



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

November 2025

# 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.

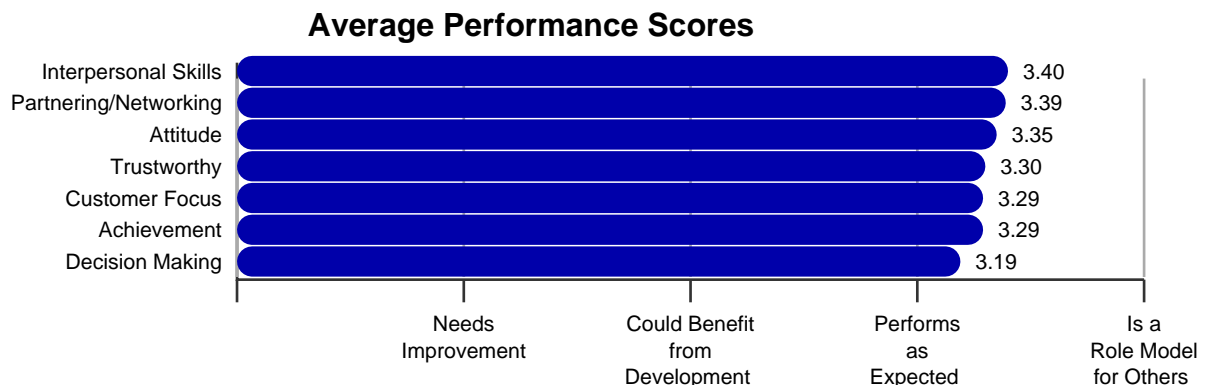
## What to Do with Your Feedback

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

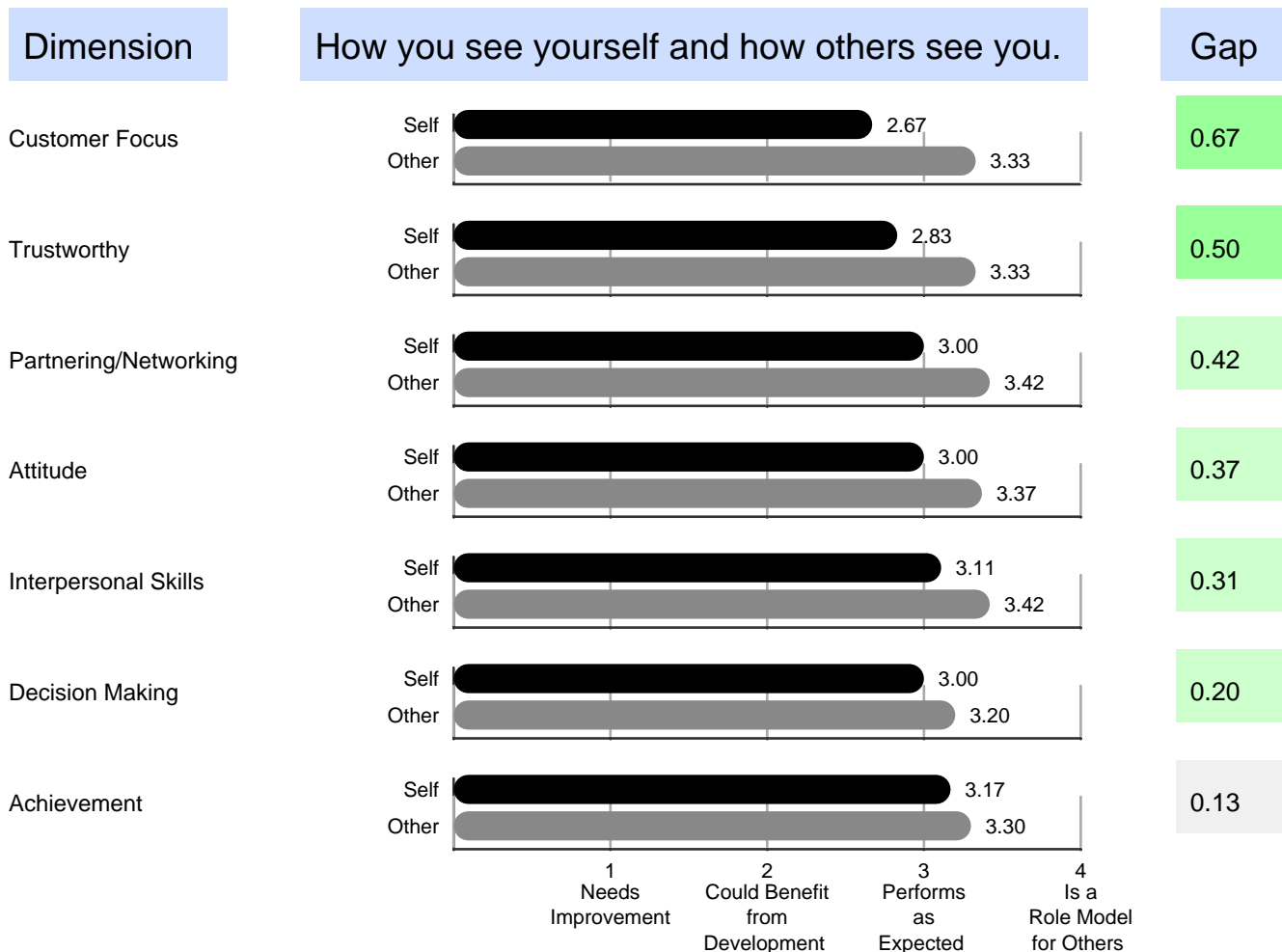
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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

