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Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

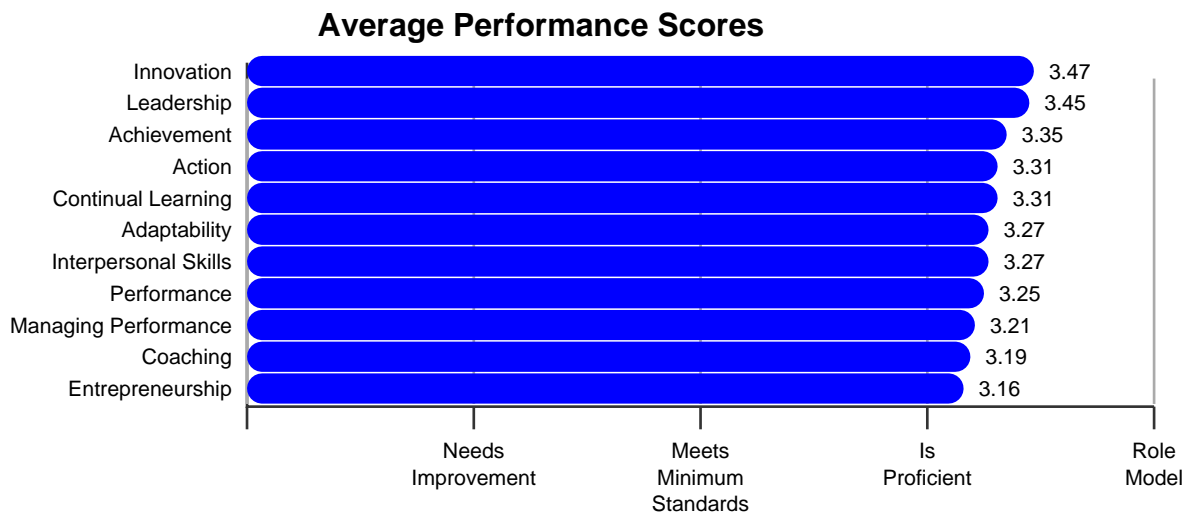
## What to Do with Your Feedback

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

# Summary

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

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



## Gap Analysis

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



## Innovation

### 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. Solves problems with insight and understanding.	15	3.20	93.3	7%	67%		27%
2. Analyzes current procedures and identifies opportunities for improvement.	15	3.87	100.0	13%	87%		
3. Takes risks to advance important ideas.	15	3.33	93.3	7%	53%		40%
4. Develops new products and services.	15	3.60	93.3	7%	27%	67%	
5. Builds upon the ideas and solutions of others.	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. Solves problems with insight and understanding.	3.29	3.20	-0.09 ▼
2. Analyzes current procedures and identifies opportunities for improvement.	3.65	3.87	+0.22 ▲
3. Takes risks to advance important ideas.	3.18	3.33	+0.16 ▲
4. Develops new products and services.	3.41	3.60	+0.19 ▲
5. Builds upon the ideas and solutions of others.	3.24	3.33	+0.10 ▲

### Comments:

- \_\_\_ is an excellent manager, our dept.is a good place to work with her as a boss
- She values our feedback and takes our recommendations seriously.
- \_\_\_ is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- \_\_\_ is the absolute definition of team player.
- \_\_\_ 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.
- \_\_\_ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.

## 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
6. Sets ambitious standards of performance.	15	3.20	93.3	7%	60%	33%	
7. Uses established goals and performance measures to keep track of performance.	15	3.20	86.7	13%	53%	33%	
8. Helps others to improve or meet standards of performance.	15	3.40	93.3	7%	47%	47%	
9. Establishes stretch goals to advance skills and output.	15	3.47	93.3	7%	40%	53%	
10. Makes use of talents of others to help achieve a high level of performance.	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. Sets ambitious standards of performance.	3.24	3.20	-0.04 ▼
7. Uses established goals and performance measures to keep track of performance.	3.41	3.20	-0.21 ▼
8. Helps others to improve or meet standards of performance.	3.24	3.40	+0.16 ▲
9. Establishes stretch goals to advance skills and output.	3.18	3.47	+0.29 ▲
10. Makes use of talents of others to help achieve a high level of performance.	3.35	3.47	+0.11 ▲

### Comments:

- She is very astute, proactive in problem solving, and a great team member.
- \_\_\_ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- I really appreciate her as a member of the team.
- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- For reliability, I think \_\_\_ has so much on her plate that she is sometimes seen by staff as unreliable.
- I think \_\_\_ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.

