



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.

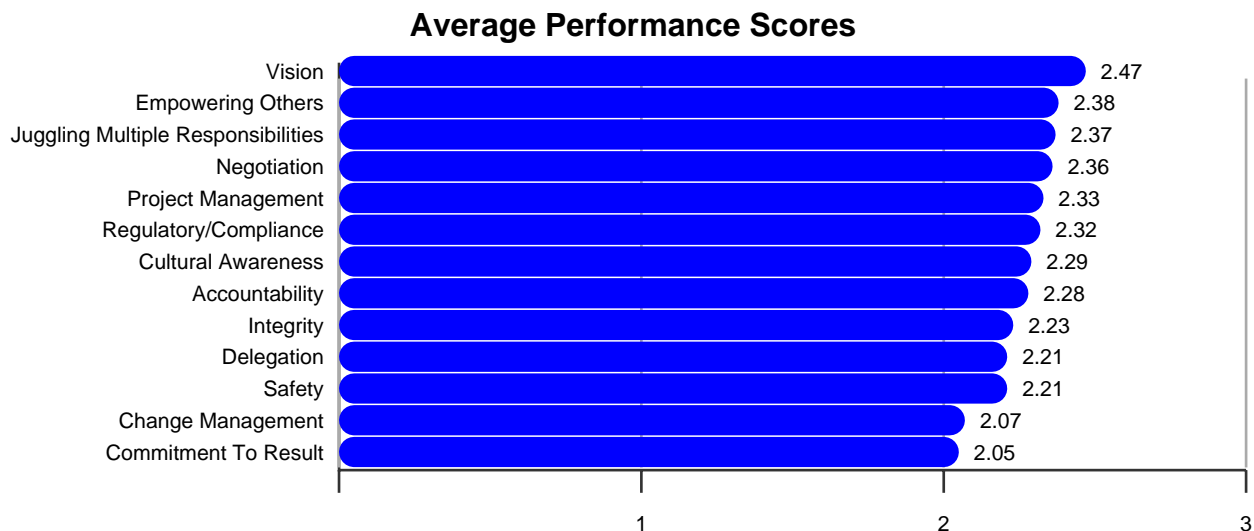
What to Do with Your Feedback

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

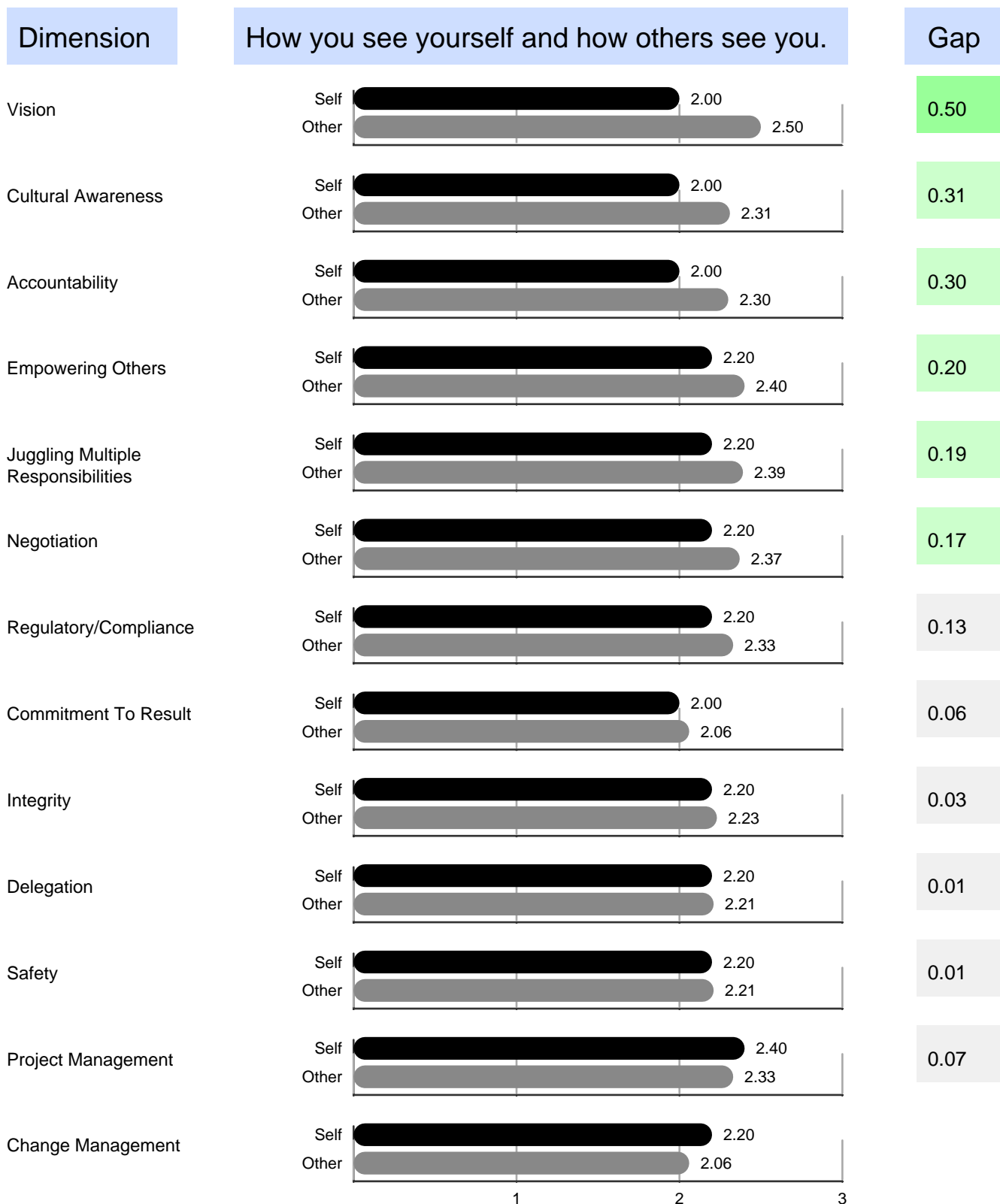
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 13 major dimensions of leadership.

