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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.

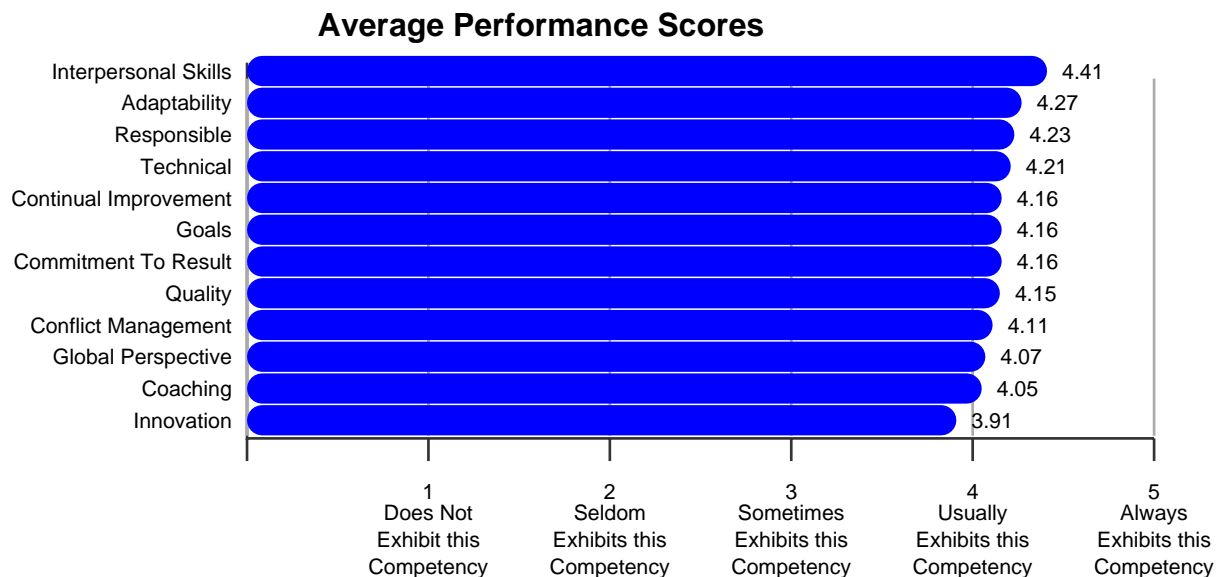
## What to Do with Your Feedback

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

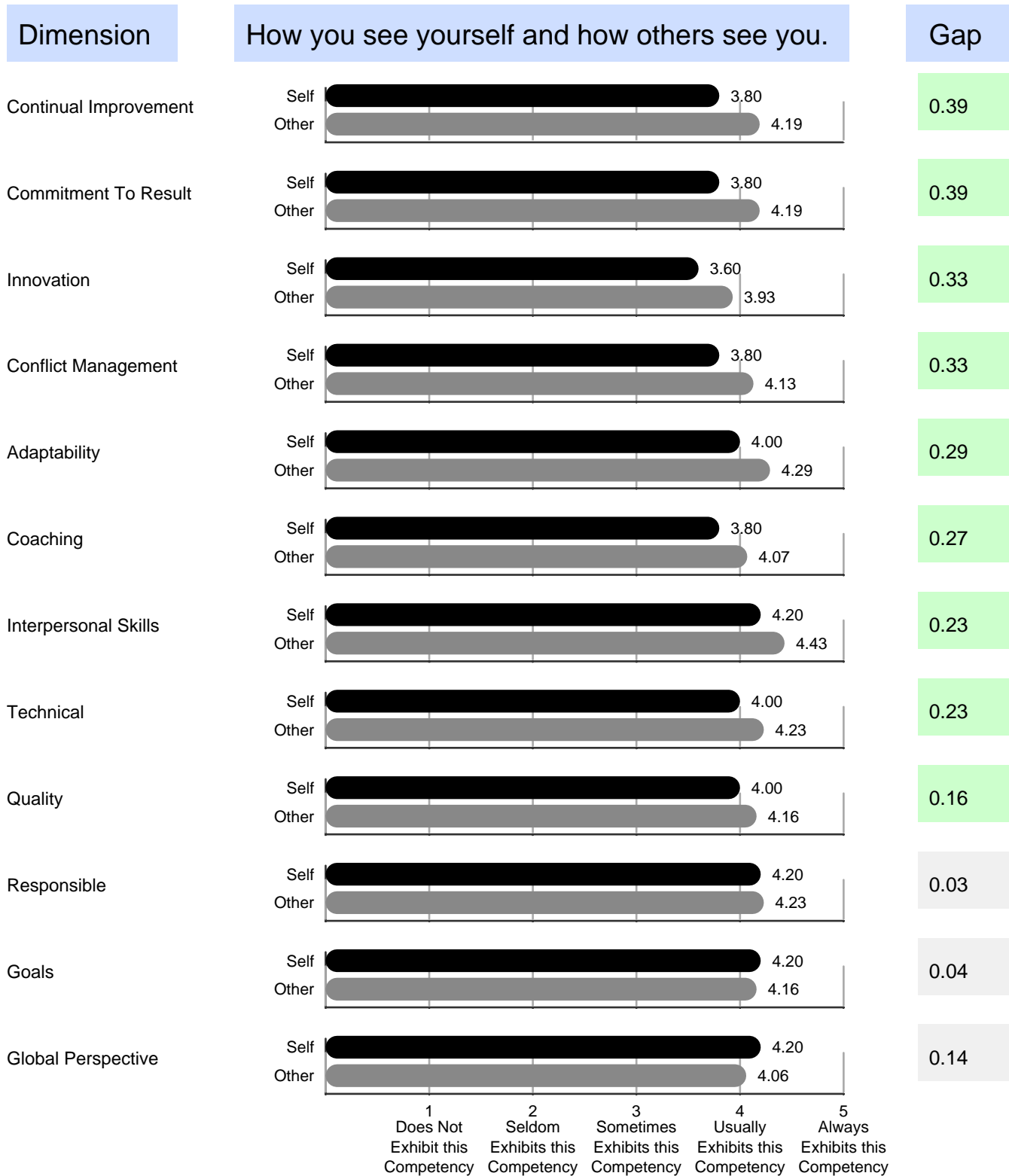
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



