Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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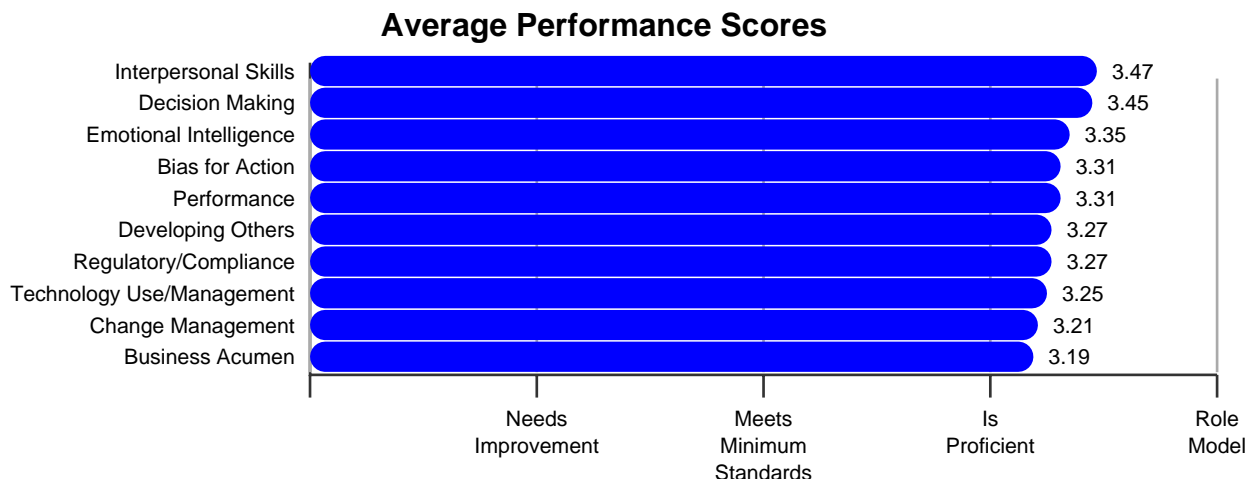
What to Do with Your Feedback