### 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 (Is a Role Model for Others).

| Item   | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 1. Communicates initiatives in a clear and actionable manner to employees. | 15 | 3.20 | 93.3  | 7%                | 67%                            |                      | 27%                        |
| 2. Builds strong relationships with team members.                          | 15 | 3.87 | 100.0 | 13%               | 87%                            |                      |                            |
| 3. Is a highly respected individual in the company.                        | 15 | 3.33 | 93.3  | 7%                | 53%                            |                      | 40%                        |
| 4. Considers the other individual's point of view.                         | 15 | 3.60 | 93.3  | 7%                | 27%                            | 67%                  |                            |
| 5. Is open and approachable  | 15 | 3.33 | 93.3  | 7%                | 53%                            |                      | 40%                        |
| 6. Demonstrates good communication with colleagues and customers.          | 15 | 3.20 | 93.3  | 7%                | 60%                            |                      | 33%                        |
| 7. Is willing to lend a hand to those in the department who need help.     | 15 | 3.20 | 86.7  | 13%               | 53%                            |                      | 33%                        |
| 8. Honest about owning up to mistakes made.                                | 15 | 3.40 | 93.3  | 7%                | 47%                            |                      | 47%                        |
| 9. Easily approachable.  | 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   | 2024 | 2025 | Change  |
|--|------|------|---------|
| 1. Communicates initiatives in a clear and actionable manner to employees. | 3.29 | 3.20 | -0.09 ▼ |
| 2. Builds strong relationships with team members.                          | 3.65 | 3.87 | +0.22 ▲ |
| 3. Is a highly respected individual in the company.                        | 3.18 | 3.33 | +0.16 ▲ |
| 4. Considers the other individual's point of view.                         | 3.41 | 3.60 | +0.19 ▲ |
| 5. Is open and approachable  | 3.24 | 3.33 | +0.10 ▲ |
| 6. Demonstrates good communication with colleagues and customers.          | 3.24 | 3.20 | -0.04 ▼ |
| 7. Is willing to lend a hand to those in the department who need help.     | 3.41 | 3.20 | -0.21 ▼ |
| 8. Honest about owning up to mistakes made.                                | 3.24 | 3.40 | +0.16 ▲ |
| 9. Easily approachable.  | 3.18 | 3.47 | +0.29 ▲ |

#### Comments:

- \_\_\_ has high expectations of herself and her employees. She does an excellent job of managing the department.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- I have found that when \_\_\_ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.

- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.

