



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

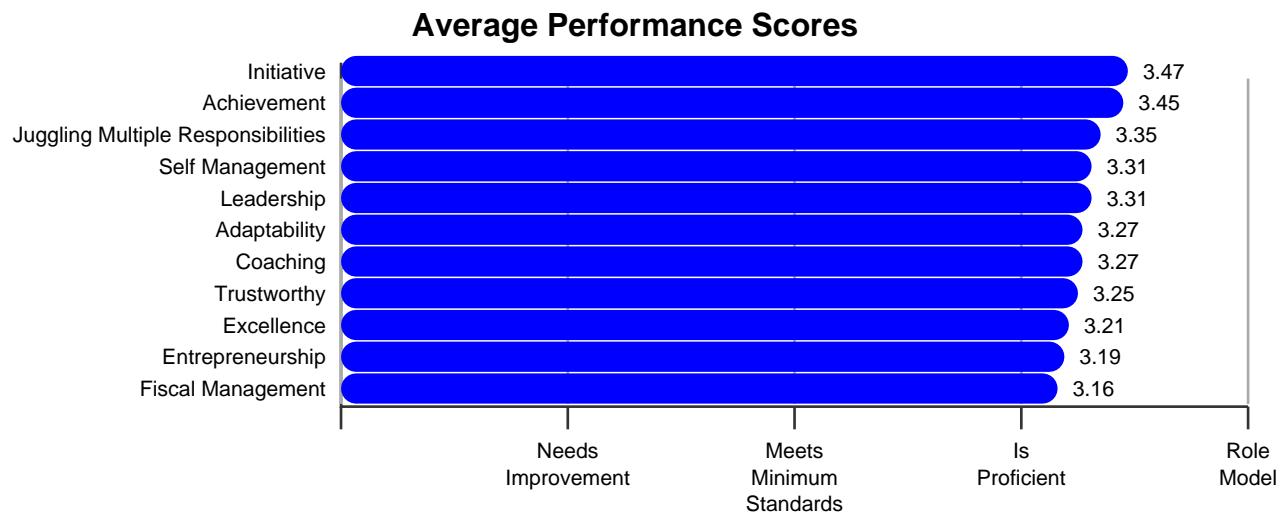
What to Do with Your Feedback

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

Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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



Gap Analysis

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



Initiative

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. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.20	93.3	7%	67%		27%
2. Goes above and beyond the stated goals.	15	3.87	100.0	13%	87%		
3. Takes the initiative to change the direction or course of events.	15	3.33	93.3	7%	53%		40%
4. Prepares for unexpected contingencies.	15	3.60	93.3	7%	27%	67%	
5. Seeks and utilizes opportunities for continuous learning and self-development.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

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

Item	2022	2023	Change
1. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.29	3.20	-0.09 ▼
2. Goes above and beyond the stated goals.	3.65	3.87	+0.22 ▲
3. Takes the initiative to change the direction or course of events.	3.18	3.33	+0.16 ▲
4. Prepares for unexpected contingencies.	3.41	3.60	+0.19 ▲
5. Seeks and utilizes opportunities for continuous learning and self-development.	3.24	3.33	+0.10 ▲

Comments:

- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.
- Sometimes you want a little more direction from ____, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- I believe ____ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- ____ is a definite asset to the organization. She is a creative thinker and a strong leader.
- I have worked on several performance improvement projects with ____ and have appreciated her knowledge and reliability with collaboration.
- Management skills progressing well with experience.

Juggling Multiple Responsibilities

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
6. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	15	3.20	93.3	7%	60%	33%	
7. Assesses current capabilities before committing to new requests from customers.	15	3.20	86.7	13%	53%	33%	
8. Assigns tasks based on skills of team members.	15	3.40	93.3	7%	47%	47%	
9. Spends the most time and effort on critical tasks first.	15	3.47	93.3	7%	40%	53%	
10. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	3.47	93.3	7%	40%	53%	

Time Comparisons by Item

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

Item	2022	2023	Change
6. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	3.24	3.20	-0.04 ▼
7. Assesses current capabilities before committing to new requests from customers.	3.41	3.20	-0.21 ▼
8. Assigns tasks based on skills of team members.	3.24	3.40	+0.16 ▲
9. Spends the most time and effort on critical tasks first.	3.18	3.47	+0.29 ▲
10. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	3.35	3.47	+0.11 ▲

Comments:

- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- She is an advocate for [CompanyName].
- ___ is so attentive to the needs of our department and to the needs of individuals.
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ___, your the best.
- She knows product and how to engage potential clients.
- She challenges me every day to be my best and I appreciate that.