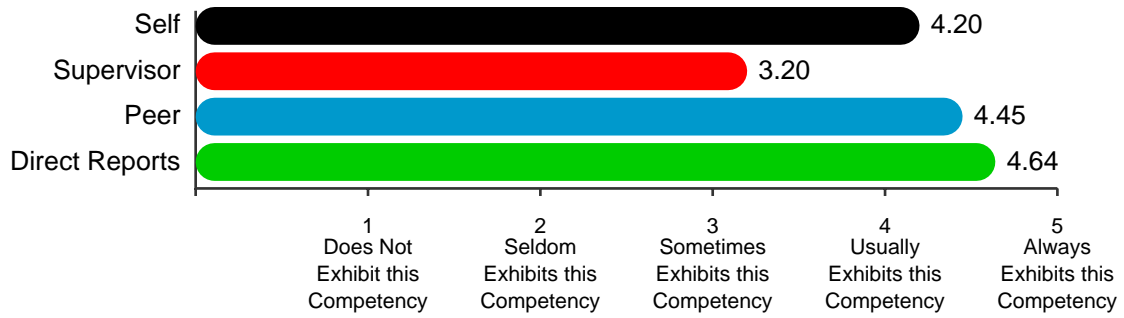
## Gap Analysis

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.



# Interpersonal Skills

## Summary Scores



1. Provides constructive feedback in a way that fosters acceptance and development.



2. Uses knowledge and charisma rather than position, power, or coercion to influence others



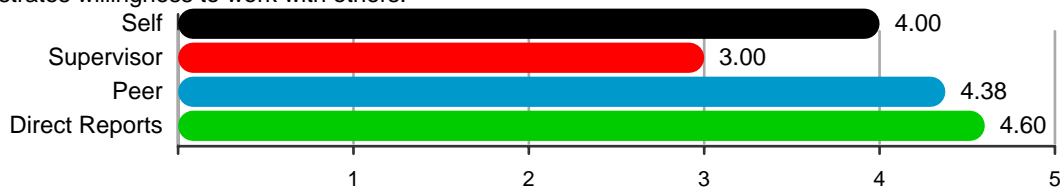
3. Is a role model for others



4. Uses tact, compassion, and sensitivity in interactions with others.



5. Demonstrates willingness to work with 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

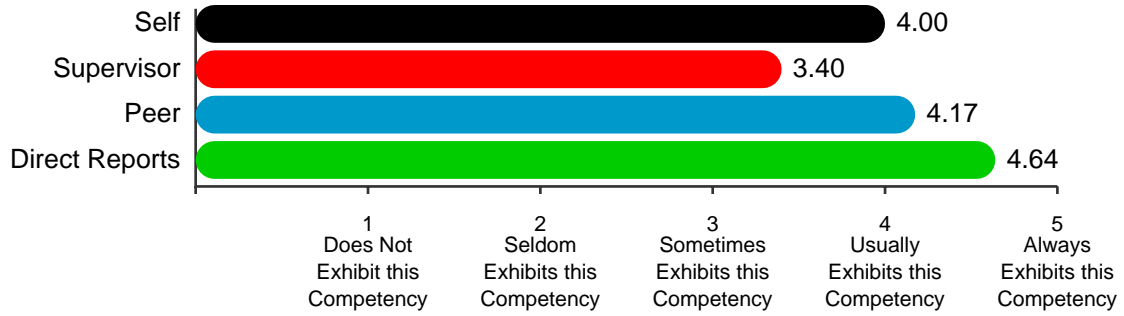
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Provides constructive feedback in a way that fosters acceptance and development.	15	4.20	93.3	7%		67%		27%
2. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	4.87	100.0	13%		87%		
3. Is a role model for others	15	4.27	93.3	7%		60%		33%
4. Uses tact, compassion, and sensitivity in interactions with others.	15	4.40	86.7	13%	33%		53%	
5. Demonstrates willingness to work with others.	15	4.33	93.3	7%		53%		40%

### Comments:

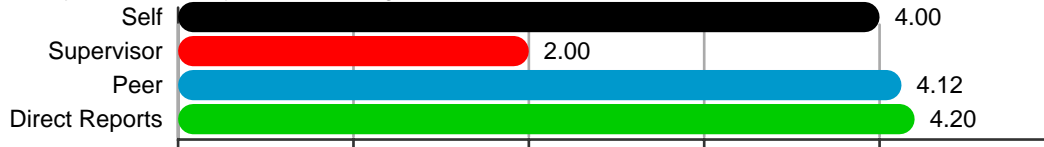
- \_\_\_ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.
- She values our feedback and takes our recommendations seriously.
- She has deep technical expertise in a number of areas of human resource management.
- \_\_\_ is creative and has great ideas and she's quick to implement her ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- \_\_\_ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and to the point.
- She is open to new ideas and ways to improve the service we provide.

# Adaptability

## Summary Scores



6. Able to quickly learn new ways of performing their job.



7. Flexible and open to new ideas and encourages others to value change.



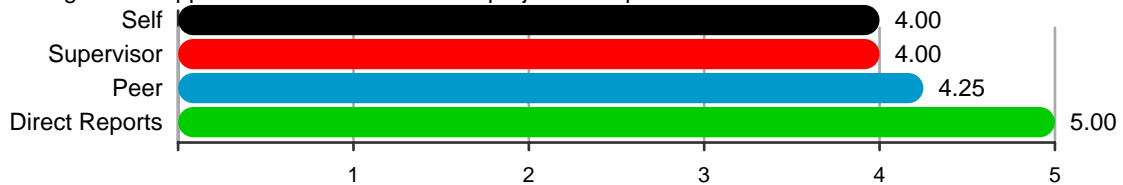
8. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.



