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.
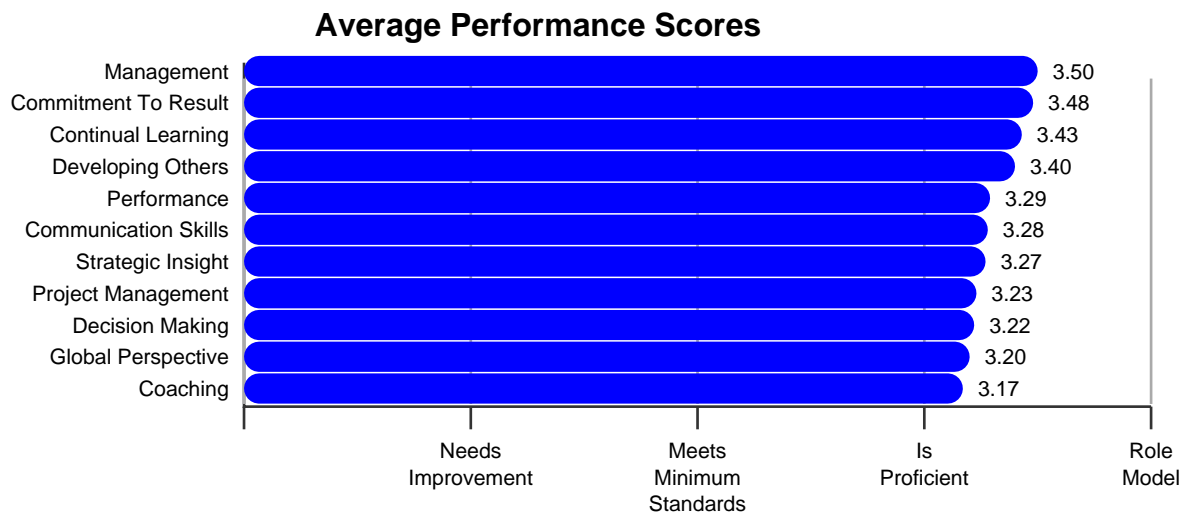
What to Do with Your Feedback

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 11 major dimensions of leadership.

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

Average Performance Scores

Dimension	Score
Management	3.50
Commitment To Result	3.48
Continual Learning	3.43
Developing Others	3.40
Performance	3.29
Communication Skills	3.28
Strategic Insight	3.27
Project Management	3.23
Decision Making	3.22
Global Perspective	3.20
Coaching	3.17

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

Gap Analysis

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

Dimension	How you see yourself and how others see you.	Gap
Decision Making	Self 2.50 / Other 3.27	0.77
Project Management	Self 2.75 / Other 3.27	0.52
Commitment To Result	Self 3.00 / Other 3.52	0.52
Continual Learning	Self 3.00 / Other 3.46	0.46
Coaching	Self 2.75 / Other 3.20	0.45
Performance	Self 3.00 / Other 3.31	0.31
Communication Skills	Self 3.00 / Other 3.30	0.30
Strategic Insight	Self 3.00 / Other 3.29	0.29
Management	Self 3.25 / Other 3.52	0.27
Global Perspective	Self 3.00 / Other 3.21	0.21
Developing Others	Self 3.25 / Other 3.41	0.16

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

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
1. Sets an example for others to follow	15	3.20	93.3	7%	67%		27%
2. Is ready to offer help	15	3.87	100.0		13%	87%	
3. Takes responsibility for things that go wrong	15	3.33	93.3	7%	53%	40%	
4. Keep staff informed about what is happening in the company	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. Sets an example for others to follow	3.29	3.20	-0.09	▼
2. Is ready to offer help	3.65	3.87	+0.22	▲
3. Takes responsibility for things that go wrong	3.18	3.33	+0.16	▲
4. Keep staff informed about what is happening in the company	3.41	3.60	+0.19	▲

Comments:
- ___ excels at looking at other people's strengths and building upon them for the good of the department.
- ___ has made good judgements in hiring top notch employees.
- Although I have only reported to ___ for a couple of months, the quality of my work life" has improved greatly.
- ___ embraces the idea of being pro active in a situation, instead of reactive.   She is very supportive of the organizations Core Competency transition.
- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.