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

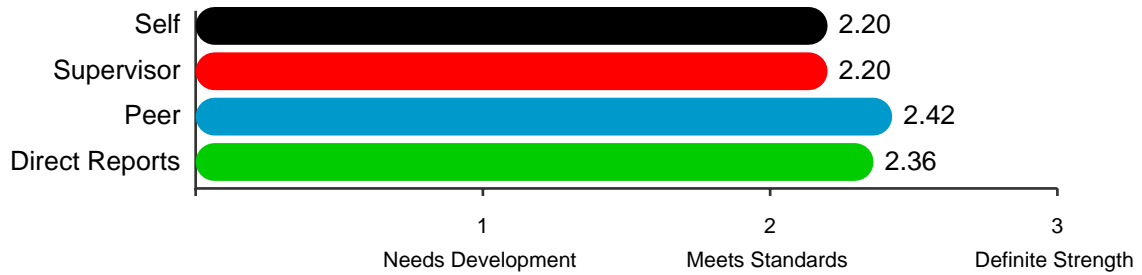
The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more 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.



0.14

Juggling Multiple Responsibilities

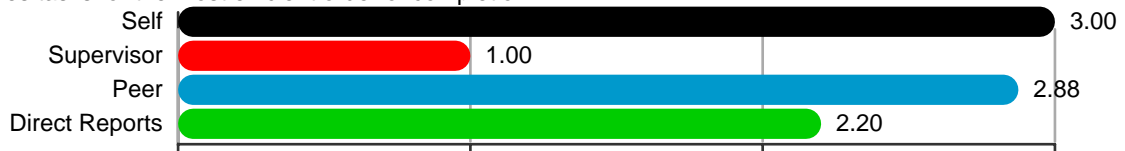
Summary Scores



1. Plans and organizes continuously while performing all other responsibilities and activities.



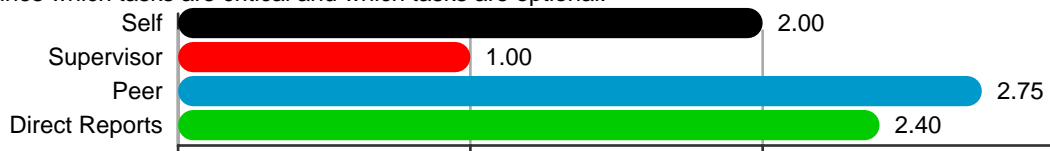
2. Organizes tasks for the most efficient order of completion.



3. Can multitask while performing all of their other responsibilities and activities.



4. Determines which tasks are critical and which tasks are optional.



5. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.



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 Development) to green (Definite Strength).

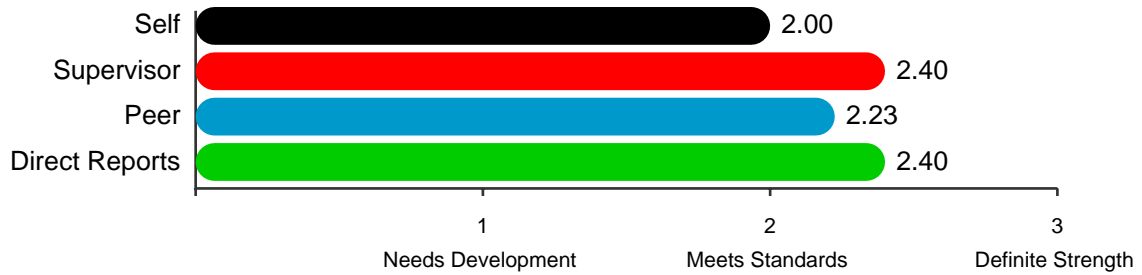
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Plans and organizes continuously while performing all other responsibilities and activities.	15	2.27	33.3	7%	60%	33%
2. Organizes tasks for the most efficient order of completion.	15	2.53	73.3	20%	7%	73%
3. Can multitask while performing all of their other responsibilities and activities.	15	2.33	40.0	7%	53%	40%
4. Determines which tasks are critical and which tasks are optional.	15	2.47	53.3	7%	40%	53%
5. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- ___'s management style is excellent.
- I was impressed with the time she spent both working on the issue and with the individual. I believe these efforts will pay off.
- ___ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.
- She has deep technical expertise in a number of areas of human resource management.
- ___ can be counted on for her reliability.