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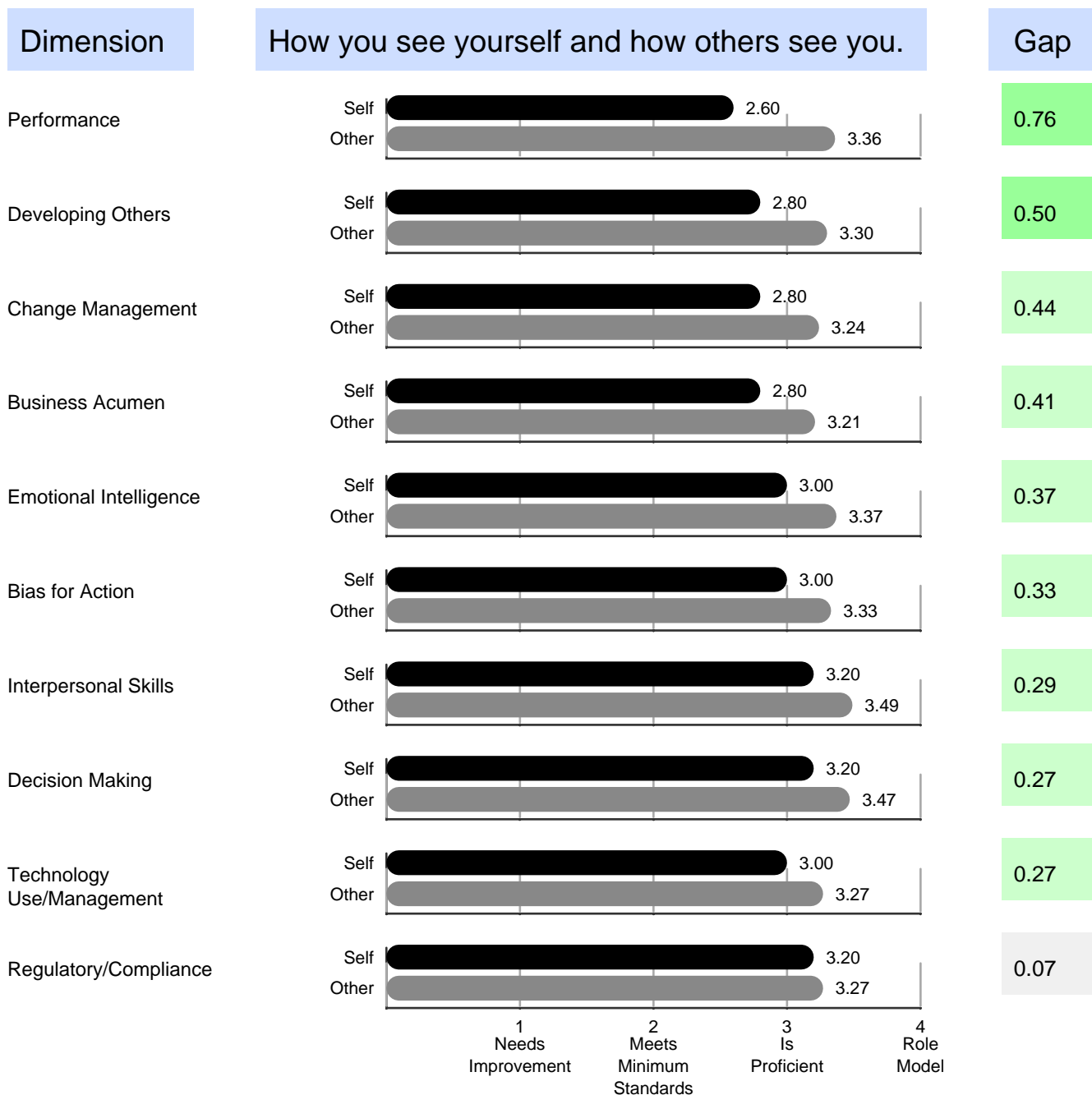
Summary

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

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

Average Performance Scores

Dimension	Score
Interpersonal Skills	3.47
Decision Making	3.45
Emotional Intelligence	3.35
Bias for Action	3.31
Performance	3.31
Developing Others	3.27
Regulatory/Compliance	3.27
Technology Use/Management	3.25
Change Management	3.21
Business Acumen	3.19

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

Gap Analysis

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

Dimension	How you see yourself and how others see you.	Gap
Performance	Self 2.60 / Other 3.36	0.76
Developing Others	Self 2.80 / Other 3.30	0.50
Change Management	Self 2.80 / Other 3.24	0.44
Business Acumen	Self 2.80 / Other 3.21	0.41
Emotional Intelligence	Self 3.00 / Other 3.37	0.37
Bias for Action	Self 3.00 / Other 3.33	0.33
Interpersonal Skills	Self 3.20 / Other 3.49	0.29
Decision Making	Self 3.20 / Other 3.47	0.27
Technology Use/Management	Self 3.00 / Other 3.27	0.27
Regulatory/Compliance	Self 3.20 / Other 3.27	0.07

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

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
1. Effectively manages conflicts by dealing with them directly and immediately	15	3.20	93.3	7%	67%		27%
2. Applies appropriate communication techniques to the situation.	15	3.87	100.0	13%	87%		
3. Is open and approachable	15	3.33	93.3	7%	53%		40%
4. Adapts management style to meet the needs of the individual or situation.	15	3.60	93.3	7%	27%		67%
5. Anticipates the concerns of other employees.	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. Effectively manages conflicts by dealing with them directly and immediately	3.29	3.20	-0.09 ▼
2. Applies appropriate communication techniques to the situation.	3.65	3.87	+0.22 ▲
3. Is open and approachable	3.18	3.33	+0.16 ▲
4. Adapts management style to meet the needs of the individual or situation.	3.41	3.60	+0.19 ▲
5. Anticipates the concerns of other employees.	3.24	3.33	+0.10 ▲

Comments:
- She is professional, reliable, ethical, and thoroughly engaged.   She demonstrates this by showing up every day, providing feedback and stewardship for all her reports.
- ___ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ___, your the best.
- She encourages each staff member to understand each other and to work together in a very positive manner.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff.   My interactions with her and her team are generally separate meetings.   She presents herself well to other leaders in the organization.
- ___ is a very effective communicator and I always felt very well informed as her direct report.