# Trustworthy

## Level of Skill

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

| Item   | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 10. Takes ownership, delivers on commitments   | 15 | 3.47 | 93.3  | 7%                | 40%                            | 53%                  |                            |
| 11. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies. | 15 | 3.53 | 100.0 |                   | 47%                            | 53%                  |                            |
| 12. Consistently keeps commitments.  | 15 | 3.27 | 100.0 |                   | 73%                            |                      | 27%                        |
| 13. Is trustworthy; is someone I can trust.  | 15 | 3.33 | 100.0 |                   | 67%                            |                      | 33%                        |
| 14. Delivers on promises made.   | 15 | 3.13 | 86.7  | 13%               | 60%                            |                      | 27%                        |
| 15. Builds and maintains the trust of others.  | 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   | 2024 | 2025 | Change  |
|--|------|------|---------|
| 10. Takes ownership, delivers on commitments   | 3.35 | 3.47 | +0.11 ▲ |
| 11. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies. | 3.47 | 3.53 | +0.06 ▲ |
| 12. Consistently keeps commitments.  | 3.47 | 3.27 | -0.20 ▼ |
| 13. Is trustworthy; is someone I can trust.  | 3.35 | 3.33 | -0.02 ▼ |
| 14. Delivers on promises made.   | 3.18 | 3.13 | -0.04 ▼ |
| 15. Builds and maintains the trust of others.  | 3.00 | 3.07 | +0.07 ▲ |

## Comments:

- \_\_\_ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- \_\_\_ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- \_\_\_ leads by example.
- I appreciate her ability to deliver a direct message while remaining sensitive to how it may impact others as well as her sense of humor.
- I think we have a great team. \_\_\_ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.

## 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 Improvement) to green (Is a Role Model for Others).

| Item   | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 16. Treats others with respect.  | 15 | 3.40 | 93.3  | 7%                | 47%                            | 47%                  |                            |
| 17. Welcomes challenging assignments as opportunities to stretch and grow. | 15 | 3.27 | 93.3  | 7%                | 60%                            | 33%                  |                            |
| 18. Demonstrates care and thoughtfulness in even the smallest tasks.       | 14 | 3.00 | 92.9  | 7%                | 79%                            | 14%                  |                            |
| 19. Models adaptability and proactive engagement.                          | 15 | 3.47 | 100.0 |                   | 53%                            | 47%                  |                            |
| 20. Searches for things that can be learned from mistakes.                 | 15 | 3.40 | 93.3  | 7%                | 47%                            | 47%                  |                            |
| 21. Highlights progress and effort, even if outcomes are still emerging.   | 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   | 2024 | 2025 | Change  |
|--|------|------|---------|
| 16. Treats others with respect.  | 3.65 | 3.40 | -0.25 ▼ |
| 17. Welcomes challenging assignments as opportunities to stretch and grow. | 3.47 | 3.27 | -0.20 ▼ |
| 18. Demonstrates care and thoughtfulness in even the smallest tasks.       | 3.12 | 3.00 | -0.12 ▼ |
| 19. Models adaptability and proactive engagement.                          | 3.59 | 3.47 | -0.12 ▼ |
| 20. Searches for things that can be learned from mistakes.                 | 3.29 | 3.40 | +0.11 ▲ |
| 21. Highlights progress and effort, even if outcomes are still emerging.   | 3.35 | 3.53 | +0.18 ▲ |

### Comments:

- Collaboration and dissemination of information and projects is something \_\_\_ does well.
- \_\_\_ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- \_\_\_ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.
- 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 is a great teammate.
- \_\_\_ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.

## Customer Focus

### 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 (Is a Role Model for Others).

| Item  | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 22. Addresses customer complaints immediately.  | 15 | 3.00 | 80.0  | 20%               | 60%                            |                      | 20%                        |
| 23. Is committed to the success of the customer.  | 15 | 2.87 | 80.0  | 20%               | 73%                            |                      | 7%                         |
| 24. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met. | 15 | 3.47 | 100.0 |                   | 53%                            |                      | 47%                        |
| 25. Focuses on providing excellent customer service.  | 15 | 3.67 | 100.0 |                   | 33%                            |                      | 67%                        |
| 26. Monitors competitor offerings to anticipate shifts in customer expectations and preferences.                      | 15 | 3.40 | 93.3  | 7%                | 47%                            |                      | 47%                        |
| 27. Treats every customer interaction as an opportunity to build trust and goodwill.                                  | 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  | 2024 | 2025 | Change  |
|---|------|------|---------|
| 22. Addresses customer complaints immediately.  | 3.00 | 3.00 |         |
| 23. Is committed to the success of the customer.  | 2.88 | 2.87 | -0.02 ▼ |
| 24. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met. | 3.00 | 3.47 | +0.47 ▲ |
| 25. Focuses on providing excellent customer service.  | 3.76 | 3.67 | -0.10 ▼ |
| 26. Monitors competitor offerings to anticipate shifts in customer expectations and preferences.                      | 3.53 | 3.40 | -0.13 ▼ |
| 27. Treats every customer interaction as an opportunity to build trust and goodwill.                                  | 3.12 | 3.33 | +0.22 ▲ |

### Comments:

- \_\_\_ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- 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.
- \_\_\_ has a good perspective on the organization as a whole.
- She maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- 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.