Accountability

Summary Scores



6. Creates a consistent process for prioritizing work.



7. Encourages employees to take on greater responsibilities.



8. Is aware of problems or issues that may affect the organization.



9. Acts like an owner when they make decisions.



10. Tackles issues head on and finds solutions.



Level of Skill

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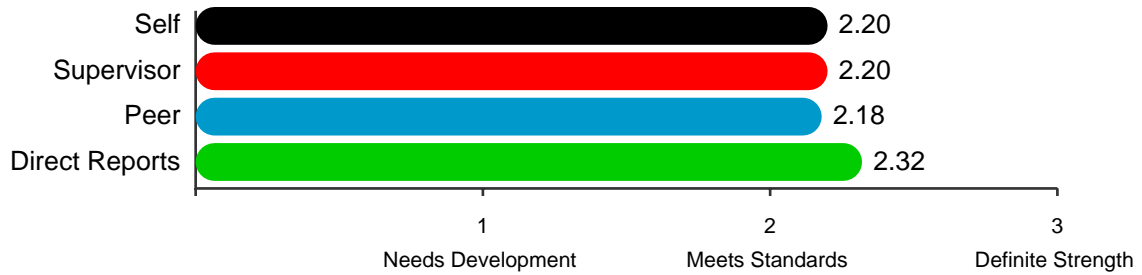
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Creates a consistent process for prioritizing work.	15	2.13	33.3	20%	47%	33%
7. Encourages employees to take on greater responsibilities.	15	2.07	26.7	20%	53%	27%
8. Is aware of problems or issues that may affect the organization.	15	2.33	40.0	7%	53%	40%
9. Acts like an owner when they make decisions.	15	2.40	53.3	13%	33%	53%
10. Tackles issues head on and finds solutions.	15	2.47	60.0	13%	27%	60%

Comments:

- She is a great teammate!
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- ___ is very responsive and provides great support service.
- 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.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- I love working with her and hope to continue having her as my supervisor!

Integrity

Summary Scores



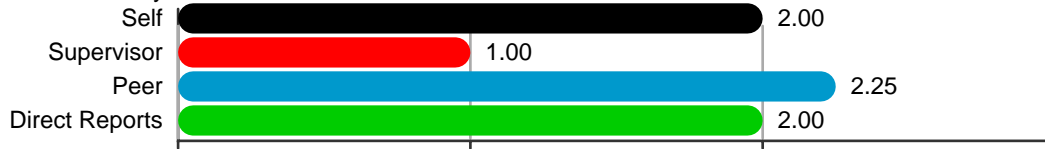
11. Fosters an environment built upon trust.



12. Demonstrates honesty and truthfulness at all times.



13. Demonstrates sincerity in actions with others.



14. Accepts responsibility for mistakes.



15. Maintains strong relationships with others.



Level of Skill

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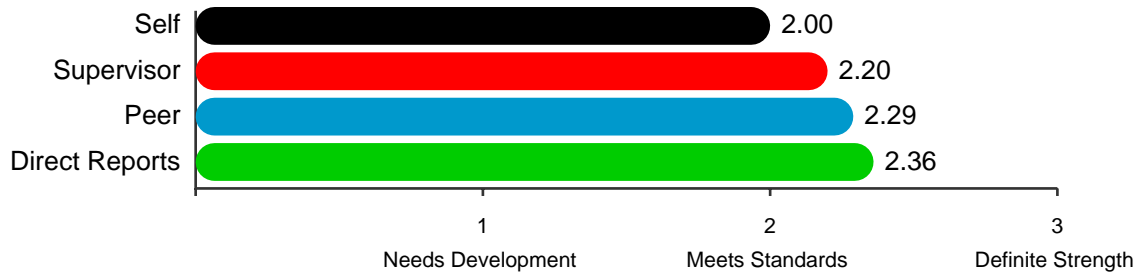
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Fosters an environment built upon trust.	15	2.33	40.0	7%	53%	40%
12. Demonstrates honesty and truthfulness at all times.	15	2.07	20.0	13%	67%	20%
13. Demonstrates sincerity in actions with others.	15	2.07	26.7	20%	53%	27%
14. Accepts responsibility for mistakes.	15	2.27	40.0	13%	47%	40%
15. Maintains strong relationships with others.	14	2.43	50.0	7%	43%	50%

Comments:

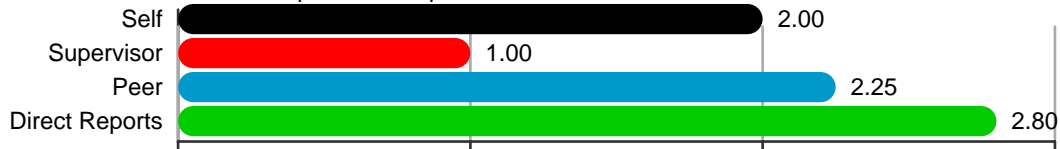
- One of the best supervisors that I have had.
- We are striving to meet best practice standards.
- Although I have only reported to ___ for a couple of months, the quality of my work life" has improved greatly.
- She also has always been thankful for any help that I have given her.
- Loyalty. Willingness to get it right.
- She has learned at a very quick pace, and is both supportive and clear in her intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.

Cultural Awareness

Summary Scores



16. Understands what customs and etiquette are important for individuals from other cultures.



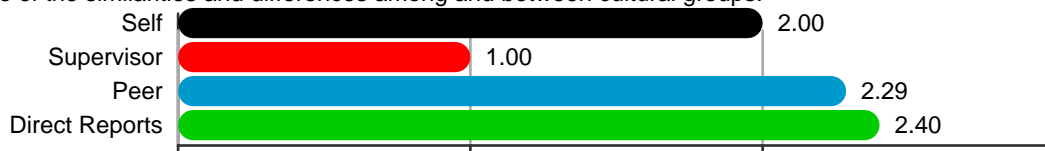
17. Is responsive to individuals from other cultures.