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
11. Able to adapt to changes in technology and processes.	15	3.53	100.0	47%	53%		
12. Able to quickly learn new ways of performing their job.	15	3.27	100.0	73%	27%		
13. Develops insights and applies innovative solutions to projects and problems.	15	3.33	100.0	67%	33%		
14. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	3.13	86.7	13%	60%	27%	
15. Adjusts priorities to changing business goals.	15	3.07	80.0	20%	53%	27%	

Time Comparisons by Item

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

Item	2022	2023	Change
11. Able to adapt to changes in technology and processes.	3.47	3.53	+0.06 ▲
12. Able to quickly learn new ways of performing their job.	3.47	3.27	-0.20 ▼
13. Develops insights and applies innovative solutions to projects and problems.	3.35	3.33	-0.02 ▼
14. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	3.18	3.13	-0.04 ▼
15. Adjusts priorities to changing business goals.	3.00	3.07	+0.07 ▲

Comments:

- Good leadership style.
- ___ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. ___ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- She engages the staff and I feel the department is in the best shape it ever has been in.
- She is fully engaged in her work and shares her professional goals and projects so her team is aware of what she is working on and how the work of each team members fits within the departmental goals.
- Her focus is for quality that is customer centered.
- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.

Self Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Steps away from a situation to process appropriate response.	15	3.40	93.3	7%	47%	47%	
17. Uses patience and self-control in working with customers and associates.	15	3.27	93.3	7%	60%	33%	
18. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	14	3.00	92.9	7%	79%	14%	
19. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.47	100.0		53%	47%	
20. Analyzes interpersonal problems instead of reacting to them.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
16. Steps away from a situation to process appropriate response.	3.65	3.40	-0.25 ▼
17. Uses patience and self-control in working with customers and associates.	3.47	3.27	-0.20 ▼
18. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.12	3.00	-0.12 ▼
19. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.59	3.47	-0.12 ▼
20. Analyzes interpersonal problems instead of reacting to them.	3.29	3.40	+0.11 ▲

Comments:

- ___ has been particularly helpful to me as I transition into my new role. She provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- ___ provides the appropriate amount of direction without being too hands-off or overbearing.
- ___ 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.
- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.
- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- Is reliable and keeps the team focused on the delivery of outcomes.

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
21. Demonstrates leadership and courage in critical situations.	15	3.53	100.0	47%	53%		
22. Effectively leads others.	15	3.00	80.0	20%	60%	20%	
23. Sets specific, measurable, and challenging goals.	15	2.87	80.0	20%	73%	7%	
24. Motivates and challenges employees to attain a shared vision.	15	3.47	100.0	53%	47%		
25. Acts decisively in implementing decisions.	15	3.67	100.0	33%	67%		

Time Comparisons by Item

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

Item	2022	2023	Change
21. Demonstrates leadership and courage in critical situations.	3.35	3.53	+0.18 ▲
22. Effectively leads others.	3.00	3.00	
23. Sets specific, measurable, and challenging goals.	2.88	2.87	-0.02 ▼
24. Motivates and challenges employees to attain a shared vision.	3.00	3.47	+0.47 ▲
25. Acts decisively in implementing decisions.	3.76	3.67	-0.10 ▼

Comments:

- She will sit down with all parties involved before she makes a decision.
- ___'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- Uses her people skills to change negative situations into positive.
- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- ___ is someone I feel I can talk to about any problem or situation and I value her opinion.
- She is the only manager in the department to help us when we are short.

