



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.

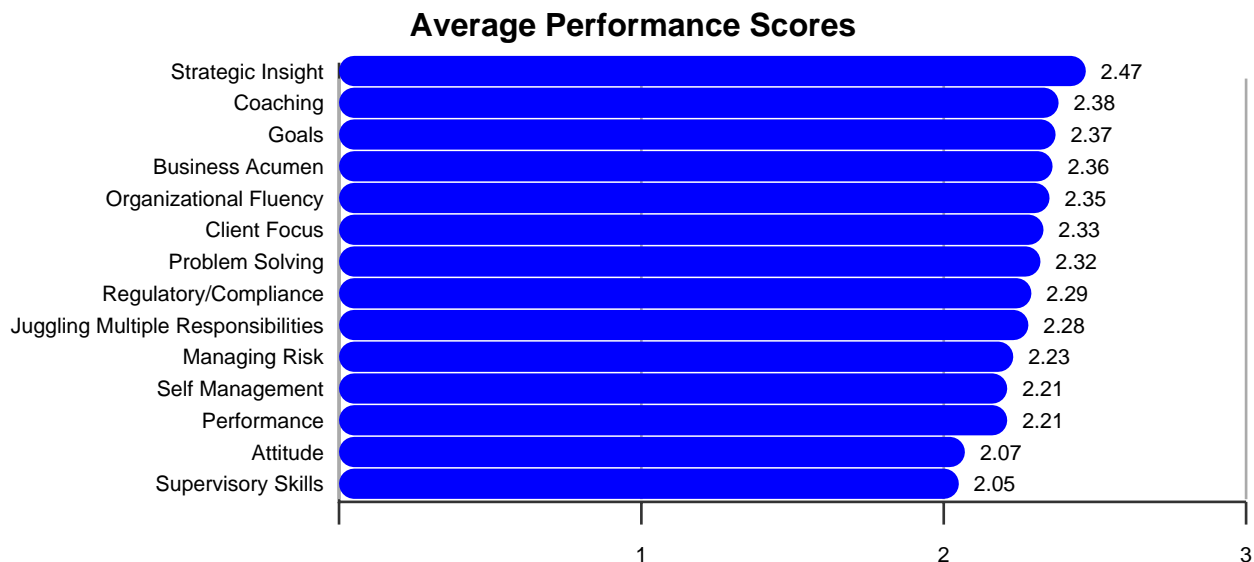
What to Do with Your Feedback

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 14 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.

Dimension	How you see yourself and how others see you.	Gap
Strategic Insight	Self: 2.00 Other: 2.50	0.50
Organizational Fluency	Self: 2.00 Other: 2.37	0.37
Regulatory/Compliance	Self: 2.00 Other: 2.31	0.31
Juggling Multiple Responsibilities	Self: 2.00 Other: 2.30	0.30
Coaching	Self: 2.20 Other: 2.40	0.20
Goals	Self: 2.20 Other: 2.39	0.19
Business Acumen	Self: 2.20 Other: 2.37	0.17
Problem Solving	Self: 2.20 Other: 2.33	0.13
Supervisory Skills	Self: 2.00 Other: 2.06	0.06
Managing Risk	Self: 2.20 Other: 2.23	0.03
Self Management	Self: 2.20 Other: 2.21	0.01
Performance	Self: 2.20 Other: 2.21	0.01
Client Focus	Self: 2.40 Other: 2.33	0.07