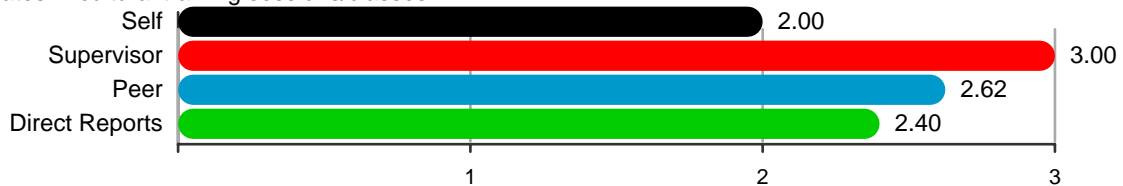
18. Recognizes individual and cultural differences.



19. Is aware of the similarities and differences among and between cultural groups.



20. Participates in cultural training sessions/classes.



Level of Skill

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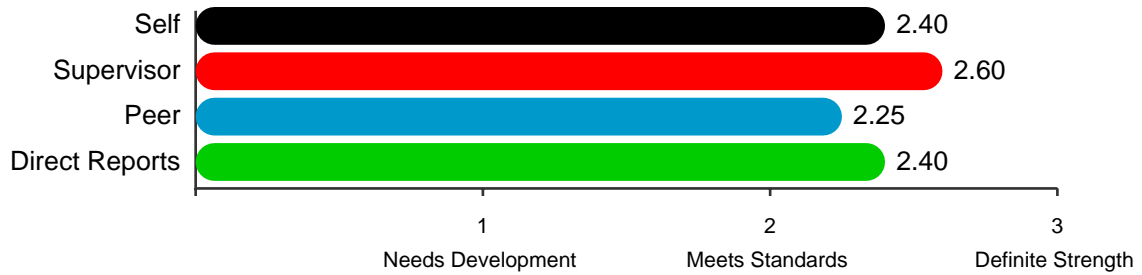
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Understands what customs and etiquette are important for individuals from other cultures.	15	2.33	46.7	13%	40%	47%
17. Is responsive to individuals from other cultures.	15	2.33	40.0	7%	53%	40%
18. Recognizes individual and cultural differences.	14	2.00	14.3	14%	71%	14%
19. Is aware of the similarities and differences among and between cultural groups.	14	2.21	42.9	21%	36%	43%
20. Participates in cultural training sessions/classes.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- Expectations are not always clearly communicated/outlined.
- ___ has a strong work ethic and is consistently working with the mindset that customers come first.
- ___ always remembers the customer is at the center of what we do.
- She always steps up and gets what needs to be done completed.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.

Project Management

Summary Scores



21. Responds quickly and appropriately to unforeseen problems.



22. Maintains costs and expenses within budget limits.



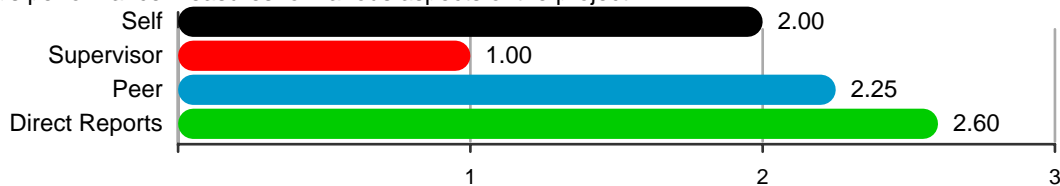
23. Develops action items, workplans, timelines, and criteria for projects.



24. Defines project outcomes based on customer requirements.



25. Develops performance measures for various aspects of the project.



Level of Skill

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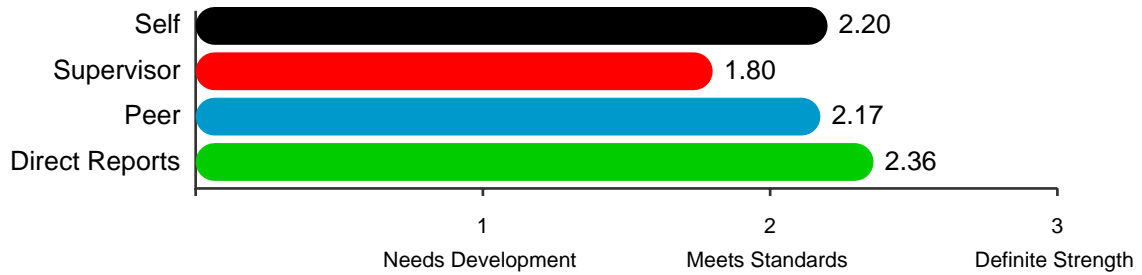
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Responds quickly and appropriately to unforeseen problems.	15	2.60	66.7	7%	27%	67%
22. Maintains costs and expenses within budget limits.	15	2.33	40.0	7%	53%	40%
23. Develops action items, workplans, timelines, and criteria for projects.	15	2.07	20.0	13%	67%	20%
24. Defines project outcomes based on customer requirements.	15	2.40	53.3	13%	33%	53%
25. Develops performance measures for various aspects of the project.	15	2.27	53.3	27%	20%	53%

Comments:

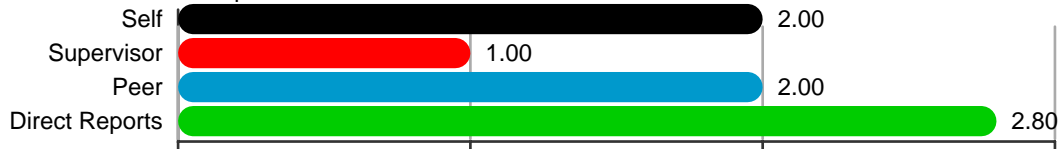
- ___ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about ___ is that she is very supportive and allows me to work autonomously and yet she is available whenever I need her assistance.
- 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.
- Overall, ___ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- She is a great manager and person to work for/with.
- There are two items above that will be part of my goals for the coming year.
- Improve communication delivery. Acknowledge what others are saying.

Delegation

Summary Scores



26. Entrusts subordinates with important tasks.



27. Allows employees to decide how they wish to complete the tasks.



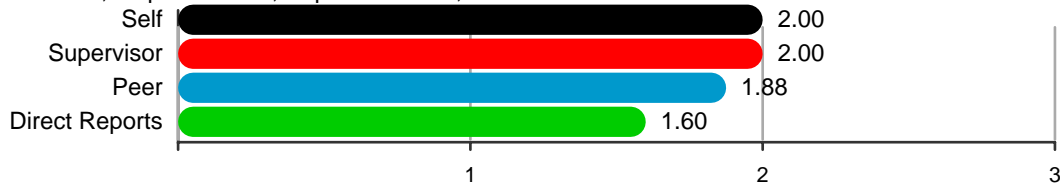
28. Clearly defines duties and tasks to be completed.



29. Sets clear and reasonable expectations for others and follows through on their progress.



30. Defines the roles, responsibilities, required actions, and deadlines for team members.



Level of Skill

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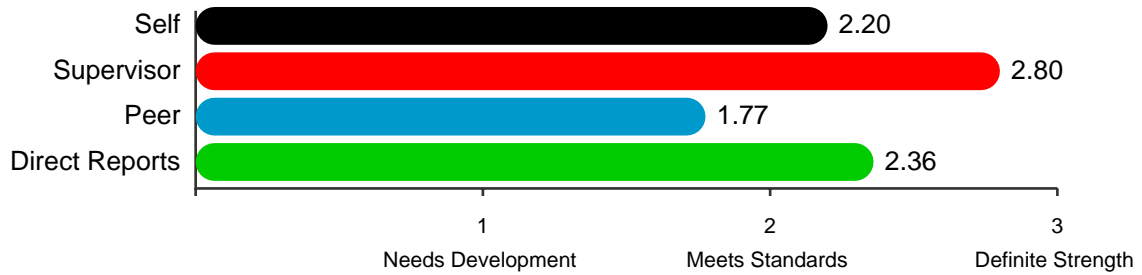
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Entrusts subordinates with important tasks.	15	2.20	33.3	13%	53%	33%
27. Allows employees to decide how they wish to complete the tasks.	15	2.00	26.7	27%	47%	27%
28. Clearly defines duties and tasks to be completed.	15	2.47	53.3	7%	40%	53%
29. Sets clear and reasonable expectations for others and follows through on their progress.	15	2.60	60.0		40%	60%
30. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ is the best employee the department has employed.
- ___ has been very helpful to me as a new manager this year.
- She is well respected.
- ___ has made good judgements in hiring top notch employees.
- I have not had any issues with ___ since I have been working for her.
- Good Team Player! Good decision making skills. A hard worker.

Change Management

Summary Scores



31. Is an inspiration for others to accept the recent changes.



32. Is a leading force driving changes.



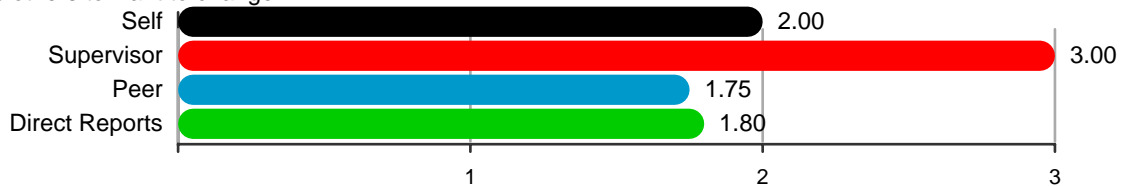
33. Supports the Company's efforts to implement changes.



34. Adopts changes to set and example for others to follow.



35. Inspires others to want to change.



Level of Skill

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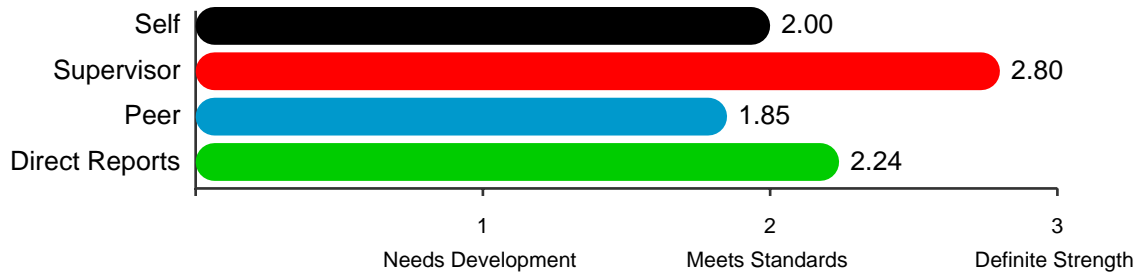
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Is an inspiration for others to accept the recent changes.	15	2.13	33.3	20%	47%	33%
32. Is a leading force driving changes.	15	2.13	33.3	20%	47%	33%
33. Supports the Company's efforts to implement changes.	15	2.07	33.3	27%	40%	33%
34. Adopts changes to set and example for others to follow.	15	2.13	26.7	13%	60%	27%
35. Inspires others to want to change.	15	1.87	20.0	33%	47%	20%