9. Is proactive and takes steps to prepare for changes in the workplace.



10. Develops insights and applies innovative solutions to projects and problems.



## Level of Skill

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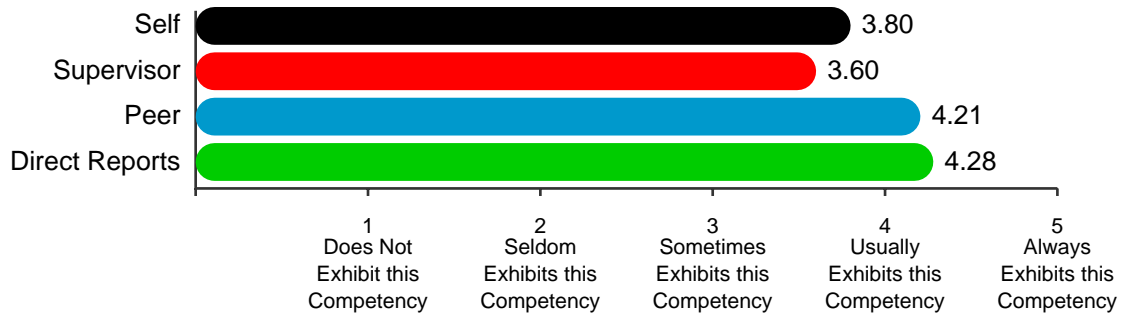
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Able to quickly learn new ways of performing their job.	15	4.00	80.0	7%	13%	53%	27%	
7. Flexible and open to new ideas and encourages others to value change.	15	4.07	80.0		20%	53%	27%	
8. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	15	4.33	93.3	7%	47%		47%	
9. Is proactive and takes steps to prepare for changes in the workplace.	15	4.47	93.3	7%	40%		53%	
10. Develops insights and applies innovative solutions to projects and problems.	15	4.47	93.3	7%	40%		53%	

### Comments:

- \_\_\_ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.
- \_\_\_ is a very effective leader and excellent communicator.
- I think \_\_\_ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- Is empathetic, understanding, and dependable.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- \_\_\_ not only values and listens to her staff she also gives them the support they need.

# Continual Improvement

## Summary Scores



### 11. Looks for ways to expand and learn new job skills.



### 12. Open to the suggestions from others.



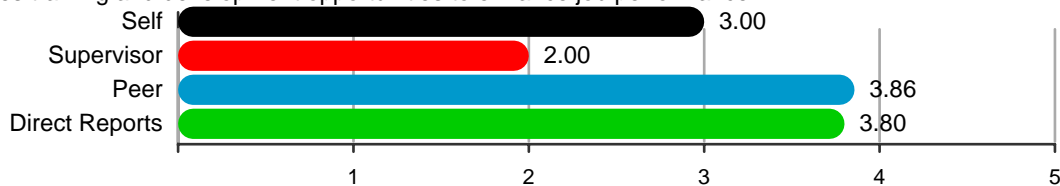
### 13. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.



### 14. Analyzes processes to determine areas for improvement.



### 15. Promotes training and development opportunities to enhance job performance.





## Level of Skill

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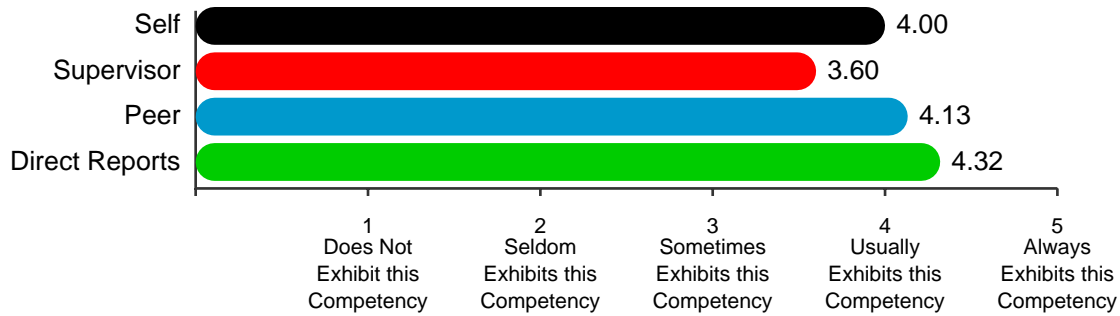
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Looks for ways to expand and learn new job skills.	15	4.60	100.0			40%	60%	
12. Open to the suggestions from others.	15	4.27	100.0			73%		27%
13. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	4.33	100.0			67%		33%
14. Analyzes processes to determine areas for improvement.	15	3.93	73.3	27%		53%		20%
15. Promotes training and development opportunities to enhance job performance.	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- Positive energy and a team player.
- I feel \_\_\_ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel she excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- 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.
- 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.
- She is covering areas that she has not done for a long time or totally new to her so needs to learn these areas.
- 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.

# Quality

## Summary Scores



16. Always strives to produce the highest quality work products.



17. Encourages others to produce the highest quality work products.



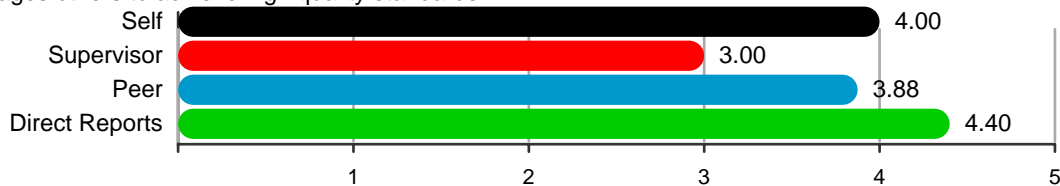
18. Reflects on what is working and what could be improved.



