



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.

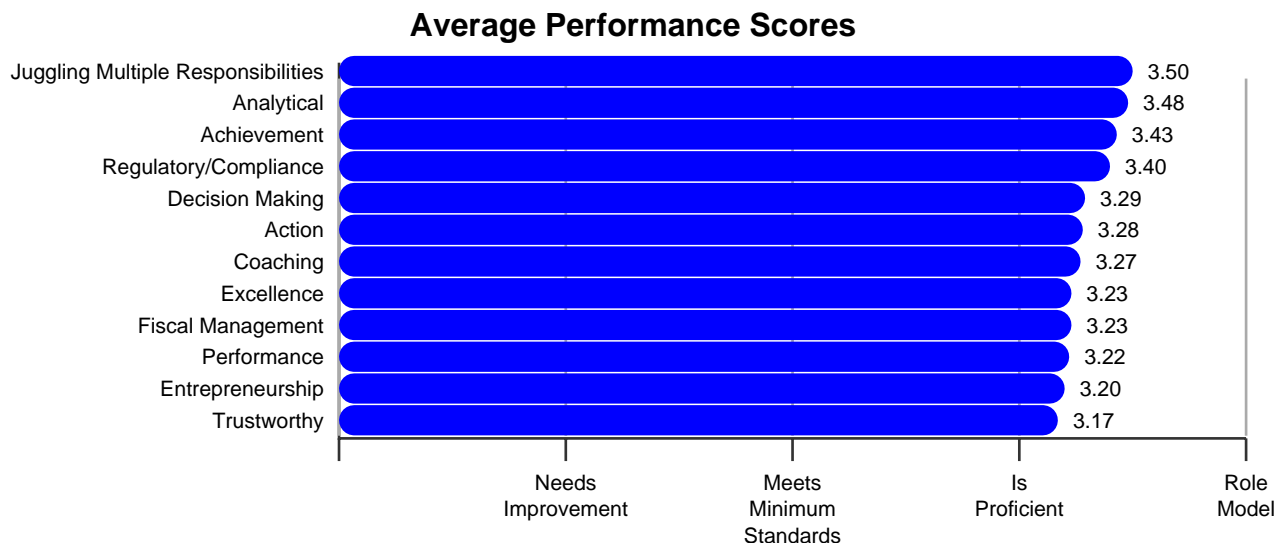
What to Do with Your Feedback

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

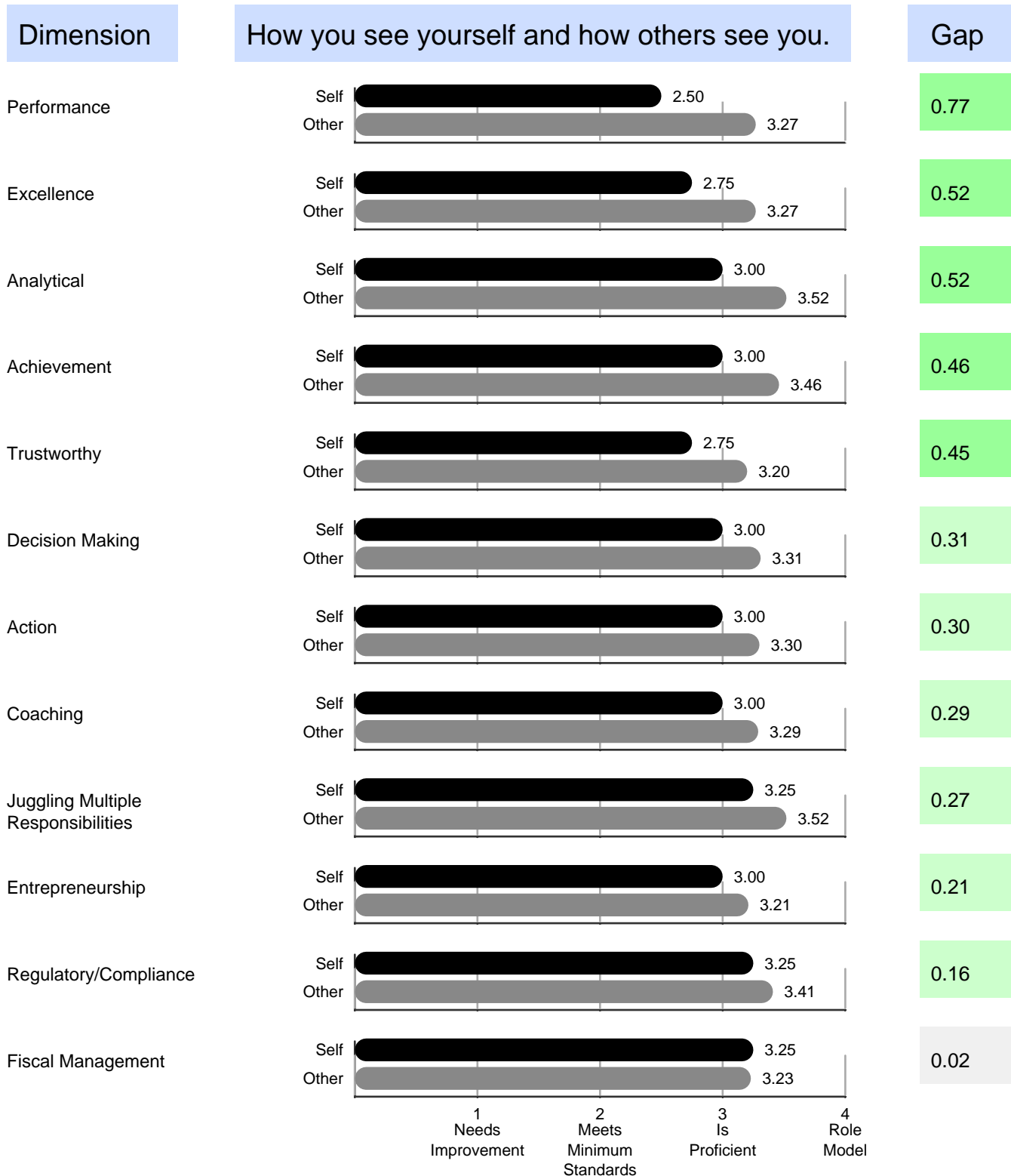
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



Juggling Multiple Responsibilities

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. Uses a scheduler/planner to keep tasks organized and on time.	15	3.20	93.3	7%	67%		27%
2. Determines which tasks are critical and which tasks are optional.	15	3.87	100.0	13%	87%		
3. Spends the most time and effort on critical tasks first.	15	3.33	93.3	7%	53%		40%
4. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	15	3.60	93.3	7%	27%	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
1. Uses a scheduler/planner to keep tasks organized and on time.	3.29	3.20	-0.09 ▼
2. Determines which tasks are critical and which tasks are optional.	3.65	3.87	+0.22 ▲
3. Spends the most time and effort on critical tasks first.	3.18	3.33	+0.16 ▲
4. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	3.41	3.60	+0.19 ▲

Comments:

- It doesn't feel like ___'s been at her best this year. She seems disconnected from the work of her group.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize her knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.
- ___ has made great strides with increasing communication and teamwork within her reports.
- I think ___ is doing to great job! The learning curve is steep and she is growing to meet the challenge.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.

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
5. Works quickly when faced with difficult problems.	15	3.33	93.3	7%	53%	40%	
6. Does whatever it takes (within reason) to get the job done.	15	3.20	93.3	7%	60%	33%	
7. Makes effective decisions, even when under pressure.	15	3.20	86.7	13%	53%	33%	
8. Gets the job done.	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
5. Works quickly when faced with difficult problems.	3.24	3.33	+0.10 ▲
6. Does whatever it takes (within reason) to get the job done.	3.24	3.20	-0.04 ▼
7. Makes effective decisions, even when under pressure.	3.41	3.20	-0.21 ▼
8. Gets the job done.	3.24	3.40	+0.16 ▲

Comments:

- She knows what her customers needs and seeks to find the best individual to fill those roles.
- 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.
- Personality. Great Mentor and Leader. Talented.
- ___ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand. ___ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.

