

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.

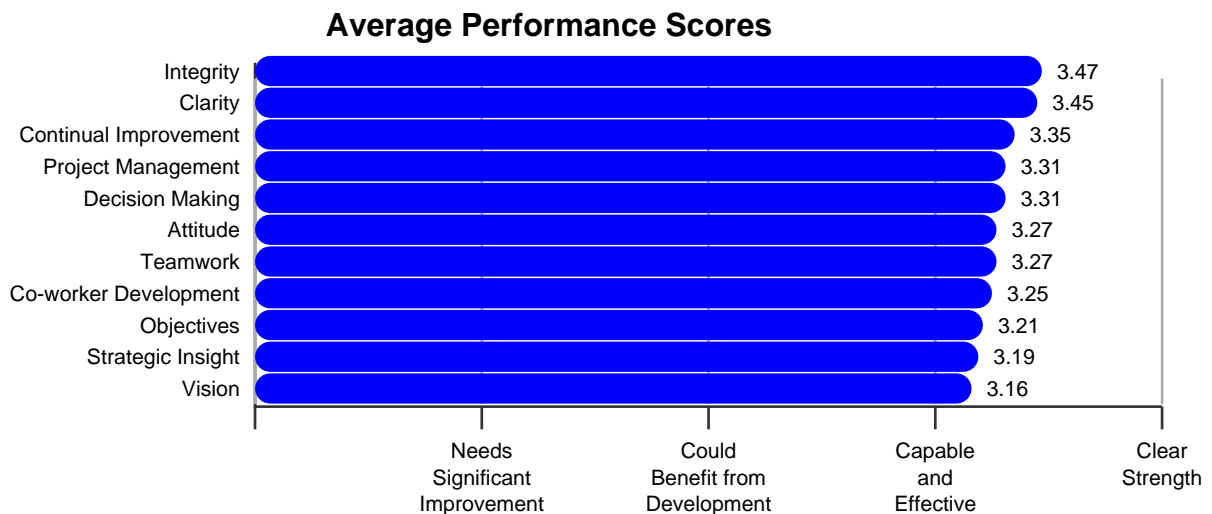
What to Do with Your Feedback

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.



Integrity

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. You maintain strong relationships with others.	15	3.20	93.3	7%	67%	27%	
2. You foster an environment built upon trust.	15	3.87	100.0	13%	87%		
3. You protect the integrity and confidentiality of information	15	3.33	93.3	7%	53%	40%	
4. You demonstrate honesty and truthfulness at all times.	15	3.60	93.3	7%	27%	67%	
5. You demonstrate sincerity in actions with 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. You maintain strong relationships with others.	3.29	3.20	-0.09 ▼
2. You foster an environment built upon trust.	3.65	3.87	+0.22 ▲
3. You protect the integrity and confidentiality of information	3.18	3.33	+0.16 ▲
4. You demonstrate honesty and truthfulness at all times.	3.41	3.60	+0.19 ▲
5. You demonstrate sincerity in actions with others.	3.24	3.33	+0.10 ▲

Comments:

- Is always available to assist with issues, all scopes business or personal.
- Her communication style can also come across as very directive at times to peers and subordinates.
- 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.
- I value ___ for so much more than her negotiating skills which are outstanding.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leds and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.

Continual Improvement

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. You look for ways to improve work processes and procedures.	15	3.20	93.3	7%	60%	33%	
7. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	15	3.20	86.7	13%	53%	33%	
8. You search for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.40	93.3	7%	47%	47%	
9. You analyze processes to determine areas for improvement.	15	3.47	93.3	7%	40%	53%	
10. You promote training and development opportunities to enhance job 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. You look for ways to improve work processes and procedures.	3.24	3.20	-0.04 ▼
7. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	3.41	3.20	-0.21 ▼
8. You search for new methods, techniques, and processes that increase efficiency and reduce costs.	3.24	3.40	+0.16 ▲
9. You analyze processes to determine areas for improvement.	3.18	3.47	+0.29 ▲
10. You promote training and development opportunities to enhance job performance.	3.35	3.47	+0.11 ▲

Comments:

- I think ___ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.
- ___ is an amazing manager. She genuinely cares about her staff.
- Don't be afraid to ask questions when stuck on a task.
- Always available to give us what we need to succeed.
- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'
- Does excellent job, always.