0.14

Goals

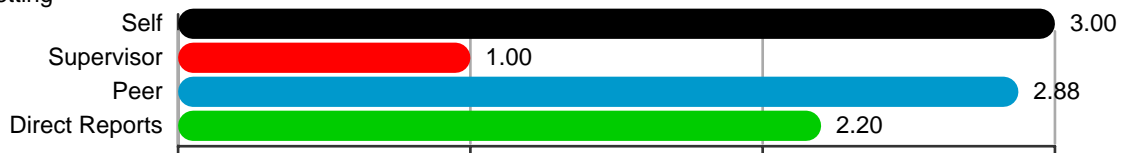
Summary Scores



1. Establishes and documents goals and objectives.



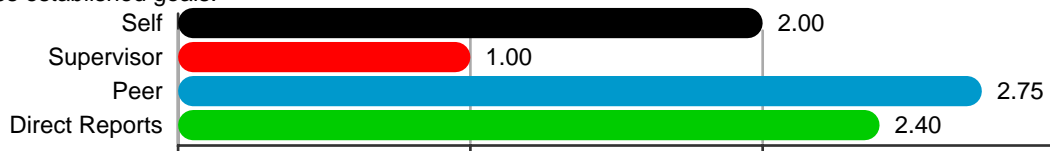
2. Goal Setting



3. Achieves goals.



4. Achieves established goals.



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



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

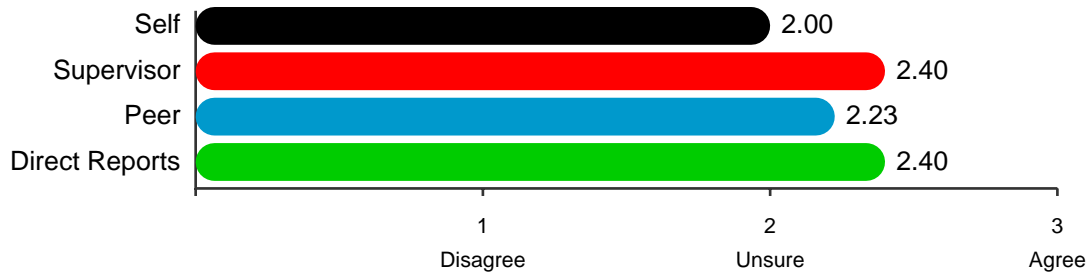
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Establishes and documents goals and objectives.	15	2.27	33.3	7%	60%	33%
2. Goal Setting	15	2.53	73.3	20%	7%	73%
3. Achieves goals.	15	2.33	40.0	7%	53%	40%
4. Achieves established goals.	15	2.47	53.3	7%	40%	53%
5. Makes sure that I have a clear idea of our group's goals.	15	2.27	40.0	13%	47%	40%

Comments:

- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.
- ___ has an incredible vision for our organization's strategy and improvement efforts.
- I appreciate that as a new manager to this department ___ has sought to understand my work flow and process. She is actively learning more about our work processes and involved to determine needed resources.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.

Juggling Multiple Responsibilities

Summary Scores



6. Switches attention to more urgent tasks when necessary.



7. Can multitask while performing all of their other responsibilities and activities.



8. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.



9. Is aware of the deadlines for specific tasks/assignments.



10. Plans and organizes continuously while performing all other responsibilities and activities.



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 (Disagree) to green (Agree).

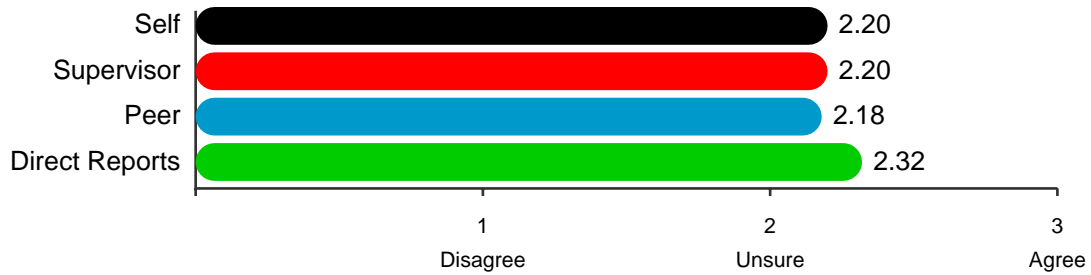
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Switches attention to more urgent tasks when necessary.	15	2.13	33.3	20%	47%	33%
7. Can multitask while performing all of their other responsibilities and activities.	15	2.07	26.7	20%	53%	27%
8. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	15	2.33	40.0	7%	53%	40%
9. Is aware of the deadlines for specific tasks/assignments.	15	2.40	53.3	13%	33%	53%
10. Plans and organizes continuously while performing all other responsibilities and activities.	15	2.47	60.0	13%	27%	60%

Comments:

- Having a routine for schedule and coming to office more frequently
- I am very surprised and impressed with ___'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- ___ has many responsibilities and at times needed direction is delayed as she sorts through her priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- She has confidence in leading and making decisions improving rapidly.
- She has a calm demeanor and willingness to help with anything.

Managing Risk

Summary Scores



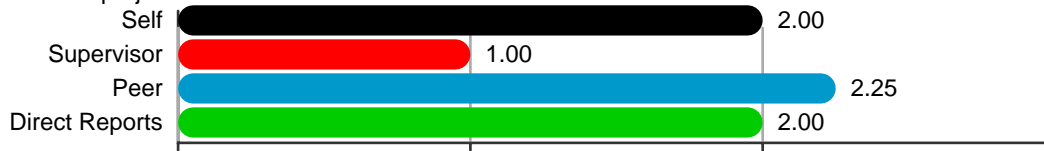
11. Is aware of the financial implications of certain risks.



12. Is concerned about process safety management.



13. Tracks risks in a project.



14. Seeks to retain the best and brightest employees.



15. Accurately perceives potential risks in the workplace.



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 (Disagree) to green (Agree).