Achievement

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
9. Holds others to high standards of achievement.	15	3.47	93.3	7%	40%	53%	
10. Rapidly completes tasks and assignments.	15	3.47	93.3	7%	40%	53%	
11. Strives to exceed standards of performance.	15	3.53	100.0		47%	53%	
12. Demonstrates a well-organized and timely approach to achieve desired results	15	3.27	100.0		73%		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
9. Holds others to high standards of achievement.	3.18	3.47	+0.29 ▲
10. Rapidly completes tasks and assignments.	3.35	3.47	+0.11 ▲
11. Strives to exceed standards of performance.	3.47	3.53	+0.06 ▲
12. Demonstrates a well-organized and timely approach to achieve desired results	3.47	3.27	-0.20 ▼

Comments:

- ___ has great communication skills and is a dependable member of the team.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.
- The only area I feel ___ needs improvement is that when she gives a project she often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- I think ___ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- ___ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.

Excellence

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
13. Produces high quality work.	15	3.33	100.0		67%		33%
14. Keeps themselves and others focused on constant improvement.	15	3.13	86.7	13%	60%		27%
15. Takes a lot of pride in their work.	15	3.07	80.0	20%	53%		27%
16. Demonstrates the functional or technical skills necessary to do their job.	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
13. Produces high quality work.	3.35	3.33	-0.02 ▼
14. Keeps themselves and others focused on constant improvement.	3.18	3.13	-0.04 ▼
15. Takes a lot of pride in their work.	3.00	3.07	+0.07 ▲
16. Demonstrates the functional or technical skills necessary to do their job.	3.65	3.40	-0.25 ▼

Comments:

- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.
- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- I will always remember ___ as my first manager and be thankful she helped shape my first career.
- I appreciate ___ being open to suggestions, and available when concerns brought to her.
- She knows her subject matter!
- ___'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!

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
17. Seeks input from key people who should be involved in, or will be affected by, decisions	15	3.27	93.3	7%	60%		33%
18. Exercises good judgment by making sound and informed decisions.	14	3.00	92.9	7%	79%		14%
19. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	3.47	100.0		53%		47%
20. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	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
17. Seeks input from key people who should be involved in, or will be affected by, decisions	3.47	3.27	-0.20 ▼
18. Exercises good judgment by making sound and informed decisions.	3.12	3.00	-0.12 ▼
19. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.59	3.47	-0.12 ▼
20. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	3.29	3.40	+0.11 ▲

Comments:

- ___ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.
- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- My only constructive feedback would be better communication on what she's doing and why and how it may impact others would be appreciated.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.
- ___ is very approachable and ensures the best for all employees in the department.

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. Listens and responds to issues and problems	15	3.53	100.0	47%	53%		
22. Effective in performing his/her job.	15	3.00	80.0	20%	60%	20%	
23. Works effectively in the department.	15	2.87	80.0	20%	73%	7%	
24. Has great overall performance	15	3.47	100.0	53%	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
21. Listens and responds to issues and problems	3.35	3.53	+0.18 ▲
22. Effective in performing his/her job.	3.00	3.00	
23. Works effectively in the department.	2.88	2.87	-0.02 ▼
24. Has great overall performance	3.00	3.47	+0.47 ▲

Comments:

- She has a very engaging style which generates trust and respect.
- Strive for excellence. Willing to learn. Implement advice from others.
- I have been most impressed by ___ in the last year. Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from ___.
- ___ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- She is always first to share what's on the horizon. At conclusion of a project, she shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.