## 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. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	15	3.53	100.0	47%	53%		
12. Flexible and open to new ideas and encourages others to value change.	15	3.27	100.0	73%	27%		
13. Learns from personal experiences and/or mistakes.	15	3.33	100.0	67%	33%		
14. Is flexible and open minded in dealing with others.	15	3.13	86.7	13%	60%	27%	
15. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	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. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	3.47	3.53	+0.06 ▲
12. Flexible and open to new ideas and encourages others to value change.	3.47	3.27	-0.20 ▼
13. Learns from personal experiences and/or mistakes.	3.35	3.33	-0.02 ▼
14. Is flexible and open minded in dealing with others.	3.18	3.13	-0.04 ▼
15. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	3.00	3.07	+0.07 ▲

### Comments:

- Loyalty. Willingness to get it right.
- As a manager, \_\_\_ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- \_\_\_ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her with some feeling of success. While it is true that not everything can be important if everything IS important, \_\_\_ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. \_\_\_ has a solid reputation for being a direct communicator and her opinion is respected in our group.
- Job performance is excellent. Lucky to have \_\_\_ on our team.
- \_\_\_ does not always follow through with things (ordering equipment).
- Constantly working on improving the customer experience.

## 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
16. Motivates & supports others to gain skills	15	3.40	93.3	7%	47%	47%	
17. Does whatever it takes (within reason) to get the job done.	15	3.27	93.3	7%	60%	33%	
18. Gets the job done.	14	3.00	92.9	7%	79%	14%	
19. Drives and mobilizes others progress toward goals.	15	3.47	100.0		53%	47%	
20. Is not afraid to take corrective action when necessary.	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. Motivates & supports others to gain skills	3.65	3.40	-0.25 ▼
17. Does whatever it takes (within reason) to get the job done.	3.47	3.27	-0.20 ▼
18. Gets the job done.	3.12	3.00	-0.12 ▼
19. Drives and mobilizes others progress toward goals.	3.59	3.47	-0.12 ▼
20. Is not afraid to take corrective action when necessary.	3.29	3.40	+0.11 ▲

### Comments:

- I work with \_\_\_ regularly and see her interactions with other leaders frequently.
- Strive for excellence. Willing to learn. Implement advice from others.
- I believe \_\_\_ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with \_\_\_ and I appreciate her style and understanding and support of the work that I do.
- Even tempered with a wealth of experience, she has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- \_\_\_ is willing to tackle performance situations and solicits feedback on how her team is doing.
- \_\_\_ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.

## 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
21. Builds on their strengths while addressing their weaknesses.	15	3.53	100.0	47%	53%		
22. Pursues self-improvement through continual learning.	15	3.00	80.0	20%	60%	20%	
23. Grasps new ideas, concepts, technical, or business knowledge.	15	2.87	80.0	20%	73%	7%	
24. Is open to new ideas and concepts.	15	3.47	100.0	53%	47%		
25. Pursues professional development opportunities when they arise.	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. Builds on their strengths while addressing their weaknesses.	3.35	3.53	+0.18 ▲
22. Pursues self-improvement through continual learning.	3.00	3.00	
23. Grasps new ideas, concepts, technical, or business knowledge.	2.88	2.87	-0.02 ▼
24. Is open to new ideas and concepts.	3.00	3.47	+0.47 ▲
25. Pursues professional development opportunities when they arise.	3.76	3.67	-0.10 ▼

### Comments:

- \_\_\_ 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.
- \_\_\_ exemplifies all of the above.
- She sometimes comes off as confused about organizational/operational direction.
- \_\_\_ is very approachable and always willing to listen.
- \_\_\_ has done a wonderful job in supporting her team and making herself available.
- \_\_\_ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with \_\_\_ for many years.