## Partnering/Networking

### 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 (Is a Role Model for Others).

| Item  | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 28. Enters into licensing agreements to share intellectual property.                | 15 | 3.53 | 100.0 | 47%               | 53%                            |                      |                            |
| 29. Maintains a strong track record of networking and partnering.                   | 15 | 3.67 | 100.0 | 33%               | 67%                            |                      |                            |
| 30. Aims to foster and sustain relationships rooted in trust and commitment.        | 15 | 3.33 | 100.0 | 67%               | 33%                            |                      |                            |
| 31. Regularly attends conferences and seminars to meet with others in the industry. | 15 | 3.20 | 86.7  | 13%               | 53%                            | 33%                  |                            |
| 32. Maintains a network of partners and suppliers to facilitate global operations.  | 15 | 3.40 | 100.0 | 60%               | 40%                            |                      |                            |
| 33. Encourages colleagues to participate in networking opportunities.               | 15 | 3.20 | 86.7  | 13%               | 53%                            | 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  | 2024 | 2025 | Change  |
|---|------|------|---------|
| 28. Enters into licensing agreements to share intellectual property.                | 3.41 | 3.53 | +0.12 ▲ |
| 29. Maintains a strong track record of networking and partnering.                   | 3.59 | 3.67 | +0.08 ▲ |
| 30. Aims to foster and sustain relationships rooted in trust and commitment.        | 3.41 | 3.33 | -0.08 ▼ |
| 31. Regularly attends conferences and seminars to meet with others in the industry. | 3.18 | 3.20 | +0.02 ▲ |
| 32. Maintains a network of partners and suppliers to facilitate global operations.  | 3.35 | 3.40 | +0.05 ▲ |
| 33. Encourages colleagues to participate in networking opportunities.               | 3.18 | 3.20 | +0.02 ▲ |

### Comments:

- \_\_\_ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- She has the desire and effort to get it right and continuously improve self and culture.
- Our organization is a better place because of her and her future focus.
- I enjoy working with \_\_\_. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- \_\_\_ takes pride in her department. Her follow through is excellent. \_\_\_ leads by example.

## 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 (Is a Role Model for Others).

| Item  | n  | Avg  | LOA  | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|----|------|------|-------------------|--------------------------------|----------------------|----------------------------|
| 34. Uses iterative, user-centered approaches to prototype and refine ideas before finalizing decisions. | 15 | 3.27 | 93.3 | 7%                | 60%                            | 33%                  |                            |
| 35. Tests proposed solutions to confirm they meet essential parameters before implementation.           | 15 | 3.00 | 80.0 | 20%               | 60%                            | 20%                  |                            |
| 36. Systematically gathers, analyzes, and interprets information from a variety of sources              | 15 | 3.20 | 93.3 | 7%                | 67%                            | 27%                  |                            |
| 37. Connects unrelated concepts or data points to form innovative solutions that others may overlook.   | 15 | 3.27 | 93.3 | 7%                | 60%                            | 33%                  |                            |
| 38. Employs sound judgment and logical reasoning.   | 15 | 3.27 | 86.7 | 13%               | 47%                            | 40%                  |                            |
| 39. Aligns choices with organizational goals by calculating expected value and costs.                   | 15 | 3.13 | 86.7 | 13%               | 60%                            | 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  | 2024 | 2025 | Change  |
|---|------|------|---------|
| 34. Uses iterative, user-centered approaches to prototype and refine ideas before finalizing decisions. | 2.88 | 3.27 | +0.38 ▲ |
| 35. Tests proposed solutions to confirm they meet essential parameters before implementation.           | 3.18 | 3.00 | -0.18 ▼ |
| 36. Systematically gathers, analyzes, and interprets information from a variety of sources              | 3.18 | 3.20 | +0.02 ▲ |
| 37. Connects unrelated concepts or data points to form innovative solutions that others may overlook.   | 3.35 | 3.27 | -0.09 ▼ |
| 38. Employs sound judgment and logical reasoning.   | 3.24 | 3.27 | +0.03 ▲ |
| 39. Aligns choices with organizational goals by calculating expected value and costs.                   | 3.59 | 3.13 | -0.45 ▼ |