Attitude

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. You are gracious and professional in your interactions with others.	15	3.53	100.0	47%	53%		
12. You show by your actions that you trust in the positive intentions of others.	15	3.27	100.0	73%	27%		
13. You treat all people fairly and with respect.	15	3.33	100.0	67%	33%		
14. You contribute to a positive work environment.	15	3.13	86.7	13%	60%	27%	
15. You contribute to a positive and fun work environment.	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. You are gracious and professional in your interactions with others.	3.47	3.53	+0.06 ▲
12. You show by your actions that you trust in the positive intentions of others.	3.47	3.27	-0.20 ▼
13. You treat all people fairly and with respect.	3.35	3.33	-0.02 ▼
14. You contribute to a positive work environment.	3.18	3.13	-0.04 ▼
15. You contribute to a positive and fun work environment.	3.00	3.07	+0.07 ▲

Comments:

- I appreciate ___'s willingness to share her knowledge with our team.
- Provides team members with frequent informal feedback.
- ___ is consistent in her messaging about how we best serve the customers.
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- She allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.

Project 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. You develop performance measures for various aspects of the project.	15	3.40	93.3	7%	47%	47%	
17. You develop action items, workplans, timelines, and criteria for projects.	15	3.27	93.3	7%	60%	33%	
18. You work with customers and clients to assess your needs and define project parameters.	14	3.00	92.9	7%	79%	14%	
19. You are able to adjust project schedule as needed to accommodate unforeseen issues.	15	3.47	100.0		53%	47%	
20. You maintain costs and expenses within budget limits.	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. You develop performance measures for various aspects of the project.	3.65	3.40	-0.25 ▼
17. You develop action items, workplans, timelines, and criteria for projects.	3.47	3.27	-0.20 ▼
18. You work with customers and clients to assess your needs and define project parameters.	3.12	3.00	-0.12 ▼
19. You are able to adjust project schedule as needed to accommodate unforeseen issues.	3.59	3.47	-0.12 ▼
20. You maintain costs and expenses within budget limits.	3.29	3.40	+0.11 ▲

Comments:

- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- Before ___ came into the position it seemed that the department was a dump.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- ___ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and ___ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- Charisma, In-depth knowledge, and an ability to train/mentor others.

Decision Making

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. You are able to make decisions quickly.	15	3.53	100.0	47%	53%		
22. You break complex issues into manageable parts and organize them in a systematic way before making decisions	15	3.00	80.0	20%	60%	20%	
23. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action	15	2.87	80.0	20%	73%	7%	
24. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	15	3.47	100.0	53%	47%		
25. You exercise good judgment by making sound and informed 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. You are able to make decisions quickly.	3.35	3.53	+0.18 ▲
22. You break complex issues into manageable parts and organize them in a systematic way before making decisions	3.00	3.00	
23. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action	2.88	2.87	-0.02 ▼
24. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	3.00	3.47	+0.47 ▲
25. You exercise good judgment by making sound and informed decisions.	3.76	3.67	-0.10 ▼

Comments:

- She is very effective.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- 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 follows up on questions and she is easily accessible. I think she is doing a great job!
- ___ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. ___ is able to use all listed points under Elements of Improvement in a way that either provides a service to others or helps others that are providing direct help. ___ is also a great leader outside of the workplace providing educational classes to women on self defense and being aware of their surroundings. I have not worked with anyone like ___ who is so driven to serve others. ___ is a great mentor and example to those she supervises.
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.