19. Analyze what occurred and re-adjusts accordingly when goals are not met.



20. Encourages others to achieve high quality standards.



## Level of Skill

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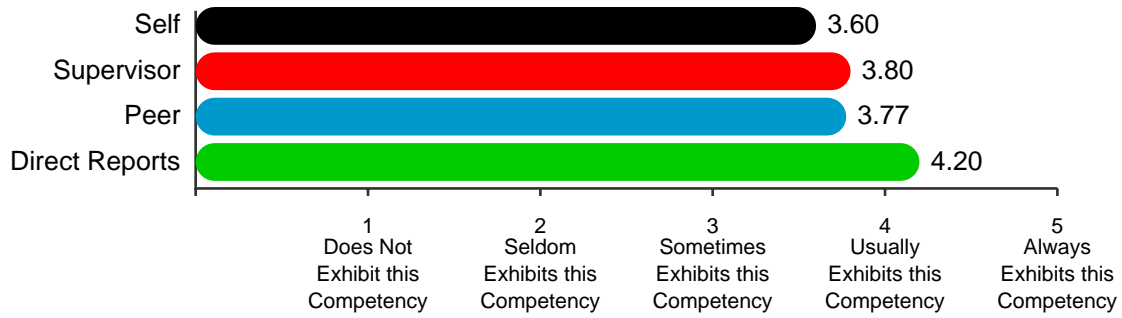
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Always strives to produce the highest quality work products.	15	4.33	86.7	13%	40%	47%		
17. Encourages others to produce the highest quality work products.	15	4.27	93.3	7%	60%	33%		
18. Reflects on what is working and what could be improved.	14	4.00	92.9	7%	86%	7%		
19. Analyze what occurred and re-adjusts accordingly when goals are not met.	14	4.14	85.7	7%	7%	50%	36%	
20. Encourages others to achieve high quality standards.	15	4.00	66.7	7%	27%	27%	40%	

### Comments:

- The department is lucky to have her.
- She would benefit from soliciting more feedback and pushing others to do more.
- Don't work with her enough to observe the vast majority of these items.
- Knowledge, experience, and the will to help when help is needed.
- \_\_\_ would be my choice for permanent manager of the department.
- \_\_\_ is a good leader because she gives examples through her own behavior.

# Innovation

## Summary Scores



21. Analyzes current procedures and identifies opportunities for improvement.



22. Develops new products and services.



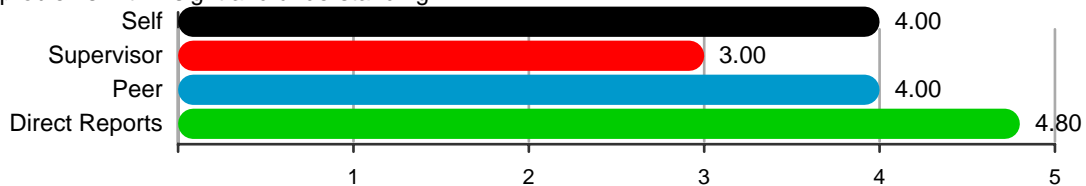
23. Suggests new ideas at meetings.



24. Challenges current procedures to develop other alternatives.



25. Solves problems with insight and understanding.



### Level of Skill

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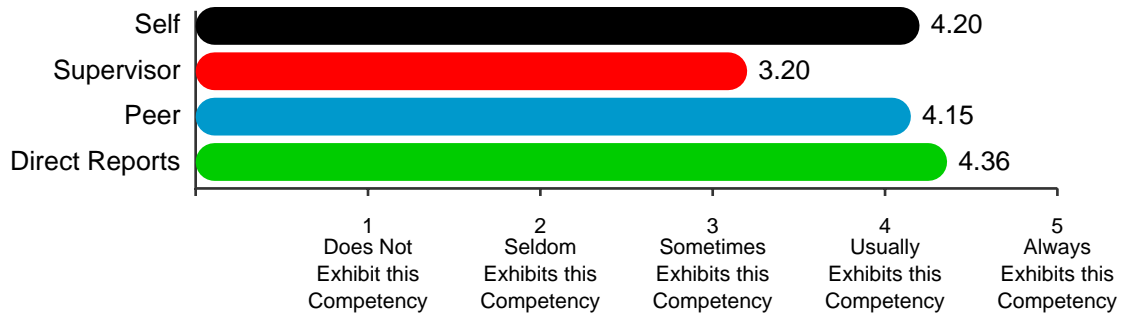
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Analyzes current procedures and identifies opportunities for improvement.	15	4.00	66.7	13%	20%	20%	47%	
22. Develops new products and services.	15	3.47	53.3	13%	33%		47%	7%
23. Suggests new ideas at meetings.	15	3.60	66.7	13%	20%		60%	7%
24. Challenges current procedures to develop other alternatives.	15	4.27	86.7	7%	7%	40%	47%	
25. Solves problems with insight and understanding.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

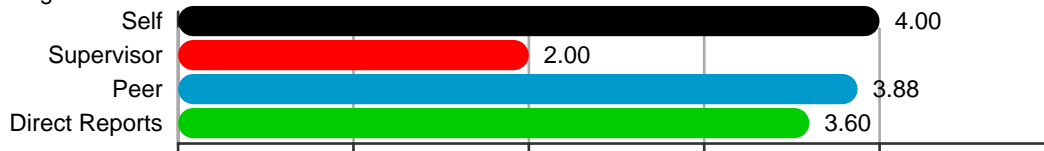
- \_\_\_ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- She has taken the initiative to always be finding new ways to grow both professionally and personally.
- \_\_\_ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- I have not observed \_\_\_'s interaction with the members of her team. \_\_\_ consistently communicates openly in my interactions with her.
- I know that \_\_\_ would want me to include suggestions on how she could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader. Maybe allow Christmas decor before December?
- \_\_\_ has been the best manager by far we have had in this department. She encourages personal growth with making sure we have time to attend classes offered to us.