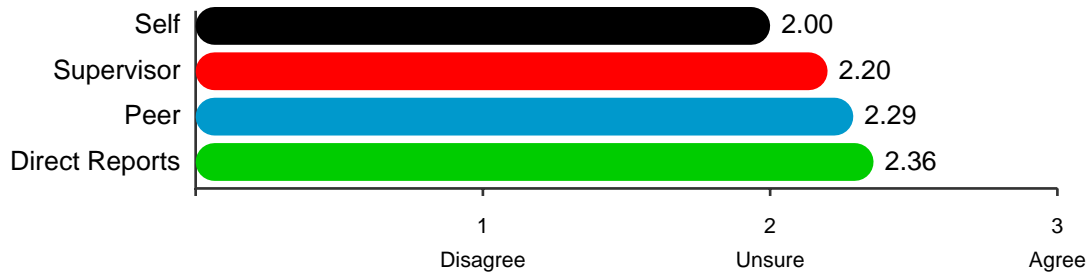
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Is aware of the financial implications of certain risks.	15	2.33	40.0	7%	53%	40%
12. Is concerned about process safety management.	15	2.07	20.0	13%	67%	20%
13. Tracks risks in a project.	15	2.07	26.7	20%	53%	27%
14. Seeks to retain the best and brightest employees.	15	2.27	40.0	13%	47%	40%
15. Accurately perceives potential risks in the workplace.	14	2.43	50.0	7%	43%	50%

Comments:

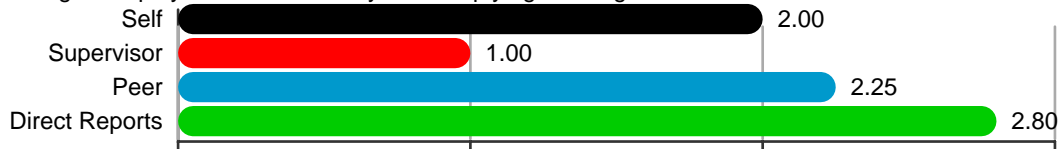
- Provides team members with frequent informal feedback.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- ___ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.
- ___ is an amazing manager. She genuinely cares about her staff.
- She encourages staff skill development and input to improve department processes

Regulatory/Compliance

Summary Scores



16. Offers training to employees to ensure they are complying with regulations.



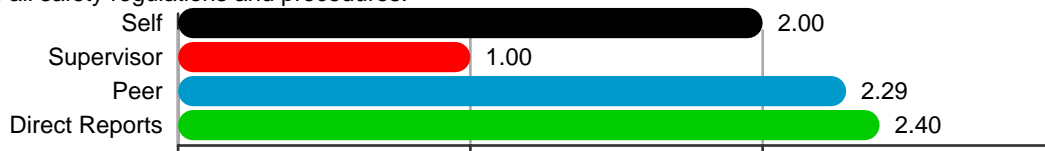
17. Works quickly to implement changes in regulations.



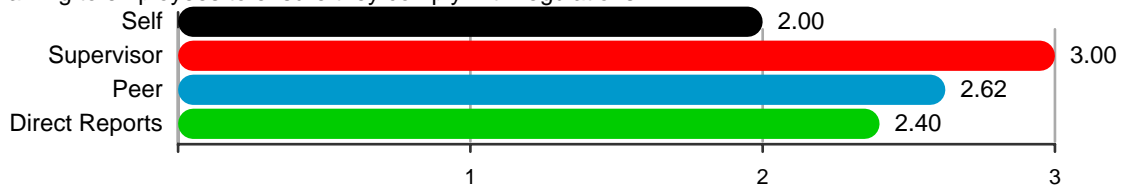
18. Addresses issues quickly before they develop into major problems.



19. Follows all safety regulations and procedures.



20. Offers training to employees to ensure they comply with regulations.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Offers training to employees to ensure they are complying with regulations.	15	2.33	46.7	13%	40%	47%
17. Works quickly to implement changes in regulations.	15	2.33	40.0	7%	53%	40%
18. Addresses issues quickly before they develop into major problems.	14	2.00	14.3	14%	71%	14%
19. Follows all safety regulations and procedures.	14	2.21	42.9	21%	36%	43%
20. Offers training to employees to ensure they comply with regulations.	15	2.53	60.0	7%	33%	60%

Comments:

- Sometimes her decisions aren't thought through from a financial perspective.
- She knows what her customers needs and seeks to find the best individual to fill those roles.
- ___ is very visible on the unit. Spending many hours with staff.
- ___ is the consummate professional and pleasure to work with.
- ___ is a valued member of the department.
- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.

Client Focus

Summary Scores



21. Is pro-active in dealing with clients and addressing their needs.



22. Maintains strong relationships with clients.



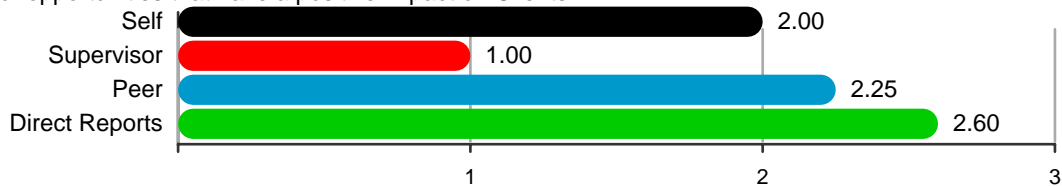
23. Ensures client commitments and requirements are met or exceeded



