicated to this unit heart and soul.
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- She also cares about me as a person.   I have learned a lot from her and look forward to learning more.

Leadership

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
49. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	15	3.40	93.3	7%	47%		47%
50. Consistently follows the Commitments to Communication in dealing with others	15	3.13	80.0	7% 13%	40%		40%
51. Effectively leads others.	14	3.14	92.9	7%	71%		21%
52. Is accessible and approachable to associates.	14	3.21	85.7	14%	50%		36%
53. Recognizes individual and team accomplishments and reward them appropriately.	15	3.27	86.7	13%	47%		40%
54. Fosters an environment that values initiative and creativity.	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	2022	2023	Change
49. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	3.35	3.40	+0.05 ▲
50. Consistently follows the Commitments to Communication in dealing with others	3.29	3.13	-0.16 ▼
51. Effectively leads others.	3.24	3.14	-0.09 ▼
52. Is accessible and approachable to associates.	3.06	3.21	+0.16 ▲
53. Recognizes individual and team accomplishments and reward them appropriately.	3.59	3.27	-0.32 ▼
54. Fosters an environment that values initiative and creativity.	2.94	3.13	+0.19 ▲

Comments:
- ___'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- ___ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- ___ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- She has created a highly engaged team and manages a diverse group of individuals very well.
- She interacts effectively with our most difficult customers.

Decision Making

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
55. Asks for additional information when making critical decisions.	15	3.07	86.7	13%	67%		20%
56. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	2.93	73.3	27%	53%		20%
57. Exercises good judgment by making sound and informed decisions.	15	3.20	93.3	7%	67%		27%
58. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	3.20	93.3	7%	67%		27%
59. Does not lose sight of the big picture when making decisions	15	3.13	93.3	7%	67%		27%
60. Seeks input from key people who should be involved in, or will be affected by, decisions	15	3.20	93.3	7%	67%		27%

Time Comparisons by Item
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The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
55. Asks for additional information when making critical decisions.	2.88	3.07	+0.18 ▲
56. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	2.88	2.93	+0.05 ▲
57. Exercises good judgment by making sound and informed decisions.	3.18	3.20	+0.02 ▲
58. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.24	3.20	-0.04 ▼
59. Does not lose sight of the big picture when making decisions	3.18	3.13	-0.04 ▼
60. Seeks input from key people who should be involved in, or will be affected by, decisions	3.47	3.20	-0.27 ▼

Comments:
- She is open to new ideas and ways to improve the service we provide.
- ___ has also come down to help our department when we have been very busy and needed help.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- Our organization is a better place because of her and her future focus.
- 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.
- Provide and solicit more frequent feedback.

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?

- She is smart, quick, compassionate, and thorough.
- ___ is a great leader and is committed to her role here at [CompanyName]!
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- Having had minimal interaction with ___'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- ___'s leadership in finance and strategy is exemplary.   However, her ability to use her team and discuss direction is an area where she can improve.
- ___ is creative and has great ideas and she's quick to implement her ideas; which leads to change.   Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.

What do you like best about working with this individual?

- ___ is a great asset to our department.   She is always available when issues arise & help is needed to solve problems.
- She is passionate about providing the services necessary to meet the needs of our organization.
- ___ is a very strong leader. Her straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped ___ be successful is her focus on doing the right thing. She doesn't waste any time pointing fingers or placing blame. Instead, she focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- I am glad to have ___ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- ___ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.

What do you like least about working with this individual?

- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName].   She deserves recognition for this.
- Sometimes her decisions aren't thought through from a financial perspective.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- She gives you confidence knowing she always has your back.
- Whenever I go to ___ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.
- She always answers my questions even if she's having a busy day or isn't the right person to be asking.

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

- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate.   I always appreciate her candor and feedback.
- Provides reinforcement and feedback within the context of the overall business strategy.
- Does well in most technical skills and is willing to learn anything that is new
- she remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- ___ 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.
- ___ is an outstanding leader.   She has the experience and knowledge to build a business from the ground up.   This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.

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

- I appreciate ___'s reputation in the community and her advocation for the programs and initiatives implemented here at [CompanyName].
- ___ is able to problem solve very well.
- ___ is a role model of a leader and I feel privileged to have ___ as a leader and a mentor.
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.

Any final comments?

- Another area she needs to work on is honoring team decisions. She will make unilateral decisions and then not tell the team.
- ___ is a "One of a kind" She is a great manager.
- She interacts effectively with our most difficult customers.
- Ready to tackle any given problem and help others finish 1st
- She cares deeply about the engagement of her staff and has concern for those in need.
- ___ is a very solid manager who meets or exceeds expectations of her role.