# Goals

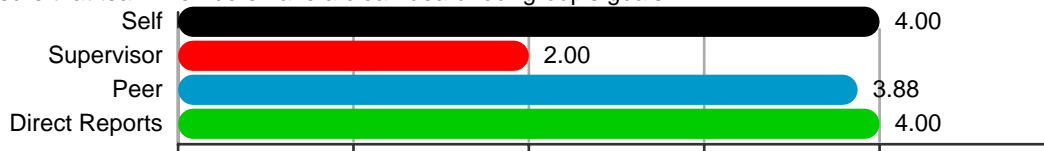
## Summary Scores



## 26. Goal Setting



## 27. Makes sure that team members have a clear idea of our group's goals.



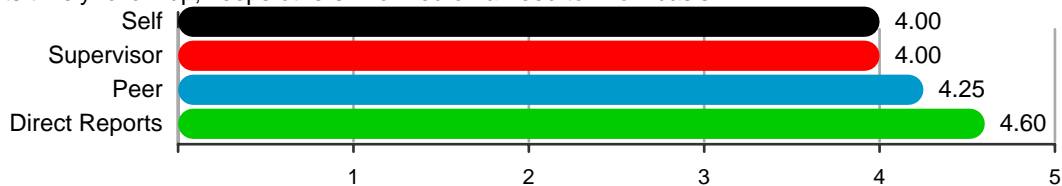
## 28. Achieves goals.



## 29. Establishes and documents goals and objectives.



## 30. Conducts timely follow-up; keeps others informed on a need to know basis.



## Level of Skill

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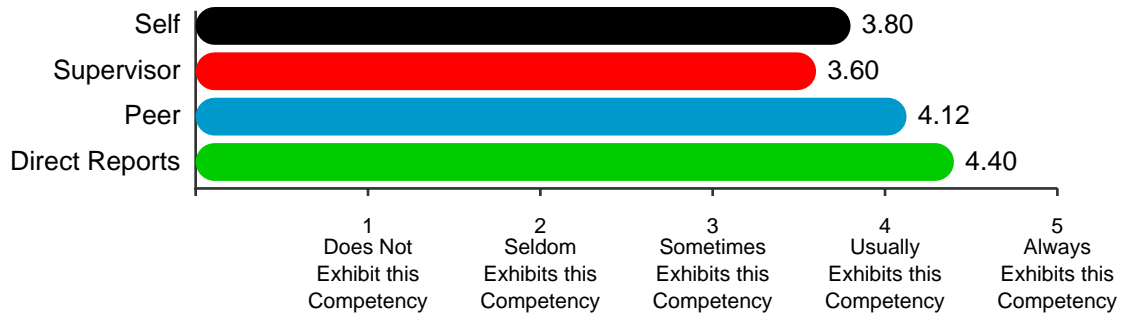
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Goal Setting	15	3.67	66.7	20%	13%	47%	20%	
27. Makes sure that team members have a clear idea of our group's goals.	15	3.80	73.3	20%	7%	47%	27%	
28. Achieves goals.	15	4.33	86.7		13%	40%	47%	
29. Establishes and documents goals and objectives.	15	4.67	100.0			33%	67%	
30. Conducts timely follow-up; keeps others informed on a need to know basis.	15	4.33	100.0			67%	33%	

### Comments:

- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- What I like is her standard line what resources do you need from me to make this work?
- I appreciate her openness and availability to all the staff.
- \_\_\_ is so attentive to the needs of our department and to the needs of individuals.
- I appreciate her receptiveness and openness and her sense of humor.
- Provide more clarity. Increase your technical knowledge.

# Commitment To Result

## Summary Scores



31. Maintains persistence and dedication to achieving results.



32. Able to focus on a task even when working alone.



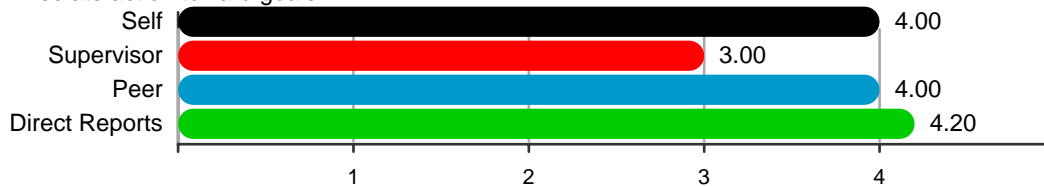
33. Willing to do whatever it takes-not afraid to have to put in extra effort.