24. Forms strong client relationships



25. Looks for opportunities that have a positive impact on Clients.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Is pro-active in dealing with clients and addressing their needs.	15	2.60	66.7	7%	27%	67%
22. Maintains strong relationships with clients.	15	2.33	40.0	7%	53%	40%
23. Ensures client commitments and requirements are met or exceeded	15	2.07	20.0	13%	67%	20%
24. Forms strong client relationships	15	2.40	53.3	13%	33%	53%
25. Looks for opportunities that have a positive impact on Clients.	15	2.27	53.3	27%	20%	53%

Comments:

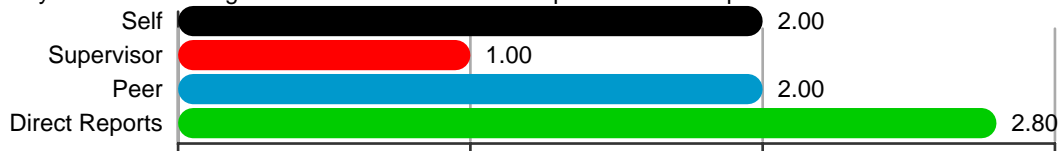
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- Is a great teammate and valuable resource for the company. it is obvious she cares for the team
- I know I can always count on ___ to consistently encourage collaboration and system perspective.
- ___ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.
- It has been a wonderful having ___ as our manager so far, the future looks brighter!
- ___'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase her strengths and [CompanyName] has not capitalized on them.

Self Management

Summary Scores



26. Consciously controls own negative emotions in order to keep team morale up.



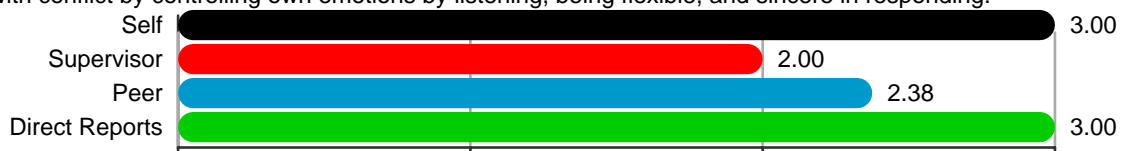
27. Does not allow own emotions to interfere with the performance of others.



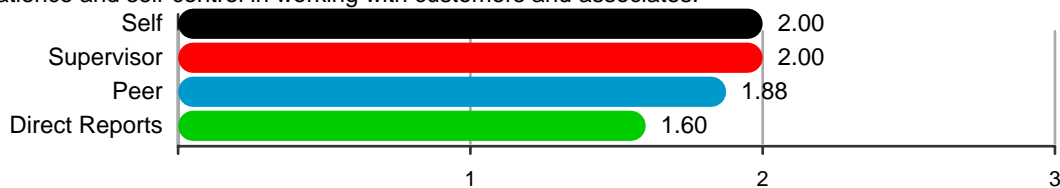
28. Analyzes interpersonal problems instead of reacting to them.



29. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



30. Uses patience and self-control in working with customers and associates.



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 (Disagree) to green (Agree).

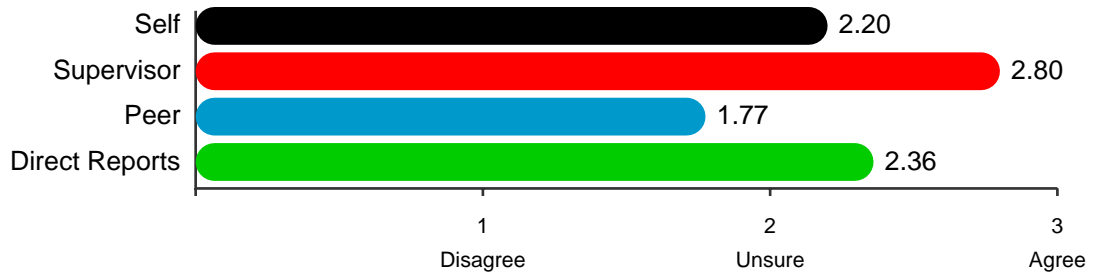
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Consciously controls own negative emotions in order to keep team morale up.	15	2.20	33.3	13%	53%	33%
27. Does not allow own emotions to interfere with the performance of others.	15	2.00	26.7	27%	47%	27%
28. Analyzes interpersonal problems instead of reacting to them.	15	2.47	53.3	7%	40%	53%
29. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	2.60	60.0		40%	60%
30. Uses patience and self-control in working with customers and associates.	15	1.80	13.3	33%	53%	13%

Comments:

- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- She is a great mentor and coach. I look forward to working with ___ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- Look up collaboration and you'll find ___'s picture beside the word.
- ___ has also attended many off-site events to show her support to department staff.