Emotional Intelligence

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. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.20	93.3	7%	60%		33%
7. Is able to control their own emotions.	15	3.20	86.7	13%	53%		33%
8. Is able to express themselves clearly.	15	3.40	93.3	7%	47%		47%
9. Able to understand others' points of view.	15	3.47	93.3	7%	40%		53%
10. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	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. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.24	3.20	-0.04 ▼
7. Is able to control their own emotions.	3.41	3.20	-0.21 ▼
8. Is able to express themselves clearly.	3.24	3.40	+0.16 ▲
9. Able to understand others' points of view.	3.18	3.47	+0.29 ▲
10. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.35	3.47	+0.11 ▲

Comments:
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.
- She's a good and reliable team member.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- ___ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- Dependability, with whatever is needed.
- I am glad ___ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.

Developing Others

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Assesses employees' developmental needs.	15	3.53	100.0		47%	53%	
12. Creates opportunities for professional development.	15	3.27	100.0		73%		27%
13. Creates a work environment that fosters positive feedback to employees.	15	3.33	100.0		67%	33%	
14. Is open to receiving feedback.	15	3.13	86.7	13%	60%	27%	
15. Develops employees by offering and encouraging them to take on new or additional responsibilities.	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. Assesses employees' developmental needs.	3.47	3.53	+0.06 ▲
12. Creates opportunities for professional development.	3.47	3.27	-0.20 ▼
13. Creates a work environment that fosters positive feedback to employees.	3.35	3.33	-0.02 ▼
14. Is open to receiving feedback.	3.18	3.13	-0.04 ▼
15. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.00	3.07	+0.07 ▲

Comments:
- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- She make sure the team effort not only succeed on paper.
- She couldn't be more engaged if she tried.
- Good Team Player! Good decision making skills. A hard worker.
- I really enjoy working with ___.   When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- I feel as though I have a shared decision making relationship with ___ which makes me feel valued.   She supports me and values my opinion.

Bias for 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. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.40	93.3	7%	47%	47%	
17. Completes a large volume of work.	15	3.27	93.3	7%	60%	33%	
18. Encourages risk taking and experimentation to improve performance	14	3.00	92.9	7%	79%	14%	
19. Conveys a sense of urgency about addressing problems and opportunities	15	3.47	100.0	53%	47%		
20. Seeks and utilizes opportunities for continuous learning and self-development.	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. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.65	3.40	-0.25 ▼
17. Completes a large volume of work.	3.47	3.27	-0.20 ▼
18. Encourages risk taking and experimentation to improve performance	3.12	3.00	-0.12 ▼
19. Conveys a sense of urgency about addressing problems and opportunities	3.59	3.47	-0.12 ▼
20. Seeks and utilizes opportunities for continuous learning and self-development.	3.29	3.40	+0.11 ▲

Comments:
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with ___, our customer satisfaction scores will be out of the charts, because her expectations are clear, her communication is superb and there is a lot to learn from her.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- She always responds in a timely manner and stays organized.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- 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.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.