34. Creates a sense of urgency among the store team members to complete activities, which drive sales.



35. Takes immediate action toward goals.





## Level of Skill

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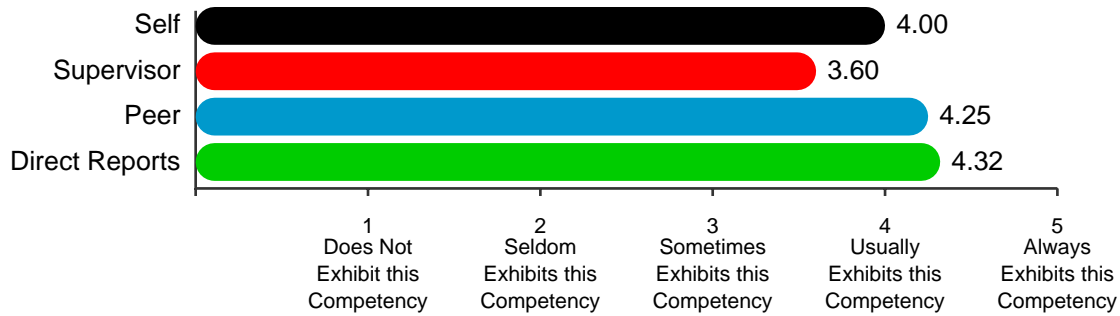
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Maintains persistence and dedication to achieving results.	15	4.07	80.0	20%		53%		27%
32. Able to focus on a task even when working alone.	15	4.47	100.0		53%		47%	
33. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	4.13	80.0	20%		47%		33%
34. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	4.13	86.7	13%		60%		27%
35. Takes immediate action toward goals.	15	4.00	80.0	20%		60%		20%

### Comments:

- Demonstrates a focus on the business goals through task prioritization.
- \_\_\_ is a definite asset to the organization. She is a creative thinker and a strong leader.
- She clearly assigns our responsibilities by our individual strengths.
- When in need, she picks the appropriate person to conquer a task or assignment. She delegates well and seems to know who best to direct projects, questions and or initiatives to.
- \_\_\_ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on \_\_\_ to stand her ground and take care of her employees / department.
- I think \_\_\_ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower her and are willing to follow.

# Technical

## Summary Scores



36. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



37. Seeks information from others as needed.



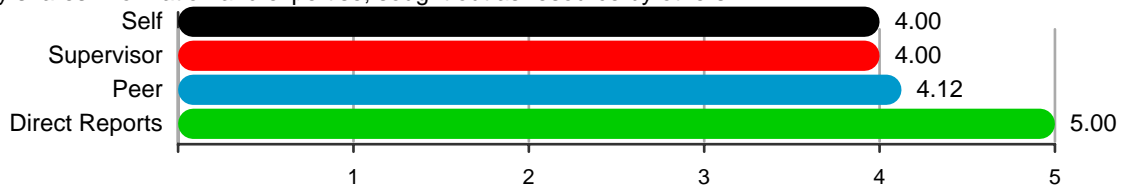
38. Demonstrates mastery of the technical competencies required in his/her work.



39. Knows how to produce high quality products/work.



40. Willingly shares information and expertise; sought out as resource by others



## Level of Skill

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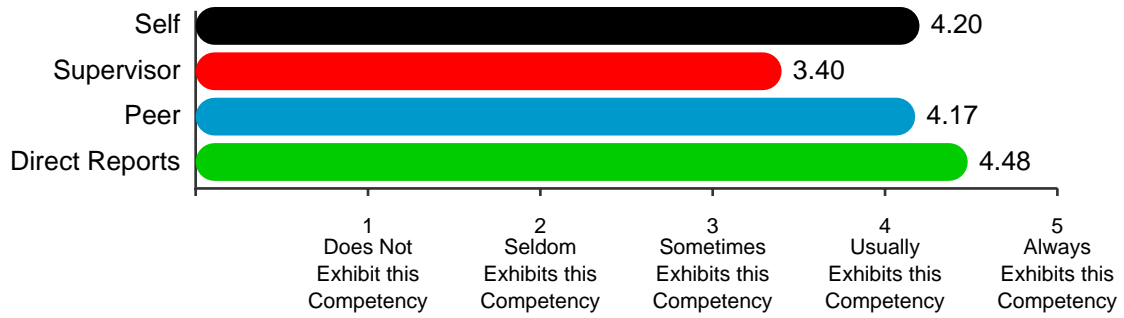
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	4.33	100.0				67%	33%
37. Seeks information from others as needed.	15	3.93	80.0	13%	7%		53%	27%
38. Demonstrates mastery of the technical competencies required in his/her work.	15	4.27	86.7			13%	47%	40%
39. Knows how to produce high quality products/work.	15	4.13	86.7			13%	60%	27%
40. Willingly shares information and expertise; sought out as resource by others	15	4.40	93.3			7%	47%	47%

### Comments:

- \_\_\_ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.
- I enjoy working with \_\_\_; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.
- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- I think \_\_\_ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- \_\_\_ is a great team player with an employee safety and satisfaction focus.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.

# Responsible

## Summary Scores



41. ...takes personal responsibility for results.



42. Behavior is ethical and honest.



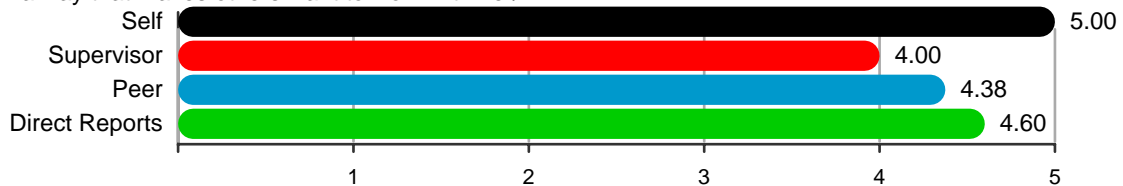
43. Completes assigned work tasks.