Attitude

Summary Scores



31. Visibly supports and encourages diversity in style and background.



32. Treats all people fairly and with respect.



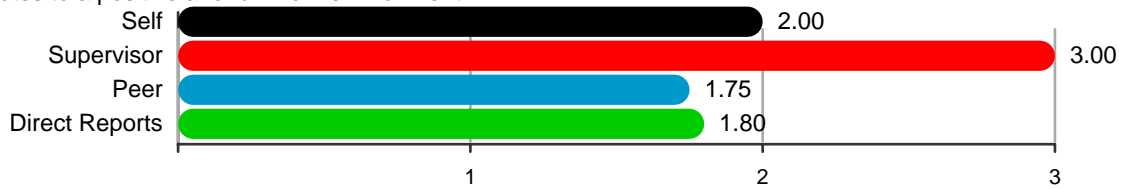
33. Builds open and trusting relationships.



34. Works to eliminate unnecessary work or barriers that get in others' way.



35. Contributes to a positive and fun work environment.



Level of Skill

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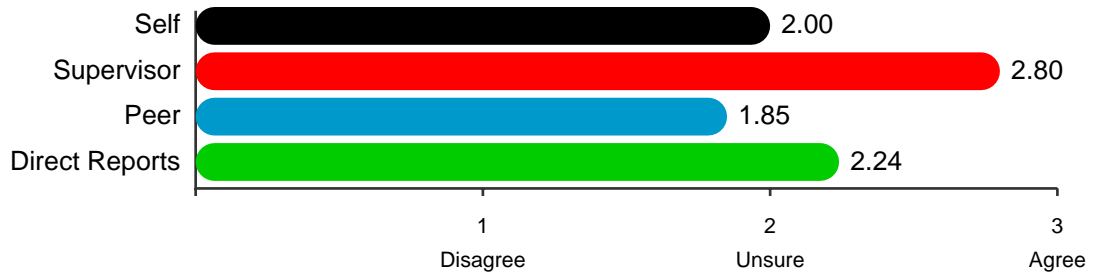
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Visibly supports and encourages diversity in style and background.	15	2.13	33.3	20%	47%	33%
32. Treats all people fairly and with respect.	15	2.13	33.3	20%	47%	33%
33. Builds open and trusting relationships.	15	2.07	33.3	27%	40%	33%
34. Works to eliminate unnecessary work or barriers that get in others' way.	15	2.13	26.7	13%	60%	27%
35. Contributes to a positive and fun work environment.	15	1.87	20.0	33%	47%	20%

Comments:

- ___ is a role model for Transformational Leadership. She exceeds all of the above elements of performance by modeling her expertise in her decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect ___ as a visionary who pushes me further than I feel comfortable. Without her I might be too cautious to forge ahead. She has accomplished more in her 4 years as director of SCI than I have witnessed in the last 30 years.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- She can always be counted on to do what she commits to.
- ___ is highly professional in her everyday work.
- ___ takes some time to process new ideas and often reacts before considering the facts. Once ___ has had time to think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.

Supervisory Skills

Summary Scores



36. Promotes teamwork and cooperation within the department.



37. Provides constructive, ongoing feedback.



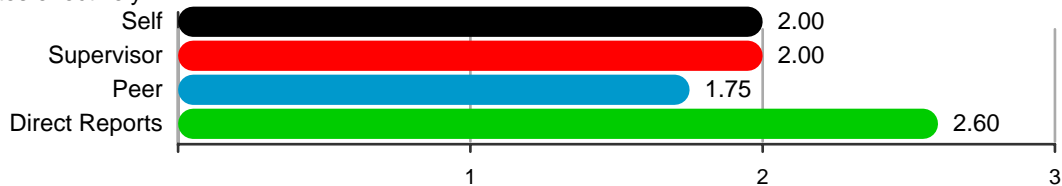
38. Resolves personnel problems quickly and effectively.



39. Treats all staff equitably.



40. Delegates effectively.



Level of Skill

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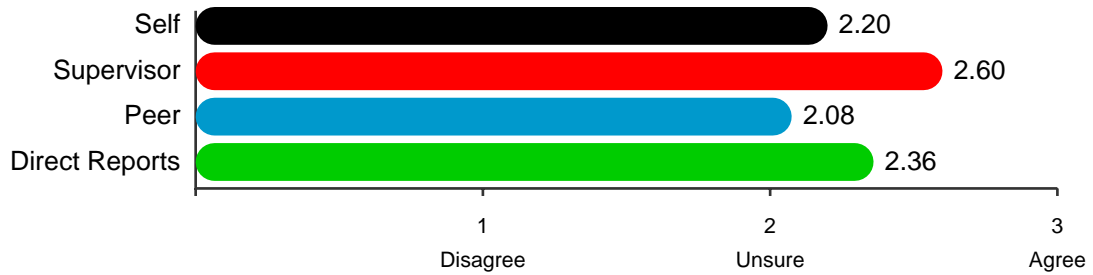
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Promotes teamwork and cooperation within the department.	15	1.87	20.0	33%	47%	20%
37. Provides constructive, ongoing feedback.	15	1.93	13.3	20%	67%	13%
38. Resolves personnel problems quickly and effectively.	15	2.07	33.3	27%	40%	33%
39. Treats all staff equitably.	15	2.33	33.3		67%	33%
40. Delegates effectively.	15	2.07	33.3	27%	40%	33%

Comments:

- ____, more than anyone, takes what she's learned with Core Competencies and implements them.
- She easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (____) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- I appreciate that ____ reaches out to communicate expected changes and organizational impact.
- Could benefit from increasing awareness on how much influence they have on the department.