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
21. ...Produce Quality	15	3.53	100.0			47%	53%
22. Shown significant improvement in job performance.	15	3.00	80.0	20%	60%		20%
23. Effective in performing his/her job.	15	2.87	80.0	20%	73%		7%
24. ...Overall Performance	15	3.47	100.0			53%	47%
25. Effectively organizes resources and plans	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. ...Produce Quality	3.35	3.53	+0.18 ▲
22. Shown significant improvement in job performance.	3.00	3.00	
23. Effective in performing his/her job.	2.88	2.87	-0.02 ▼
24. ...Overall Performance	3.00	3.47	+0.47 ▲
25. Effectively organizes resources and plans	3.76	3.67	-0.10 ▼

Comments:
- She has great sense of vision and purpose for the division and organization as a whole.
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- She sets a good example for personal growth.
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- Norm made an excellent choice by selecting ___ to lead [CompanyName].
- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.

Decision Making

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Asks for additional information when making critical decisions.	15	3.40	93.3	7%	47%	47%	
27. Is able to make decisions quickly.	15	3.33	93.3	7%	53%	40%	
28. Seeks input from key people who should be involved in, or will be affected by, decisions	15	3.53	100.0		47%	53%	
29. Does not lose sight of the big picture when making decisions	15	3.67	100.0		33%	67%	
30. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	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. Asks for additional information when making critical decisions.	3.53	3.40	-0.13	▼
27. Is able to make decisions quickly.	3.12	3.33	+0.22	▲
28. Seeks input from key people who should be involved in, or will be affected by, decisions	3.41	3.53	+0.12	▲
29. Does not lose sight of the big picture when making decisions	3.59	3.67	+0.08	▲
30. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	3.41	3.33	-0.08	▼

Comments:
- She is an excellent Manager!
- ___ is a strong advocate for both the customer and staff.
- ___ has excellent communication skills.
- Timely follow through.
- ___ does a great job investigating an issue thinking it through before she takes action.
- ___, more than most, takes what we've learned and implements changes.

Change 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
31. Effective in dealing with ambiguous and challenging situations.	15	3.20	86.7	13%	53%		33%
32. Adopts changes to set and example for others to follow.	15	3.40	100.0		60%		40%
33. Assists others in understanding changes to the organization.	15	3.20	86.7	13%	53%		33%
34. Supports new initiatives for organizational changes to improve effectiveness.	15	3.27	93.3	7%	60%		33%
35. Works cooperatively with others to implement changes.	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. Effective in dealing with ambiguous and challenging situations.	3.18	3.20	+0.02 ▲
32. Adopts changes to set and example for others to follow.	3.35	3.40	+0.05 ▲
33. Assists others in understanding changes to the organization.	3.18	3.20	+0.02 ▲
34. Supports new initiatives for organizational changes to improve effectiveness.	2.88	3.27	+0.38 ▲
35. Works cooperatively with others to implement changes.	3.18	3.00	-0.18 ▼

Comments:
- ___ exemplifies all of these qualities.
- ___ 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.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- Her years of experience and wisdom are generously shared and appreciated.
- ___ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.

Technology Use/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
36. Supports technical training and development of employees.	15	3.20	93.3	7%	67%		27%
37. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.27	93.3	7%	60%		33%
38. Proficient in the use of technical systems and processes.	15	3.27	86.7	13%	47%		40%
39. Adopts the implementation of new technology into the workplace.	15	3.13	86.7	13%	60%		27%
40. Maximizes the use of new technology to deliver products and services.	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. Supports technical training and development of employees.	3.18	3.20	+0.02 ▲
37. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.35	3.27	-0.09 ▼
38. Proficient in the use of technical systems and processes.	3.24	3.27	+0.03 ▲
39. Adopts the implementation of new technology into the workplace.	3.59	3.13	-0.45 ▼
40. Maximizes the use of new technology to deliver products and services.	3.29	3.40	+0.11 ▲

Comments:
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- I have not seen a lot of shared decision making. What I have see is her telling them what she needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again she has not had a lot of time to do this.
- ___ 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!
- She is a strength that supports department morale and work flow.
- ___ continually is analyzing our current states and identifying areas that we can improve.