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
26. Completes work to given time frame and to budget	15	3.40	93.3	7%	47%	47%	
27. Eliminates bureaucratic barriers to streamline processes.	15	3.33	93.3	7%	53%	40%	
28. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	15	3.53	100.0		47%	53%	
29. Takes calculated risks to achieve higher levels of performance.	15	3.67	100.0		33%	67%	
30. Strives to meet goals and objectives.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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

Item	2022	2023	Change
26. Completes work to given time frame and to budget	3.53	3.40	-0.13 ▼
27. Eliminates bureaucratic barriers to streamline processes.	3.12	3.33	+0.22 ▲
28. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	3.41	3.53	+0.12 ▲
29. Takes calculated risks to achieve higher levels of performance.	3.59	3.67	+0.08 ▲
30. Strives to meet goals and objectives.	3.41	3.33	-0.08 ▼

Comments:

- Experience, mentoring and self-confidence.
- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- Has a "go getter" attitude!
- I think ___ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.
- When issues or questions are raised in the department, ___ follows thru to address them in a timely manner.
- ___ is organized and thorough.

Excellence

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. Can be counted on to add value wherever they are involved.	15	3.20	86.7	13%	53%	33%	
32. Produces high quality work.	15	3.40	100.0		60%	40%	
33. Demonstrates the functional or technical skills necessary to do their job.	15	3.20	86.7	13%	53%	33%	
34. Demonstrates the analytical skills to do their job.	15	3.27	93.3	7%	60%	33%	
35. Takes a lot of pride in their work.	15	3.00	80.0	20%	60%	20%	

Time Comparisons by Item

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

Item	2022	2023	Change
31. Can be counted on to add value wherever they are involved.	3.18	3.20	+0.02 ▲
32. Produces high quality work.	3.35	3.40	+0.05 ▲
33. Demonstrates the functional or technical skills necessary to do their job.	3.18	3.20	+0.02 ▲
34. Demonstrates the analytical skills to do their job.	2.88	3.27	+0.38 ▲
35. Takes a lot of pride in their work.	3.18	3.00	-0.18 ▼

Comments:

- She is an advocate for [CompanyName].
- Timely follow through.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leads and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- I admire ___'s decision making skills when it comes to hiring new employees for our department.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.

Trustworthy

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Takes ownership, delivers on commitments	15	3.20	93.3	7%	67%		27%
37. Takes care to maintain confidential information.	15	3.27	93.3	7%	60%		33%
38. Demonstrates a sense of responsibility and commitment to public trust.	15	3.27	86.7	13%	47%		40%
39. Consistently keeps commitments.	15	3.13	86.7	13%	60%		27%
40. Communicates an understanding of the other person's interests, needs and concerns.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2022	2023	Change
36. Takes ownership, delivers on commitments	3.18	3.20	+0.02 ▲
37. Takes care to maintain confidential information.	3.35	3.27	-0.09 ▼
38. Demonstrates a sense of responsibility and commitment to public trust.	3.24	3.27	+0.03 ▲
39. Consistently keeps commitments.	3.59	3.13	-0.45 ▼
40. Communicates an understanding of the other person's interests, needs and concerns.	3.29	3.40	+0.11 ▲

Comments:

- ___ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- She has taken her team to the next level.
- I value ___'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- I will always remember ___ as my first manager and be thankful she helped shape my first career.
- ___ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ___ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ___ without her bringing them before the team for discussion.
- ___ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about ___ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.

Coaching

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
41. Helps employees to maintain high personal standards.	15	3.33	93.3	7%	53%	40%	
42. Addresses employee behavior problems effectively.	15	3.33	93.3	7%	53%	40%	
43. Conducts regular performance appraisals and feedback.	15	3.13	86.7	13%	60%	27%	
44. Develops the skills and capabilities of others.	15	3.00	86.7	13%	73%	13%	
45. Provides clear, motivating, and constructive feedback.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

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

Item	2022	2023	Change
41. Helps employees to maintain high personal standards.	3.29	3.33	+0.04 ▲
42. Addresses employee behavior problems effectively.	3.41	3.33	-0.08 ▼
43. Conducts regular performance appraisals and feedback.	3.35	3.13	-0.22 ▼
44. Develops the skills and capabilities of others.	3.18	3.00	-0.18 ▼
45. Provides clear, motivating, and constructive feedback.	3.35	3.53	+0.18 ▲

Comments:

- ___ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- She knows her material and obviously loves the continued learning that defines best practices.
- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.
- She is an excellent communicator. The only real opportunity I see is around translating her data and observations into solid action plans to drive improvement.
- ___ is a very effective leader and excellent communicator.