Performance

Summary Scores



41. ...Overall Performance



42. Listens and responds to issues and problems



43. Effectively organizes resources and plans



44. Able to organize work.



45. Works effectively in the department.



Level of Skill

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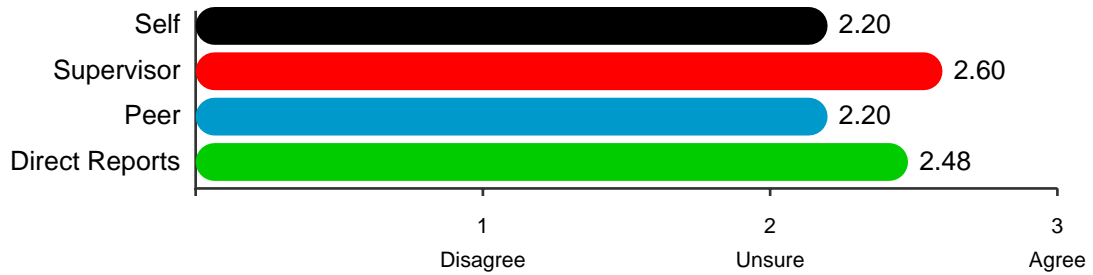
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. ...Overall Performance	15	2.00	26.7	27%	47%	27%
42. Listens and responds to issues and problems	15	2.13	33.3	20%	47%	33%
43. Effectively organizes resources and plans	15	2.20	40.0	20%	40%	40%
44. Able to organize work.	15	2.20	26.7	7%	67%	27%
45. Works effectively in the department.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ has excellent job and people skills.
- I think at times her dedicaton to her team can sometimes come off like she is not thinking about a system perspective, I know that ___ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.
- Each member feels they are a part of the team and knows their contribution is valued.
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.
- I will always welcome ___'s direct, honest, caring feedback.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.

Problem Solving

Summary Scores



46. Implements effective solutions to critical problems.



47. Works cooperatively with others to solve problems.



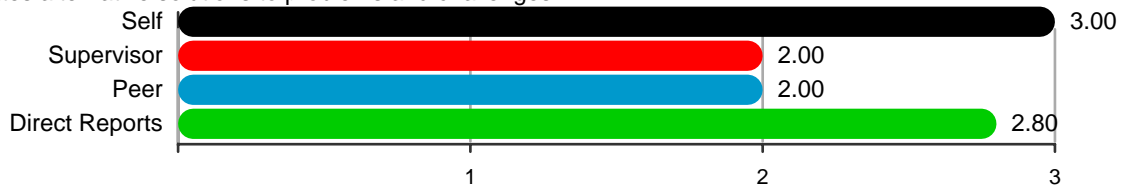
48. Makes judgments based upon relevant information.



49. Finds creative ways to get things done with limited resources.



50. Generates alternative solutions to problems and challenges.



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 (Disagree) to green (Agree).

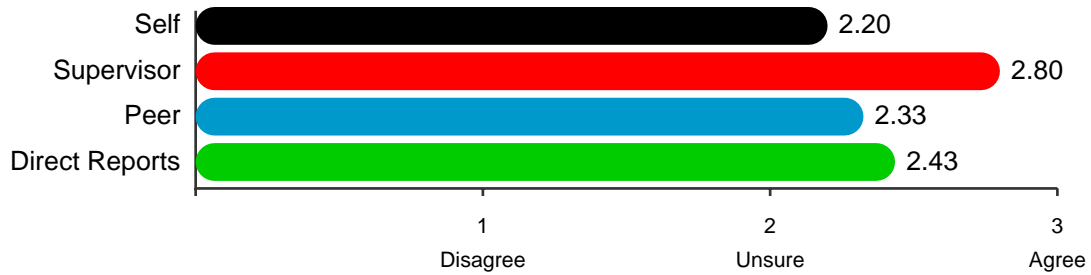
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Implements effective solutions to critical problems.	15	2.27	26.7		73%	27%
47. Works cooperatively with others to solve problems.	15	2.13	26.7	13%	60%	27%
48. Makes judgments based upon relevant information.	15	2.40	40.0		60%	40%
49. Finds creative ways to get things done with limited resources.	15	2.47	46.7		53%	47%
50. Generates alternative solutions to problems and challenges.	15	2.33	46.7	13%	40%	47%

Comments:

- She walks the walk and talks the talk.
- She has also greatly improved her communication.
- She is an excellent problem solver.
- 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.
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- ___ has been an excellent assistant manager.