Regulatory/Compliance

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. Complies with regulatory requirements for the state.	15	3.33	93.3	7%	53%	40%	
42. Keeps informed of various regulations and procedures.	15	3.33	93.3	7%	53%	40%	
43. Complies with trade agreements affecting international companies.	15	3.13	86.7	13%	60%	27%	
44. Ensures the company meets legal requirements/standards regarding employees.	15	3.00	86.7	13%	73%	13%	
45. Keeps up-to-date with legislation affecting employees.	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. Complies with regulatory requirements for the state.	3.29	3.33	+0.04 ▲
42. Keeps informed of various regulations and procedures.	3.41	3.33	-0.08 ▼
43. Complies with trade agreements affecting international companies.	3.35	3.13	-0.22 ▼
44. Ensures the company meets legal requirements/standards regarding employees.	3.18	3.00	-0.18 ▼
45. Keeps up-to-date with legislation affecting employees.	3.35	3.53	+0.18 ▲

Comments:
- ___ has been an excellent assistant manager.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- ___ is highly professional in her everyday work.
- ___ has a great strength in process improvement-maybe even more than people around her realize.   She has kind of a quiet strength in this area.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.

Business Acumen

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. Understands complex issues and problems.	15	3.00	86.7	13%	73%		13%
47. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	3.20	93.3	7%	60%		33%
48. Applies the knowledge of work processes to influence the achievement of business goals	15	3.20	93.3	7%	67%		27%
49. Able to align resources to meet the business needs of the company.	15	3.40	93.3	7%	47%		47%
50. Asks the 'right' questions to size up or evaluate situations.	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. Understands complex issues and problems.	3.24	3.00	-0.24 ▼
47. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.00	3.20	+0.20 ▲
48. Applies the knowledge of work processes to influence the achievement of business goals	3.18	3.20	+0.02 ▲
49. Able to align resources to meet the business needs of the company.	3.35	3.40	+0.05 ▲
50. Asks the 'right' questions to size up or evaluate situations.	3.29	3.13	-0.16 ▼

Comments:
- ___ has been instrumental in the working relationship of our department.
- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- ___ is an outstanding manager.
- ___ is always working to include staff in a shared decision making processes.
- She makes me feel like an important and valued team member.

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?

- ___ is a valuable resource to the organization and the team.
- Building relationships of trust to enhance safety is an important part of our approach.
- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- she is open and willing to share her vision for the team.
- She has also greatly improved her communication.
- ___ 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.

What do you like best about working with this individual?

- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- ___ excels at customer service and keeping our team focused on the customer.
- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- ___ makes a concerted effort to ensure that the right people are in the right jobs.
- ___ is very approachable and always willing to listen.

What do you like least about working with this individual?

- A willingness and flexibility to pitch in help where needed is important.
- You could check for clarity in expectations more frequently.
- ___ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- When dealing with HR issues my HR business partner is always involved.
- I have appreciated partnering with ___ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the deptartment. and roles of various employees.   Her support during this transition was extremely helpful to me.
- ___ 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 strengths?

- Overall ___ is highly competent and brings a fresh perspective to the Engineering department.
- The outcomes and expectations are not clearly defined on a regular basis.   Sometimes the expectations are vague and it's hard to get a set answer.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- Her time has been in huge demand on the [CompanyName] operations side, which has not allowed her to do as much professional development for herself that she would like.
- ___ is very supportive, knowledgeable, and a consummate professional.   She leads by example and has no problem rolling up her sleeves and providing support when needed.
- ___ is a wonderful collaborator and leader.   It is a treat to be able to work with her.

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

- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- ___ is a wonderful collaborator and leader.   It is a treat to be able to work with her.
- She makes me feel like an important and valued team member.
- ___ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- My interaction with ___ is very limited, but when I have requested time with her, she makes time for me.
- I am glad ___ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.

Any final comments?

- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.
- What I like is her standard line what resources do you need from me to make this work?
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- 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.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- Over this past year ___ has demonstrated ambition and the desire for professional growth in her new role as CIO.