Analytical

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
25. Identifies opportunities for progress and innovation.	15	3.67	100.0	33%	67%		
26. Analyzes data and information from several sources and arrives at logical conclusions.	15	3.40	93.3	7%	47%	47%	
27. Prioritizes various actions to be taken when solving a problem.	15	3.33	93.3	7%	53%	40%	
28. Identifies the root cause of a problem.	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
25. Identifies opportunities for progress and innovation.	3.76	3.67	-0.10 ▼
26. Analyzes data and information from several sources and arrives at logical conclusions.	3.53	3.40	-0.13 ▼
27. Prioritizes various actions to be taken when solving a problem.	3.12	3.33	+0.22 ▲
28. Identifies the root cause of a problem.	3.41	3.53	+0.12 ▲

Comments:

- ___ is a great team player with an employee safety and satisfaction focus.
- She holds herself to an even higher standard than she expects of her team, and that is respected throughout the organization.
- ___ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.
- I think at times her dedication to her team can sometimes come off like she is not thinking about a system perspective, I know that ___ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.

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
29. Is aware of the documents and reports needed to maintain compliance with regulations.	15	3.67	100.0	33%	67%		
30. Understands the applicable regulations and laws that impact our business.	15	3.33	100.0		67%		33%
31. Creates and maintains necessary regulatory documentation.	15	3.20	86.7	13%	53%		33%
32. Ensures the company meets legal requirements/standards regarding employees.	15	3.40	100.0		60%		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
29. Is aware of the documents and reports needed to maintain compliance with regulations.	3.59	3.67	+0.08 ▲
30. Understands the applicable regulations and laws that impact our business.	3.41	3.33	-0.08 ▼
31. Creates and maintains necessary regulatory documentation.	3.18	3.20	+0.02 ▲
32. Ensures the company meets legal requirements/standards regarding employees.	3.35	3.40	+0.05 ▲

Comments:

- ___ has very quickly re-invented the Technical Services division. She is now aggressively moving the team to become more mature and service oriented. Throughout this transition, ___ has been very successful in managing this difficult change.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.
- She has the ability to look at the system as a whole and make solid long range decisions.
- It is often difficult to contact ___ and email communication may take a long period for a reply.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
33. Demonstrates a sense of responsibility and commitment to public trust.	15	3.20	86.7	13%	53%	33%	
34. Takes care to maintain confidential information.	15	3.27	93.3	7%	60%	33%	
35. Demonstrates congruence between statements and actions.	15	3.00	80.0	20%	60%	20%	
36. Takes ownership, delivers on commitments	15	3.20	93.3	7%	67%	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
33. Demonstrates a sense of responsibility and commitment to public trust.	3.18	3.20	+0.02 ▲
34. Takes care to maintain confidential information.	2.88	3.27	+0.38 ▲
35. Demonstrates congruence between statements and actions.	3.18	3.00	-0.18 ▼
36. Takes ownership, delivers on commitments	3.18	3.20	+0.02 ▲

Comments:

- Is a natural leader with her personality. I believe more experience would make her a more effective leader.
- I appreciate that ___ reaches out to communicate expected changes and organizational impact.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- She has established credibility and trust with all the directors and managers.
- I so appreciate that ___ is so on top of everything that we do in payroll.
- ___ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.

Coaching

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
37. Addresses employee behavior problems effectively.	15	3.27	93.3	7%	60%		33%
38. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	3.27	86.7	13%	47%		40%
39. Helps employees to understand responsibilities, authority, and expectations.	15	3.13	86.7	13%	60%		27%
40. Conducts regular performance appraisals and feedback.	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
37. Addresses employee behavior problems effectively.	3.35	3.27	-0.09 ▼
38. Coaches employees in how to strengthen knowledge and skills to improve work performance.	3.24	3.27	+0.03 ▲
39. Helps employees to understand responsibilities, authority, and expectations.	3.59	3.13	-0.45 ▼
40. Conducts regular performance appraisals and feedback.	3.29	3.40	+0.11 ▲

Comments:

- I think ___ is very good at identifying processes she observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- She has been a great addition to the department in this area.
- I think ___ should learn to be more concise and focused in her comments. She can consume a lot of meeting time with commentary that is lengthy and not always on point.
- I garner ideas from her regularly and look to her as a mentor.
- ___ helped to keep us positively focus in the right direction, while keeping us well informed.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.