Coaching

Summary Scores



51. Helps employees to maintain high personal standards.



52. Develops the skills and capabilities of others.



53. Meets regularly with employees to coach them on areas that will enhance their performance



54. Addresses employee behavior problems effectively.



55. Provides clear, motivating, and constructive feedback.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).

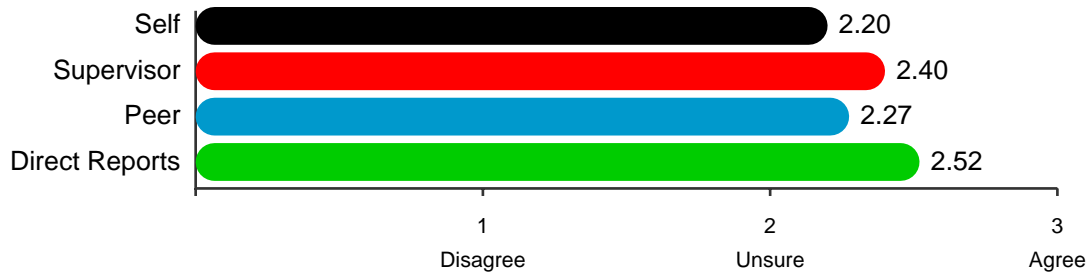
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. Helps employees to maintain high personal standards.	14	2.21	28.6	7%	64%	29%
52. Develops the skills and capabilities of others.	14	2.29	42.9	14%	43%	43%
53. Meets regularly with employees to coach them on areas that will enhance their performance	15	2.53	53.3		47%	53%
54. Addresses employee behavior problems effectively.	15	2.47	46.7		53%	47%
55. Provides clear, motivating, and constructive feedback.	15	2.40	40.0		60%	40%

Comments:

- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- The only area with which she struggles is the need for relationship building with staff she supervises. I know she understands the reason for this and has been working on developing a better approach.
- ___ does a great job in supporting and engaging all of her employees.
- She often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- ___ meets and exceeds all of these leadership roles.

Business Acumen

Summary Scores



56. Able to align resources to meet the business needs of the company.



57. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance



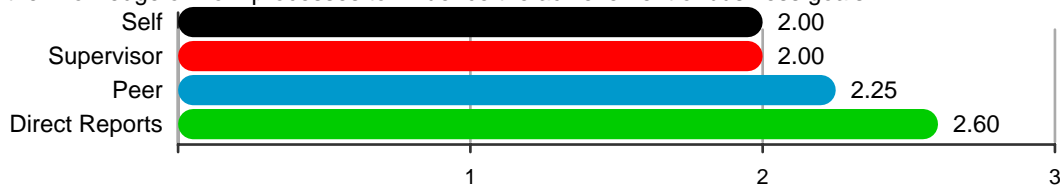
58. Understands complex issues and problems.



59. Exhibits behavior that is consistent with the vision, mission, and core values of the organization



60. Applies the knowledge of work processes to influence the achievement of business 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 (Disagree) to green (Agree).

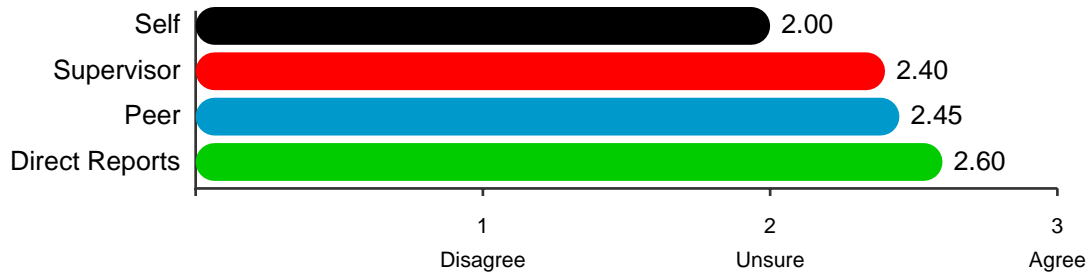
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
56. Able to align resources to meet the business needs of the company.	15	2.53	53.3	47%	53%	
57. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	2.33	33.3	67%	33%	
58. Understands complex issues and problems.	15	2.33	33.3	67%	33%	
59. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	2.27	26.7	73%	27%	
60. Applies the knowledge of work processes to influence the achievement of business goals	15	2.33	33.3	67%	33%	

Comments:

- We have made improvements in our documentation and have decreased duplicate reporting.
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- We are lucky to have her here at [CompanyName].
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- I appreciate how ___ guides, supports, and direct staff.

Strategic Insight

Summary Scores



61. Communicates vision for the department and company.



62. Formulates policies and strategies for addressing the Company's important challenges.



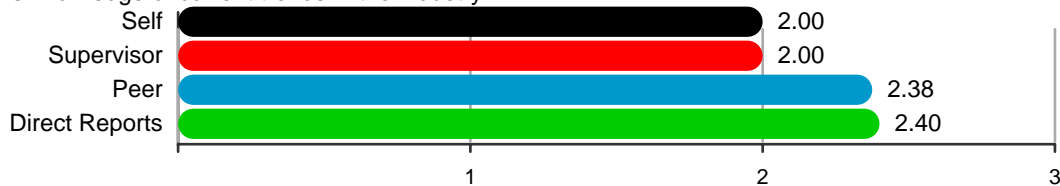
63. Identifies potential problems before they become critical incidents.