Clarity

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. You communicate ideas and facts clearly and effectively in writing.	15	3.40	93.3	7%	47%	47%	
27. You provide a clear vision for the future.	15	3.33	93.3	7%	53%	40%	
28. You maintain clarity in goals and objectives.	15	3.53	100.0		47%	53%	
29. You avoid stating unclear or conflicting goals.	15	3.67	100.0		33%	67%	
30. You make sure employees understand why they were given certain assignments.	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. You communicate ideas and facts clearly and effectively in writing.	3.53	3.40	-0.13 ▼
27. You provide a clear vision for the future.	3.12	3.33	+0.22 ▲
28. You maintain clarity in goals and objectives.	3.41	3.53	+0.12 ▲
29. You avoid stating unclear or conflicting goals.	3.59	3.67	+0.08 ▲
30. You make sure employees understand why they were given certain assignments.	3.41	3.33	-0.08 ▼

Comments:

- ___ is a great manager. Very supportive of her staff.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- I know she is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- ___ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- ___ is committed to our organization and leads by example.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.

Objectives

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. You work toward achieving established goals and objectives.	15	3.20	86.7	13%	53%	33%	
32. You are able to establish realistic goals.	15	3.40	100.0		60%	40%	
33. You consistently provide me with timely feedback for improving my performance.	15	3.20	86.7	13%	53%	33%	
34. You communicate goals and objectives to employees.	15	3.27	93.3	7%	60%	33%	
35. You set long-term and short-term 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. You work toward achieving established goals and objectives.	3.18	3.20	+0.02 ▲
32. You are able to establish realistic goals.	3.35	3.40	+0.05 ▲
33. You consistently provide me with timely feedback for improving my performance.	3.18	3.20	+0.02 ▲
34. You communicate goals and objectives to employees.	2.88	3.27	+0.38 ▲
35. You set long-term and short-term goals.	3.18	3.00	-0.18 ▼

Comments:

- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- ___ is able to multitask in a variety of ways.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- She couldn't be more engaged if she tried.
- I think she is the kind of manager our department has needed and will continue to need.

Co-worker Development

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. You work to identify root causes of performance problems	15	3.20	93.3	7%	67%		27%
37. You give others development opportunities through project assignments and increased job responsibilities	15	3.27	93.3	7%	60%		33%
38. You adapt coaching and mentoring approach to meet the style or needs of individuals	15	3.27	86.7	13%	47%		40%
39. You take immediate action on poor performance	15	3.13	86.7	13%	60%		27%
40. You set and clearly communicate expectations, performance goals, and measurements to others	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. You work to identify root causes of performance problems	3.18	3.20	+0.02 ▲
37. You give others development opportunities through project assignments and increased job responsibilities	3.35	3.27	-0.09 ▼
38. You adapt coaching and mentoring approach to meet the style or needs of individuals	3.24	3.27	+0.03 ▲
39. You take immediate action on poor performance	3.59	3.13	-0.45 ▼
40. You set and clearly communicate expectations, performance goals, and measurements to others	3.29	3.40	+0.11 ▲

Comments:

- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- Based on her customer satisfaction scores it is clear she has a strong team in place.
- ___'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.
- ___ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- She makes sound decisions and is a great role model in communication, teamwork, and engagement.

Teamwork

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. You encourage teamwork and collaboration.	15	3.33	93.3	7%	53%	40%	
42. You communicate well with team members.	15	3.33	93.3	7%	53%	40%	
43. You create a culture that fosters and values collaboration.	15	3.13	86.7	13%	60%	27%	
44. You build consensus and share relevant information.	15	3.00	86.7	13%	73%	13%	
45. You willingly share your technical expertise	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. You encourage teamwork and collaboration.	3.29	3.33	+0.04 ▲
42. You communicate well with team members.	3.41	3.33	-0.08 ▼
43. You create a culture that fosters and values collaboration.	3.35	3.13	-0.22 ▼
44. You build consensus and share relevant information.	3.18	3.00	-0.18 ▼
45. You willingly share your technical expertise	3.35	3.53	+0.18 ▲

Comments:

- ___ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- ___ is an excellent role model. she received the Employee Excellence Award this past year and also received her Master's Degree, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.
- ___ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- ___ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- When ___ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team She was able to raise the departments moral while implementing those changes. ___ is an engaged Leader.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.