44. Sets a good example



45. Works in a way that makes others want to work with her/him.



### Level of Skill

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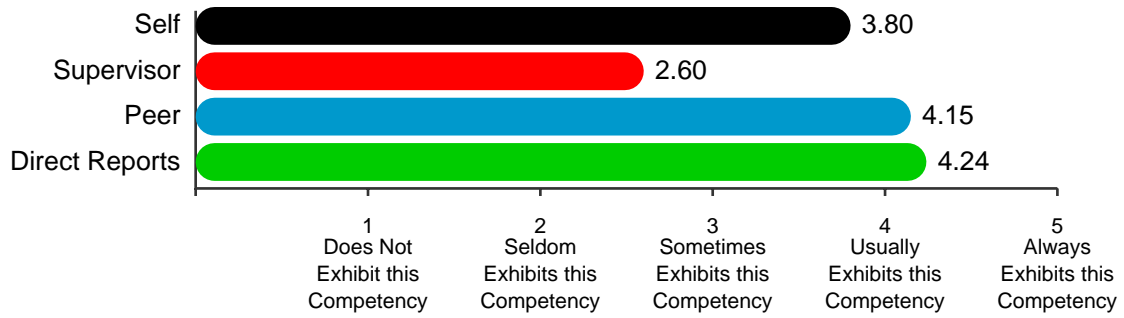
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. ...takes personal responsibility for results.	15	4.33	93.3	7%		53%	40%	
42. Behavior is ethical and honest.	15	4.20	80.0	20%		40%	40%	
43. Completes assigned work tasks.	15	4.13	86.7	13%		60%	27%	
44. Sets a good example	15	4.00	86.7	13%		73%		13%
45. Works in a way that makes others want to work with her/him.	15	4.47	93.3	7%		40%	53%	

Comments:

- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- I appreciate her style and support.
- She knows her material and obviously loves the continued learning that defines best practices.
- I know \_\_\_ is working with her director and HR business partner in understanding her role as a operational manager.
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- \_\_\_ is a great manager. Very supportive of her staff.

# Coaching

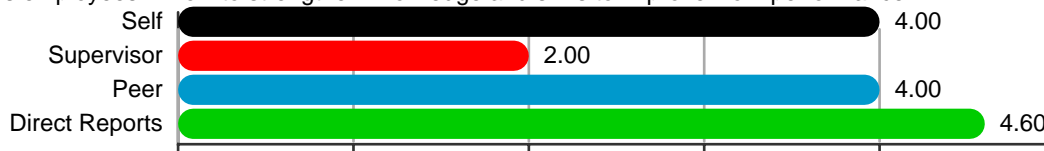
## Summary Scores



46. Addresses employee behavior problems effectively.



47. Coaches employees in how to strengthen knowledge and skills to improve work performance.



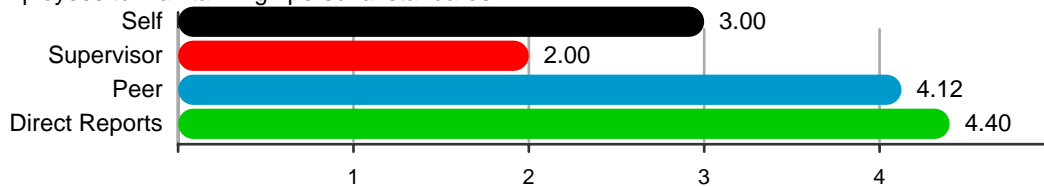
48. Conducts regular performance appraisals and feedback.



49. Helps employees to understand responsibilities, authority, and expectations.



50. Helps employees to maintain high personal standards.



## Level of Skill

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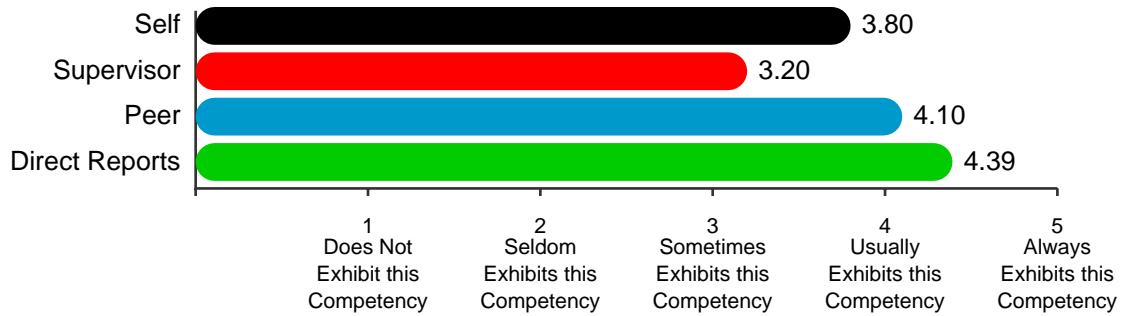
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Addresses employee behavior problems effectively.	15	3.87	80.0	7%	13%	67%	13%	
47. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	4.07	86.7	13%	53%	33%		
48. Conducts regular performance appraisals and feedback.	15	4.13	86.7	13%	60%	27%		
49. Helps employees to understand responsibilities, authority, and expectations.	15	4.20	86.7	7%	7%	47%	40%	
50. Helps employees to maintain high personal standards.	15	4.00	73.3	13%	13%	33%	40%	

### Comments:

- 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.
- \_\_\_ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- I think \_\_\_ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.
- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- \_\_\_ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- What I like is her standard line what resources do you need from me to make this work?

# Conflict Management

## Summary Scores



### 51. Deals effectively with employee grievances.



### 52. Clearly expresses expectations to others.



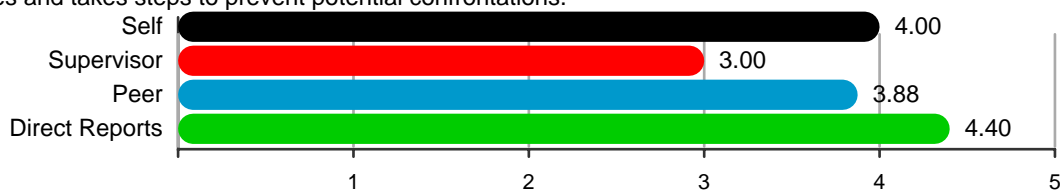
### 53. Discusses conflict situations with supervisor.