Comments:

- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.
- ___'s dedication and leadership in the management development program is evident.
- She listens to the team.
- She is the model of a true leader. She will never ask her staff to do something she wouldn't do herself.
- ___ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.

Commitment To Result

Summary Scores



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



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



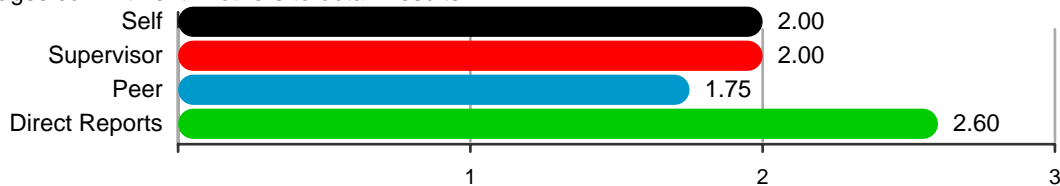
38. Coordinates all department activities into a cohesive team effort.



39. Committed to the team.



40. Encourages commitment in others to obtain results.



Level of Skill

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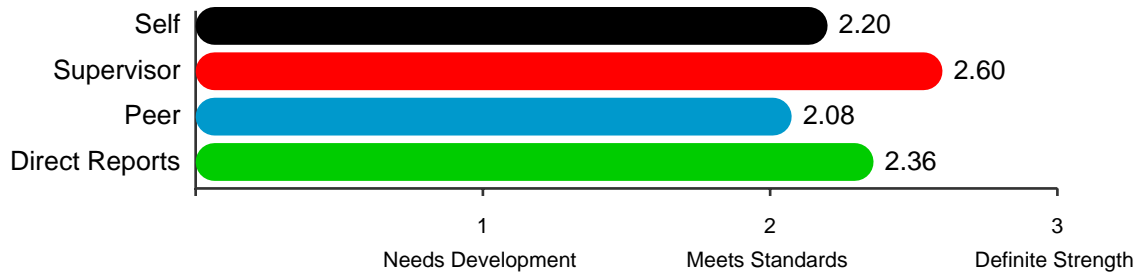
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	1.87	20.0	33%	47%	20%
37. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	1.93	13.3	20%	67%	13%
38. Coordinates all department activities into a cohesive team effort.	15	2.07	33.3	27%	40%	33%
39. Committed to the team.	15	2.33	33.3		67%	33%
40. Encourages commitment in others to obtain results.	15	2.07	33.3	27%	40%	33%

Comments:

- There have been many changes in management over the last 5 years. I can truly say that ___ is an exceptional manager. Our dept has made some truly good changes under ___.
- Lean on team to help reduce burden and establish clear expectations.
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- Additional feedback and communication.
- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- She sometimes comes off as confused about organizational/operational direction.

Safety

Summary Scores



41. Identifies predictable hazards in the workplace.



42. Participates in safety training as applicable.



43. Committed to safety in the workplace.



44. Develops a culture of safety.



45. Seeks to reduce the likelihood of accidents.



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 Development) to green (Definite Strength).

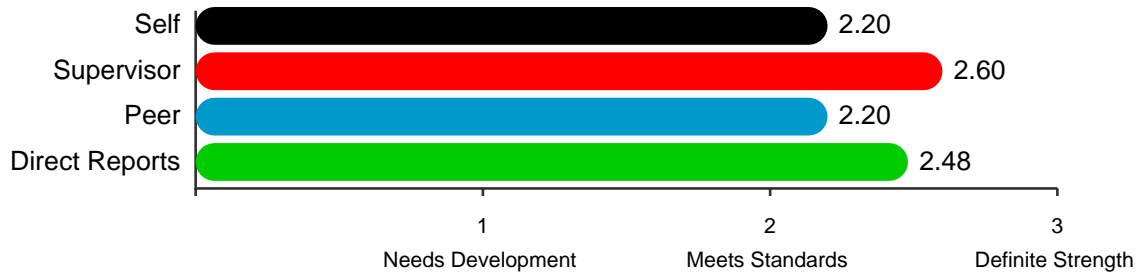
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Identifies predictable hazards in the workplace.	15	2.00	26.7	27%	47%	27%
42. Participates in safety training as applicable.	15	2.13	33.3	20%	47%	33%
43. Committed to safety in the workplace.	15	2.20	40.0	20%	40%	40%
44. Develops a culture of safety.	15	2.20	26.7	7%	67%	27%
45. Seeks to reduce the likelihood of accidents.	15	2.53	60.0	7%	33%	60%

Comments:

- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- She does not settle- but will continue a search until the right fit is found.
- Take charge without feeling like you need approval.
- ___ leads by example in each of the areas noted above.
- ___ 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.
- ___ demonstrates a vast amount of knowledge and wisdom as a leader.