## 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
26. Expresses clear goals and objectives.	15	3.40	93.3	7%	47%	47%	
27. Sets specific, measurable, and challenging goals.	15	3.33	93.3	7%	53%	40%	
28. Recognizes individual and team accomplishments and reward them appropriately.	15	3.53	100.0		47%	53%	
29. Able to organize the work of others.	15	3.67	100.0		33%	67%	
30. Highly effective supervisor.	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. Expresses clear goals and objectives.	3.53	3.40	-0.13 ▼
27. Sets specific, measurable, and challenging goals.	3.12	3.33	+0.22 ▲
28. Recognizes individual and team accomplishments and reward them appropriately.	3.41	3.53	+0.12 ▲
29. Able to organize the work of others.	3.59	3.67	+0.08 ▲
30. Highly effective supervisor.	3.41	3.33	-0.08 ▼

### Comments:

- Sometimes it seems like \_\_\_'s priorities or expectations shift unexpectedly.
- You can count on \_\_\_ to be honest and stay true to commitments.
- \_\_\_ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- Manager routinely demonstrates all of the above characteristics, as marked
- \_\_\_ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- Her years of experience and wisdom are generously shared and appreciated.

## Managing Performance

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Acknowledges employee contributions that support the bottom line.	15	3.20	86.7	13%	53%	33%	
32. Examines the most effective ways for accomplishing goals.	15	3.40	100.0		60%	40%	
33. Ensures team members understand the department goals.	15	3.20	86.7	13%	53%	33%	
34. Sets long and short term goals.	15	3.27	93.3	7%	60%	33%	
35. Provides employees with necessary resources to accomplish their goals.	15	3.00	80.0	20%	60%	20%	

### Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
31. Acknowledges employee contributions that support the bottom line.	3.18	3.20	+0.02 ▲
32. Examines the most effective ways for accomplishing goals.	3.35	3.40	+0.05 ▲
33. Ensures team members understand the department goals.	3.18	3.20	+0.02 ▲
34. Sets long and short term goals.	2.88	3.27	+0.38 ▲
35. Provides employees with necessary resources to accomplish their goals.	3.18	3.00	-0.18 ▼

### Comments:

- \_\_\_ always remembers the customer is at the center of what we do.
- \_\_\_ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- She constantly asks for feedback and input to important decisions and genuinely listens and considers what her staff's opinions.
- From my perspective, \_\_\_ is a very effective leader. I have seen \_\_\_ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. \_\_\_ is always open and is a great collaborator.
- Improve on providing feedback.
- Job performance is excellent. Lucky to have \_\_\_ on our team.

## Performance

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Has great overall performance	15	3.20	93.3	7%	67%		27%
37. Works effectively in the department.	15	3.27	93.3	7%	60%		33%
38. Works well in this position.	15	3.27	86.7	13%	47%		40%
39. Effective in performing his/her job.	15	3.13	86.7	13%	60%		27%
40. Able to organize work.	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. Has great overall performance	3.18	3.20	+0.02 ▲
37. Works effectively in the department.	3.35	3.27	-0.09 ▼
38. Works well in this position.	3.24	3.27	+0.03 ▲
39. Effective in performing his/her job.	3.59	3.13	-0.45 ▼
40. Able to organize work.	3.29	3.40	+0.11 ▲

### Comments:

- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- I love how she is always open to approach with any questions I have, no matter the hour.
- \_\_\_ delegates very effectively.
- Has the experience needed.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- 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.

## 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
41. Strives for win/win solutions	15	3.33	93.3	7%	53%	40%	
42. Applies appropriate communication techniques to the situation.	15	3.33	93.3	7%	53%	40%	
43. Creates an atmosphere that supports the open expression of ideas	15	3.13	86.7	13%	60%	27%	
44. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	3.00	86.7	13%	73%	13%	
45. Is open and approachable	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. Strives for win/win solutions	3.29	3.33	+0.04 ▲
42. Applies appropriate communication techniques to the situation.	3.41	3.33	-0.08 ▼
43. Creates an atmosphere that supports the open expression of ideas	3.35	3.13	-0.22 ▼
44. Uses knowledge and charisma rather than position, power, or coercion to influence others	3.18	3.00	-0.18 ▼
45. Is open and approachable	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- I am proud to say that \_\_\_ has greatly made so many improvements to our department, that were so desperately needed.
- \_\_\_ 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 gives you confidence knowing she always has your back.
- There are two items above that will be part of my goals for the coming year.
- She listens to the team.