### 54. Helps employees to think through alternative ways to resolve conflict situations.



### 55. Identifies and takes steps to prevent potential confrontations.





## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

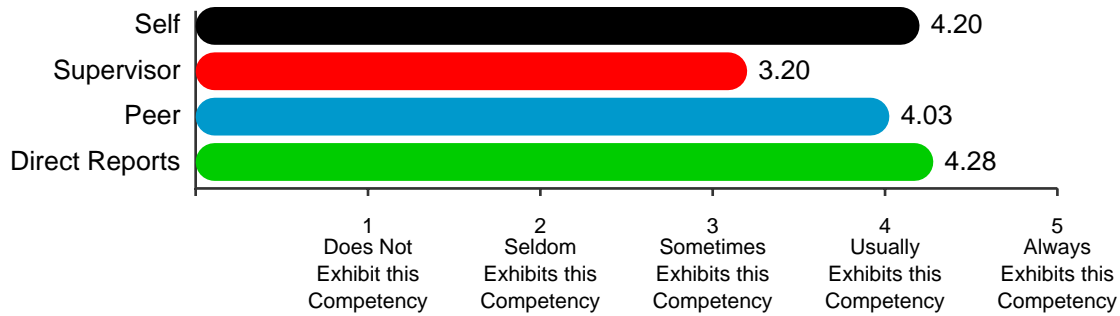
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Deals effectively with employee grievances.	14	4.14	92.9	7%		71%		21%
52. Clearly expresses expectations to others.	14	4.21	85.7	14%		50%		36%
53. Discusses conflict situations with supervisor.	15	4.13	80.0	20%		47%		33%
54. Helps employees to think through alternative ways to resolve conflict situations.	15	4.07	80.0	20%		53%		27%
55. Identifies and takes steps to prevent potential confrontations.	15	4.00	80.0	20%		60%		20%

### Comments:

- I value \_\_\_'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- \_\_\_ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- Be being better organized. It would help with prioritizing.
- \_\_\_ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- \_\_\_ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- She is very supportive of cross training and learning new skills.

# Global Perspective

## Summary Scores



56. Aligns personal vision with global strategies.



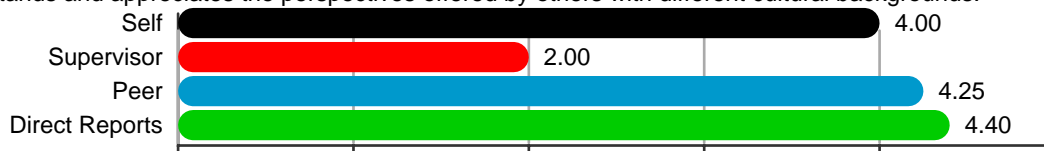
57. Considers customers point of view when making decisions.



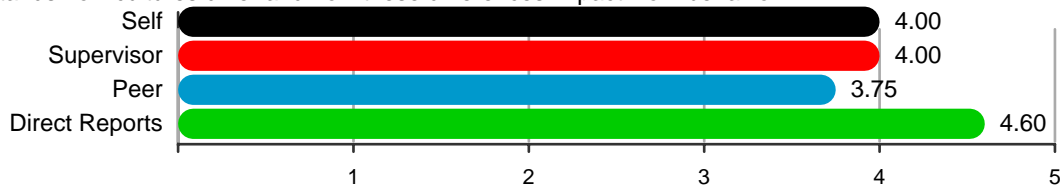
58. Accepts setbacks and challenges in foreign markets as improvement opportunities



59. Understands and appreciates the perspectives offered by others with different cultural backgrounds.



60. Understands how cultures differ and how these differences impact work behavior.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
56. Aligns personal vision with global strategies.	15	3.87	66.7			33%	47%	20%
57. Considers customers point of view when making decisions.	15	4.07	86.7			13%	67%	20%
58. Accepts setbacks and challenges in foreign markets as improvement opportunities	15	4.20	93.3			7%	67%	27%
59. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	15	4.13	93.3	7%			67%	27%
60. Understands how cultures differ and how these differences impact work behavior.	15	4.07	86.7	7%	7%		60%	27%

### Comments:

- \_\_\_ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- \_\_\_ has a lot of knowledge in competency models and is passing that on to her teams.
- \_\_\_ is deeply invested in the Labor and Delivery unit and it is obvious that her focus is in making it the top choice for customers and employees.
- \_\_\_ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- She has grown as a manager in the last few months and it shows.
- I really appreciate her as a member of the team.

## 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?

- \_\_\_ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- One of the main reasons I am here is because of \_\_\_.
- \_\_\_ 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.
- 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.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- She is a great leader.

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

- \_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.
- She is very supportive of us and the job we do.
- Delegates often with little to no direction.
- She keeps focused on things that are important for her department to run smoothly.
- \_\_\_ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- Norm made an excellent choice by selecting \_\_\_ to lead [CompanyName].

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

- \_\_\_ is a great partner in Systems Implementation.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- \_\_\_ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- She is in an often times impossible position and is doing well all things considered
- \_\_\_ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.
- \_\_\_ is determined to help make [CompanyName] successful.

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

- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- I respect \_\_\_ and have turned to her for advice.
- \_\_\_ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- She truly is the best Manager I have ever had.
- \_\_\_ consistently asks how the day is going, if she can help us at all.
- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate her candor and feedback.

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

- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.
- I respect \_\_\_ and have turned to her for advice.
- Needs to have more face-to-face communications with other employees in the company.
- \_\_\_ takes the time to understand her team and the strengths that each team member brings to the organization.
- She is smart, quick, compassionate, and thorough.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.

### Any final comments?

- 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 a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- \_\_\_ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.
- \_\_\_ leads by example. Great Employee engagement.
- She is the only manager in the department to help us when we are short.
- When I bring a problem to \_\_\_ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.