### Comments:

- She is effective and her knowledge of processes is invaluable.
- \_\_\_ 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.
- Be being better organized. It would help with prioritizing.
- She also has always been thankful for any help that I have given her.
- \_\_\_ sometimes uses an intense lecturing style with colleagues which is not effective.
- \_\_\_'s team loves and respects her, the organization highly values her, others outside of HR seek her out for assistance, and I think even those outside of [CompanyName] look to her for guidance. I don't know how she does it!

## Achievement

### Level of Skill

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

| Item  | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 40. Balances risk and reward with thoughtful strategies that propel success.                | 15 | 3.40 | 93.3  | 7%                | 47%                            | 47%                  |                            |
| 41. Holds others to high standards of achievement.  | 15 | 3.33 | 93.3  | 7%                | 53%                            | 40%                  |                            |
| 42. Is determined to complete tasks regardless of obstacles that may occur.                 | 15 | 3.33 | 93.3  | 7%                | 53%                            | 40%                  |                            |
| 43. Eliminates bureaucratic barriers to streamline processes.                               | 15 | 3.13 | 86.7  | 13%               | 60%                            | 27%                  |                            |
| 44. Utilizes performance data to adjust goals dynamically, ensuring continuous improvement. | 15 | 3.00 | 86.7  | 13%               | 73%                            | 13%                  |                            |
| 45. Strives for operational excellence by refining workflows and optimizing procedures.     | 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  | 2024 | 2025 | Change  |
|---|------|------|---------|
| 40. Balances risk and reward with thoughtful strategies that propel success.                | 3.29 | 3.40 | +0.11 ▲ |
| 41. Holds others to high standards of achievement.  | 3.29 | 3.33 | +0.04 ▲ |
| 42. Is determined to complete tasks regardless of obstacles that may occur.                 | 3.41 | 3.33 | -0.08 ▼ |
| 43. Eliminates bureaucratic barriers to streamline processes.                               | 3.35 | 3.13 | -0.22 ▼ |
| 44. Utilizes performance data to adjust goals dynamically, ensuring continuous improvement. | 3.18 | 3.00 | -0.18 ▼ |
| 45. Strives for operational excellence by refining workflows and optimizing procedures.     | 3.35 | 3.53 | +0.18 ▲ |

#### Comments:

- She is also quick to tap into her past experiences in attempting to find the best solution.
- Taking everything into consideration, \_\_\_ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- \_\_\_ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- I think \_\_\_ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.

## 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?

- The Core Competency Training has been a great success. \_\_\_ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- \_\_\_ is a good leader because she gives examples through her own behavior.
- \_\_\_ is the best employee the department has employed.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- Improvement should come over time. There is potential which is present.

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

- She could help teammates by becoming more proficient in some areas.
- She is friendly, courteous, and kind all while being very professional.
- \_\_\_ does a great job at demonstrating the value of her team to the organization.
- \_\_\_ 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.
- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- \_\_\_ is a new manager she has done a wonderful job, she is still in a learning curve and is still in the process of learning this role

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

- \_\_\_ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- I value and appreciate \_\_\_ very much.
- I appreciate the straight forward style of leadership \_\_\_ uses.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- \_\_\_ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. \_\_\_ invests in the projects she leads and follows them through to completion. \_\_\_ always maintains a focus on the customers and how we as an organization can best serve our customers.
- 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 see as this person's most important leadership-related strengths?

- Always looking for ways to grow as a person. Inspires others to do the same.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- \_\_\_ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- just know going through the hiring process with her.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.

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

- She often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- \_\_\_ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.
- \_\_\_ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- \_\_\_ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, \_\_\_ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- \_\_\_ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.

### Any final comments?

- Her focus is for quality that is customer centered.
- \_\_\_ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate \_\_\_ !
- I cannot say if she challenges others.
- \_\_\_ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what \_\_\_ has done with this but needs to be addressed and improved.
- she has patience.