Regulatory/Compliance

Summary Scores



46. Keeps informed of various regulations and procedures.



47. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.



48. Follows all safety regulations and procedures.



49. Performs regular compliance audits.



50. Keeps track of changes in legislation affecting 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 Development) to green (Definite Strength).

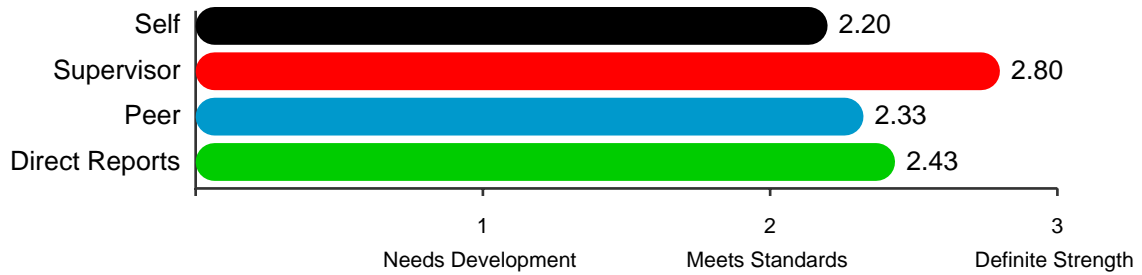
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Keeps informed of various regulations and procedures.	15	2.27	26.7		73%	27%
47. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	15	2.13	26.7	13%	60%	27%
48. Follows all safety regulations and procedures.	15	2.40	40.0		60%	40%
49. Performs regular compliance audits.	15	2.47	46.7		53%	47%
50. Keeps track of changes in legislation affecting regulatory compliance.	15	2.33	46.7	13%	40%	47%

Comments:

- ___ 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.
- ___ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.
- ___ is very approachable and always willing to listen.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- ___ is a tremendous leader in our organization.
- ___ is very sharp and plays a vital role in this organization

Empowering Others

Summary Scores



51. Provides support and resources needed to accomplish goals.



52. Is confident in the abilities of employees assigned important tasks.



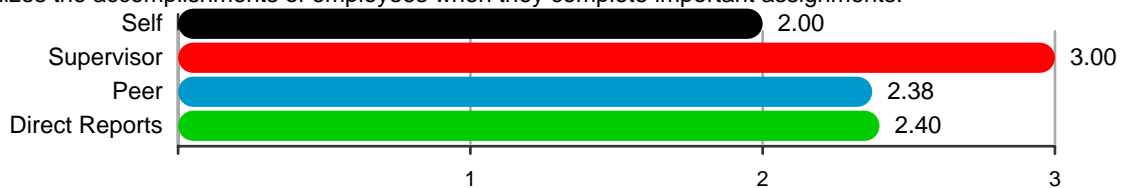
53. Demonstrates confidence in the abilities of subordinates.



54. Allows individuals to be responsible for their decisions.



55. Recognizes the accomplishments of employees when they complete important assignments.



Level of Skill

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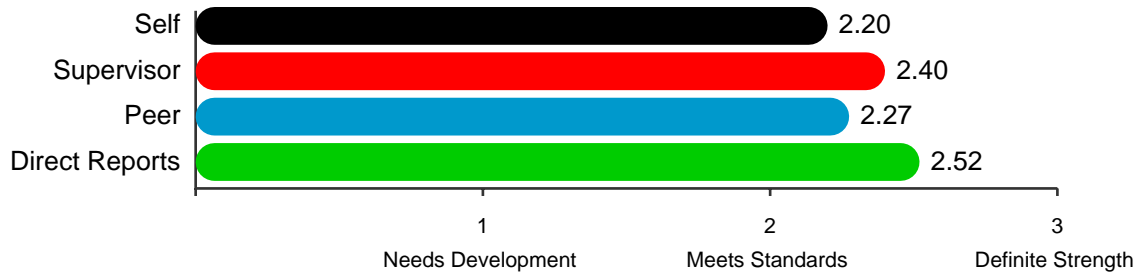
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. Provides support and resources needed to accomplish goals.	14	2.21	28.6	7%	64%	29%
52. Is confident in the abilities of employees assigned important tasks.	14	2.29	42.9	14%	43%	43%
53. Demonstrates confidence in the abilities of subordinates.	15	2.53	53.3		47%	53%
54. Allows individuals to be responsible for their decisions.	15	2.47	46.7		53%	47%
55. Recognizes the accomplishments of employees when they complete important assignments.	15	2.40	40.0		60%	40%

Comments:

- Sometimes difficult to understand what is being asked. Provide more clarity.
- ___ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- ___ always remembers the customer is at the center of what we do.
- ___ 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.
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.

Negotiation

Summary Scores



56. Changes communication styles to meet the listener's needs.



57. Is able to decline bad ideas to avoid making poor decisions.



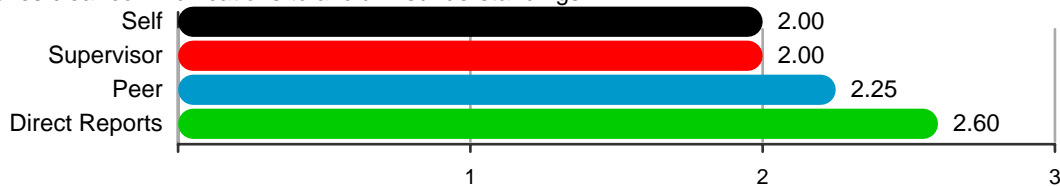
58. Maintains communication channels between parties in the negotiation.