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
46. Seeks and utilizes mentors to help guide professional development.	15	3.00	86.7	13%	73%		13%
47. Maintains a high level of energy to respond to demands of the job.	15	3.20	93.3	7%	60%		33%
48. Understands the processes and various stages of business development.	15	3.20	93.3	7%	67%		27%
49. Finds unique ways to go around barriers to success.	15	3.40	93.3	7%	47%		47%
50. Excellent at managing relationships with stakeholders.	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

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

Item	2022	2023	Change
46. Seeks and utilizes mentors to help guide professional development.	3.24	3.00	-0.24 ▼
47. Maintains a high level of energy to respond to demands of the job.	3.00	3.20	+0.20 ▲
48. Understands the processes and various stages of business development.	3.18	3.20	+0.02 ▲
49. Finds unique ways to go around barriers to success.	3.35	3.40	+0.05 ▲
50. Excellent at managing relationships with stakeholders.	3.29	3.13	-0.16 ▼

Comments:

- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- She follows up on questions and she is easily accessible. I think she is doing a great job!
- ___ 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.
- ___ is the shining 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 professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- Don't be afraid to ask questions when stuck on a task.

Fiscal Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
51. Keeps excellent records for financial transparency.	14	3.14	92.9	7%	71%		21%
52. Effective in using Company's resources.	14	3.21	85.7	14%	50%		36%
53. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.27	86.7	13%	47%		40%
54. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.13	86.7	13%	60%		27%
55. Monitors spending.	15	3.07	86.7	13%	67%		20%

Time Comparisons by Item

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

Item	2022	2023	Change
51. Keeps excellent records for financial transparency.	3.24	3.14	-0.09 ▼
52. Effective in using Company's resources.	3.06	3.21	+0.16 ▲
53. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.59	3.27	-0.32 ▼
54. Ensures others follow the correct rules and regulations on fiscal matters.	2.94	3.13	+0.19 ▲
55. Monitors spending.	2.88	3.07	+0.18 ▲

Comments:

- I appreciate ___'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- ___ gives me feedback good and indifferent.
- She is very relatable and I believe it helps with the initial contact with the prospects.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.

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 communicates with the people involved to resolve the issue. She shows effort to understand each employee's workflow by asking questions. She shares her calendar to us (her subordinates) and tell us that we can talk to her if we have questions or issues to talk about.
- ___ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- I appreciate that ___ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- She has the ability to look at the system as a whole and make solid long range decisions.
- ___ is actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.

What do you like best about working with this individual?

- It's a pleasure to work with ___ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.
- ___ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- She encourages each staff member to understand each other and to work together in a very positive manner.
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- ___ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.

What do you like least about working with this individual?

- I appreciate the straight forward style of leadership ___ uses.
- ___ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.
- ___ defines outcomes clearly and sets expectations/timelines with regards to results. She facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. She is very customer and system focused.
- ___ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition she has maintained an open line of communication and remained available to staff who have voiced concerns.
- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.
- ___ 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!

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

- She sets her expectations high, and delivers a high level of performance herself.
- ___ does a great job of keeping the lines of communication and this is appreciated.
- ___ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. She introduced Basecamp to the team facilitating better project management systems within the department.
- She always involves others in decisions ensuring a well rounded approach.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- Is extremely knowledgable and is always continuing her education to stay up to date.

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

- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- We have a very strong team in finance. There has been significant turnover but the efforts ___ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- The role of interim director is new to ___ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.
- Employees were not encouraged to do anything besides come to work.

Any final comments?

- I appreciate the honest evaluative feedback ___ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.
- Experience, mentoring and self-confidence.
- ___ is smart, detailed and committed. I appreciate having her on our team.
- She is also very enthusiastic and energetic.