Entrepreneurship

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Maintains a high level of energy to respond to demands of the job.	15	3.33	93.3	7%	53%	40%	
42. Exhibits determination and passion in completion of goals.	15	3.33	93.3	7%	53%	40%	
43. Understands the processes and various stages of business development.	15	3.13	86.7	13%	60%	27%	
44. Is comfortable operating in an environment of uncertainty.	15	3.00	86.7	13%	73%	13%	

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. Maintains a high level of energy to respond to demands of the job.	3.29	3.33	+0.04 ▲
42. Exhibits determination and passion in completion of goals.	3.41	3.33	-0.08 ▼
43. Understands the processes and various stages of business development.	3.35	3.13	-0.22 ▼
44. Is comfortable operating in an environment of uncertainty.	3.18	3.00	-0.18 ▼

Comments:

- She has confidence in leading and making decisions improving rapidly.
- ___ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.
- The advice and direction I receive from ___ is often on point and helps to provide positive outcomes. Over the last year as I have grown ___ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- 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.
- Where do I even start to articulate how much I value about working with ___ ? I learn something every time I have the opportunity to work with her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as ___ is.

Fiscal 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
45. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.53	100.0	47%	53%		
46. Develops budgets and plans for various programs and initiatives.	15	3.00	86.7	13%	73%		13%
47. Keeps excellent records for financial transparency.	15	3.20	93.3	7%	60%		33%
48. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.20	93.3	7%	67%		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
45. Ensures others follow the correct rules and regulations on fiscal matters.	3.35	3.53	+0.18 ▲
46. Develops budgets and plans for various programs and initiatives.	3.24	3.00	-0.24 ▼
47. Keeps excellent records for financial transparency.	3.00	3.20	+0.20 ▲
48. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.18	3.20	+0.02 ▲

Comments:

- I like that she challenges me.
- ___ does a great job at demonstrating the value of her team to the organization.
- Is very upbeat and quick to contribute to the team.
- Take charge without feeling like you need approval.
- ___ promotes and encourages teambuilding throughout the entire department.
- ___ 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.

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?

- ___ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. ___ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. ___ is a great mentor and example to those she supervises.
- ___ has demonstrated the ability to manage significant changes in her area with great skill.
- 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.
- Good Team Player! Good decision making skills. A hard worker.
- As a new manager she is progressing very well.
- ___ promotes and encourages teambuilding throughout the entire department.

What do you like best about working with this individual?

- She makes sound decisions and is a great role model in communication, teamwork, and engagement.
- I honestly cannot think of anything to recommend that would help her to improve at this point.
- ___'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in her new position.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- ___ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.

What do you like least about working with this individual?

- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.
- The only constructive feedback that I would have for ___ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that ___ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.
- ___ is a wonderful team member. . .has the gift of empathy and encouragement. She has a can do attitude when faced with projects/issues.
- She is quick to remind others, when needed why we are really here.
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.
- ___ has used her strengths to make this department stronger in many ways.

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

- ___ is a very solid manager who meets or exceeds expectations of her role.
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- Her years of experience and wisdom are generously shared and appreciated.
- ___ has made good judgements in hiring top notch employees.
- She is an excellent problem solver.
- ___ provides the appropriate amount of direction without being too hands-off or overbearing.

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

- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- ___ is professional, collaborative. . .a great team member.
- She involves our team and holds us accountable out of respect.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, she always ensures

there is a purpose behind the work that's being accomplished.

Any final comments?

- She has been challenging us to find other ways to communicate that would be effective, other than email.
- ___ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- Need to take in all opinions, not just those of employees who are not always truthful....
- I'm not sure if management is ___'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.