64. Analyzes records and reports to obtain insight into potential issues and trends.



65. Maintains knowledge of current trends in the industry.



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 (Disagree) to green (Agree).

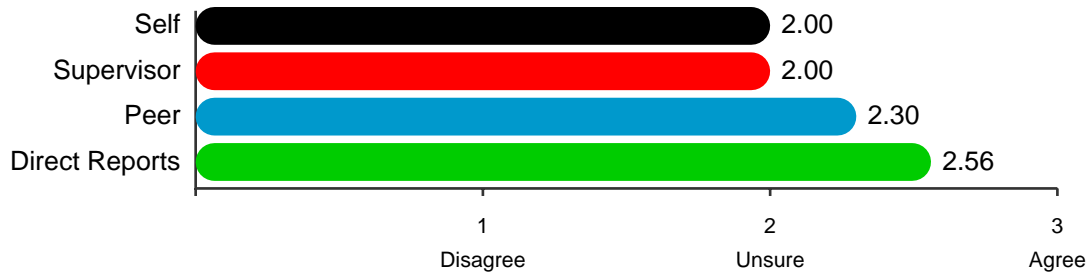
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
61. Communicates vision for the department and company.	15	2.47	46.7	53%	47%	
62. Formulates policies and strategies for addressing the Company's important challenges.	15	2.47	46.7	53%	47%	
63. Identifies potential problems before they become critical incidents.	15	2.47	46.7	53%	47%	
64. Analyzes records and reports to obtain insight into potential issues and trends.	15	2.60	60.0	40%	60%	
65. Maintains knowledge of current trends in the industry.	15	2.33	40.0	7%	53%	40%

Comments:

- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.
- She always steps up and gets what needs to be done completed.
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- I appreciate her receptiveness and openness and her sense of humor.

Organizational Fluency

Summary Scores



66. Able to explain departmental policies and procedures to others.



67. Able to deal with sensitive issues with tact and professionalism.



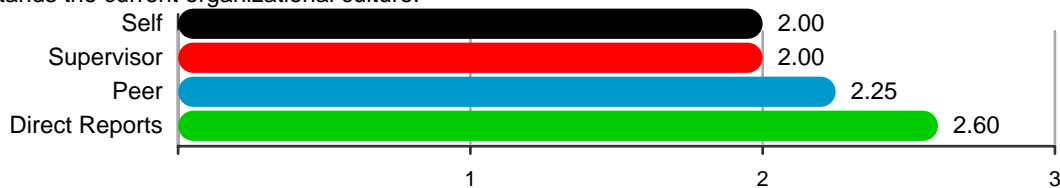
68. Adept at navigating within the culture of the department.



69. Gets things done through the department.



70. Understands the current organizational culture.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
66. Able to explain departmental policies and procedures to others.	15	2.20	26.7	7%	67%	27%
67. Able to deal with sensitive issues with tact and professionalism.	15	2.40	40.0		60%	40%
68. Adept at navigating within the culture of the department.	15	2.47	46.7		53%	47%
69. Gets things done through the department.	15	2.33	33.3		67%	33%
70. Understands the current organizational culture.	15	2.33	33.3		67%	33%

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?

- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- ___ gives me feedback good and indifferent.
- ___ listens to employees ideas and concerns and address the issues right away.
- ___'s job performance exceeds all the elements.
- I appreciate how ___ guides, supports, and direct staff.
- ___ is a hands on leader in our program.

What do you like best about working with this individual?

- She always answers my questions even if she's having a busy day or isn't the right person to be asking.
- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ___ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.
- ___ is very professional in dealing with her peers and the staff.
- She has been both a great co-worker and mentor to me.
- ___ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.

What do you like least about working with this individual?

- ___ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- ___'s dedication and leadership in the management development program is evident.
- ___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- ___ is an excellent Director.
- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ___ does a good job.

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

- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.
- ___ has great communication skills and is a dependable member of the team.
- ___ 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.
- ___ does an exceptional job at running the department.
- The progress with customer satisfaction within the division exemplifies ___'s leadership style. The Department has come a long way with ___ as manager and I admire the way ___ and ___ work together. ___ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. She is pushing herself to learn and grow at all times.
- She is a strength that supports department morale and work flow.

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

- Could be more self-aware of impact on other team members
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- ___ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- I think 16 & 17 relate in the sense that I believe ___ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from her side as well as ours and it is improving.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- She is very collaborative and always attempts to work with others.

Any final comments?

- Could be more self-aware of impact on other team members
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- Is always available to assist with issues, all scopes business or personal.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- ___ is the heart and soul of the pharmacy. She has great vision and she is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.
- Without a doubt, ___ is the best director I have worked for in my 30+ year carrer at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.