Strategic Insight

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. You anticipate business cycles and trends and makes adjustments in a timely manner.	15	3.00	86.7	13%	73%		13%
47. You identify potential problems before they become critical incidents.	15	3.20	93.3	7%	60%		33%
48. You analyze unique issues or problems impacting the Company.	15	3.20	93.3	7%	67%		27%
49. You formulate strategies and action plans to ensure successful completion of goals and objectives.	15	3.40	93.3	7%	47%		47%
50. You maintain knowledge of current trends in the industry.	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. You anticipate business cycles and trends and makes adjustments in a timely manner.	3.24	3.00	-0.24 ▼
47. You identify potential problems before they become critical incidents.	3.00	3.20	+0.20 ▲
48. You analyze unique issues or problems impacting the Company.	3.18	3.20	+0.02 ▲
49. You formulate strategies and action plans to ensure successful completion of goals and objectives.	3.35	3.40	+0.05 ▲
50. You maintain knowledge of current trends in the industry.	3.29	3.13	-0.16 ▼

Comments:

- I look forward to learning and improving with her and the other members in the division.
- ___ is an excellent leader. She seeks input from everyone involved to solve an issue.
- ___ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- just know going through the hiring process with her.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.
- Does well in most technical skills and is willing to learn anything that is new

Vision

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
51. You communicate the vision and strategy of [Company]	14	3.14	92.9	7%	71%		21%
52. You work to support the strategy of [Company]	14	3.21	85.7	14%	50%		36%
53. You demonstrate consistency between words and actions	15	3.27	86.7	13%	47%		40%
54. You understand the vision of the Company and promote it ahead of any self-interests.	15	3.13	86.7	13%	60%		27%
55. You clearly articulate a vision for your work and inspires others to support it	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. You communicate the vision and strategy of [Company]	3.24	3.14	-0.09 ▼
52. You work to support the strategy of [Company]	3.06	3.21	+0.16 ▲
53. You demonstrate consistency between words and actions	3.59	3.27	-0.32 ▼
54. You understand the vision of the Company and promote it ahead of any self-interests.	2.94	3.13	+0.19 ▲
55. You clearly articulate a vision for your work and inspires others to support it	2.88	3.07	+0.18 ▲

Comments:

- ___ consistently asks how the day is going, if she can help us at all.
- ___ is very cognizant of areas for improvement. She has made a huge impact on how the department functions.
- 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 supports each and every one of us and was very sensitive to how this was effecting every staff member.
- ___ 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.
- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.

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 continues to make improvements in core competencies.
- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- ___ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.
- She has hired good people, and developed strong relationship's with finance.
- I have observed ___ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. ___ does take action when there are employees who do not fit with the organization mission and values.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.

What do you like best about working with this individual?

- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.
- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- She is a pleasure to work with and an asset to [CompanyName].
- She always responds in a timely manner and stays organized.

What do you like least about working with this individual?

- ___ is a wonderful partner to work with. She has been consistently responsive to issues or requests from my team. She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- She cares deeply for what she does and it shows.
- She includes appropriate people in her decisions and follows through on decisions made.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.
- ___ 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.
- Always approachable no matter how busy she is.

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

- Her view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.
- She can always be counted on to do what she commits to.
- I feel ___ is really listening when you talk to her. She always repeats back what she thinks she's hearing, so there is no misunderstanding.
- Building relationships of trust to enhance safety is an important part of our approach.
- I so appreciate that ___ is so on top of everything that we do in payroll.
- ___ is very friendly and expresses genuine care for the staff when she is present.

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

- ___ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- Based on her customer satisfaction scores it is clear she has a strong team in place.
- ___ sometimes uses an intense lecturing style with colleagues which is not effective.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.

Any final comments?

- Her quality of work is good.
- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- ___ is very approachable and always willing to listen.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- I enjoy working with ____. I feel she is honest and has a desire to see improvement in the organization as a whole. Her area is unique which, at times, allows ___ to give a whole new perspective on a subject.
- ___ applied her strong analytical skills to problem solving.