59. Stays calm and focuses on the core issues to be discussed.



60. Establishes clear communications to avoid misunderstandings.



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 Development) to green (Definite Strength).

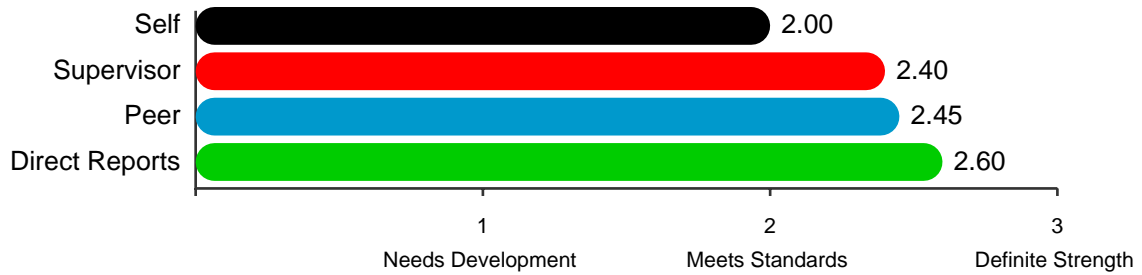
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
56. Changes communication styles to meet the listener's needs.	15	2.53	53.3	47%	53%	
57. Is able to decline bad ideas to avoid making poor decisions.	15	2.33	33.3	67%		33%
58. Maintains communication channels between parties in the negotiation.	15	2.33	33.3	67%		33%
59. Stays calm and focuses on the core issues to be discussed.	15	2.27	26.7	73%		27%
60. Establishes clear communications to avoid misunderstandings.	15	2.33	33.3	67%		33%

Comments:

- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- I am very thankful for all the opportunities she has provided me and I have grown in my development under her guidance. A real asset to the organization.
- ___ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- I was impressed with the time she spent both working on the issue and with the individual. I believe these efforts will pay off.
- I enjoy working with ___ very much.
- Stay focused more on the agenda for meetings.

Vision

Summary Scores



61. Creates a positive vision of the future for the Company.



62. Leads employees in new directions.



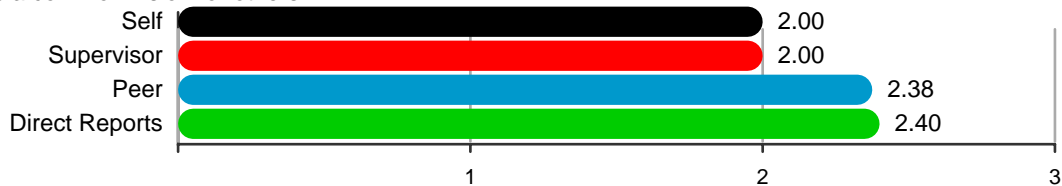
63. Persuades others to follow the Company's vision.



64. Clearly articulates a vision for his/her work and inspires others to support it



65. Creates a common vision for others.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
61. Creates a positive vision of the future for the Company.	15	2.47	46.7	53%	47%	
62. Leads employees in new directions.	15	2.47	46.7	53%	47%	
63. Persuades others to follow the Company's vision.	15	2.47	46.7	53%	47%	
64. Clearly articulates a vision for his/her work and inspires others to support it	15	2.60	60.0	40%	60%	
65. Creates a common vision for others.	15	2.33	40.0	7%	53%	40%

Comments:

- I appreciate her helpful and cheerful outlook!
- We have made improvements in our documentation and have decreased duplicate reporting.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- ___ communicates her expectations of the team well and involves them in the process improvement plans.
- Appreciate ___'s calm approach

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?

- I work with ___ regularly and see her interactions with other leaders frequently.
- ___ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.
- She has great sense of vision and purpose for the division and organization as a whole.
- I think staff would respect ___ more as a leader in the department if she would adhere to meeting deadlines and be respective of the amount of staff time required to keep bugging her to finish something.
- ___ is a role model of a leader and I feel privileged to have ___ as a leader and a mentor.
- 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.

What do you like best about working with this individual?

- This has been a challenging year for ___ and her team. Through it all, she was dedicated to the organization and never shirked her duties.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- ___ has a great strength in process improvement-maybe even more than people around her realize. She has kind of a quiet strength in this area.
- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- She is an excellent problem solver.
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.

What do you like least about working with this individual?

- She communicates clearly, and is always willing to listen attentively.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- She consistently helps us in problem solving a variety of issues.
- ___ is an expert in process improvement and has moved into a role that will allow her to continuously learn and grow.
- When issues or questions are raised in the department, ___ follows thru to address them in a timely manner.
- I have felt her support since the minute I came to [CompanyName] and appreciate her more every day.

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

- ___ excels at customer service and keeping our team focused on the customer.
- I am very surprised and impressed with ___ s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- ___ is a very supportive co-worker who is quick to assist others in need. She's a great teammate.
- ___'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the managment teams that she partners with have great respect for her and value her input.
- ___ has also attended many off-site events to show her support to department staff.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.

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

- 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.
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- She allows self-starter employees to take ownership of tasks/improvements and doesn't hover , but is available when you need her. She has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- ___ 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.

Any final comments?

- 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.
- ___ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- ___ is a valued peer. I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.