## 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
46. Addresses employee behavior problems effectively.	15	3.00	86.7	13%	73%		13%
47. Develops the skills and capabilities of others.	15	3.20	93.3	7%	60%		33%
48. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	3.20	93.3	7%	67%		27%
49. Conducts regular performance appraisals and feedback.	15	3.40	93.3	7%	47%		47%
50. Provides clear, motivating, and constructive feedback.	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. Addresses employee behavior problems effectively.	3.24	3.00	-0.24 ▼
47. Develops the skills and capabilities of others.	3.00	3.20	+0.20 ▲
48. Coaches employees in how to strengthen knowledge and skills to improve work performance.	3.18	3.20	+0.02 ▲
49. Conducts regular performance appraisals and feedback.	3.35	3.40	+0.05 ▲
50. Provides clear, motivating, and constructive feedback.	3.29	3.13	-0.16 ▼

### Comments:

- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- Has a "go getter" attitude!
- \_\_\_ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- She maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- She exceeded all of my expectations. The outcome of this work was very successful, in great part to \_\_\_'s work.

## 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
51. Excellent at managing relationships with stakeholders.	14	3.14	92.9	7%	71%		21%
52. Can work effectively in an environment of uncertainty.	14	3.21	85.7	14%	50%		36%
53. Understands the processes and various stages of business development.	15	3.27	86.7	13%	47%		40%
54. Seeks and utilizes mentors to help guide professional development.	15	3.13	86.7	13%	60%		27%
55. Has a strategic awareness on how to promote the organization.	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. Excellent at managing relationships with stakeholders.	3.24	3.14	-0.09 ▼
52. Can work effectively in an environment of uncertainty.	3.06	3.21	+0.16 ▲
53. Understands the processes and various stages of business development.	3.59	3.27	-0.32 ▼
54. Seeks and utilizes mentors to help guide professional development.	2.94	3.13	+0.19 ▲
55. Has a strategic awareness on how to promote the organization.	2.88	3.07	+0.18 ▲

#### Comments:

- 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.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- \_\_\_ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- \_\_\_ has my back and breaks down the barriers when I let her know that need her support.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.

## 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?

- 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.
- \_\_\_ communicates her expectations of the team well and involves them in the process improvement plans.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- \_\_\_ takes some time to process new ideas and often reacts before considering the facts. Once \_\_\_ has had time took think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.
- \_\_\_ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- I have never known \_\_\_ to not hire for talent.

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

- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.
- \_\_\_ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- I can not say enough good things about \_\_\_ she has been an asset to our department from day one.
- She has helped make me a better manager through her actions and follow through.
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- \_\_\_ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.

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

- \_\_\_ 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.
- I enjoyed working with \_\_\_ on the project and thought that the Rx team involves were strong partners.
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- \_\_\_ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- I can't think of a single thing \_\_\_ could improve upon.
- Over the past year I've noticed that \_\_\_ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.

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

- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- As a leader, I can clearly see that \_\_\_ is open to growth as she is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as she gains leadership experience and mentoring.
- Could benefit from increasing awareness on how much influence they have on the department.
- She is truly dedicated to doing a good job, by helping us do a good job.
- Has one of the strongest work ethics I've ever encountered in a team member.
- On occasion \_\_\_'s point may be lost or made unclear due to her not having organized her thoughts sufficiently before speaking. If she were more succinct her point would often be made clearer.

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

- \_\_\_ collaborates well with other departments and managers.
- \_\_\_ has been instrumental in the working relationship of our department.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- \_\_\_ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.

### Any final comments?

- She could improve with a take charge attitude.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- I believe I need to give her a chance to get into her position.
- \_\_\_ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.
- \_\_\_ is a great boss and director. \_\_\_ has been a great resource to me with my struggles as I grow professionally. \_\_\_ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.