Communication Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
5. Is an effective communicator	15	3.33	93.3	7%	53%		40%
6. Communicates effectively with all levels of the organization.	15	3.20	93.3	7%	60%		33%
7. Deals with difficult situations calmly and confidently.	15	3.20	86.7	13%	53%		33%
8. Able to demonstrate persuasiveness in pursuit of objectives.	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. Is an effective communicator	3.24	3.33	+0.10	▲
6. Communicates effectively with all levels of the organization.	3.24	3.20	-0.04	▼
7. Deals with difficult situations calmly and confidently.	3.41	3.20	-0.21	▼
8. Able to demonstrate persuasiveness in pursuit of objectives.	3.24	3.40	+0.16	▲

Comments:
- 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.
- ___ is a pleasure to work with.
- ___ is a good leader because she gives examples through her own behavior.
- She solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- ___ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.

Continual Learning

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. Pursues learning that will enhance job performance.	15	3.47	93.3	7%	40%	53%	
10. Participates in regular training offered.	15	3.47	93.3	7%	40%	53%	
11. Seeks opportunities to grow in skills and knowledge.	15	3.53	100.0		47%	53%	
12. Takes the initiative to learn new skills.	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. Pursues learning that will enhance job performance.	3.18	3.47	+0.29 ▲
10. Participates in regular training offered.	3.35	3.47	+0.11 ▲
11. Seeks opportunities to grow in skills and knowledge.	3.47	3.53	+0.06 ▲
12. Takes the initiative to learn new skills.	3.47	3.27	-0.20 ▼

Comments:
- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- ___ is extremely supportive of her staff with   their assigned directors/managers.   Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process.   She supported me by making time to go to the meetings with myself and the director.   I greatly appreciated this.
- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- ___ has made great strides with increasing communication and teamwork within her reports.

Project 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
13. Organizes work and sets priorities as needed.	15	3.33	100.0		67%		33%
14. Responds quickly and appropriately to unforeseen problems.	15	3.13	86.7	13%	60%		27%
15. Develops performance measures for various aspects of the project.	15	3.07	80.0	20%	53%		27%
16. Regularly reviews project performance and goals.	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. Organizes work and sets priorities as needed.	3.35	3.33	-0.02 ▼
14. Responds quickly and appropriately to unforeseen problems.	3.18	3.13	-0.04 ▼
15. Develops performance measures for various aspects of the project.	3.00	3.07	+0.07 ▲
16. Regularly reviews project performance and goals.	3.65	3.40	-0.25 ▼

Comments:
- One of the main reasons I am here is because of ___.
- I admire ___ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- ___ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- ___ takes pride in her department. Her follow through is excellent.   ___ leads be example.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- Sometimes you want a little more direction from ___, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.

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
17. Has great overall performance	15	3.27	93.3	7%	60%		33%
18. ...Produce Quality	14	3.00	92.9	7%	79%		14%
19. Listens and responds to issues and problems	15	3.47	100.0		53%	47%	
20. Shown significant improvement in job performance.	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. Has great overall performance	3.47	3.27	-0.20 ▼
18. ...Produce Quality	3.12	3.00	-0.12 ▼
19. Listens and responds to issues and problems	3.59	3.47	-0.12 ▼
20. Shown significant improvement in job performance.	3.29	3.40	+0.11 ▲

Comments:
- ___ offers support to her managers in a style that is engaging, consistent, and motivating.
- My interaction with ___ is very limited, but when I have requested time with her, she makes time for me.
- ___ is actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.
- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- She is showing more comfort in providing and receiving critical feedback.

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
21. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.53	100.0			47%	53%
22. Asks for additional information when making critical decisions.	15	3.00	80.0	20%	60%		20%
23. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	2.87	80.0	20%	73%		7%
24. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	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. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.35	3.53	+0.18 ▲
22. Asks for additional information when making critical decisions.	3.00	3.00	
23. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	2.88	2.87	-0.02 ▼
24. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.00	3.47	+0.47 ▲

Comments:
- ___ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- ___ is a great partner in Systems Implementation.
- ___ has an incredible vision for our organization's strategy and improvement efforts.
- Works hard to build a team environment.
- She has always encouraged others and provided tools for the employee to do so.
- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.

Commitment To Result

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. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.67	100.0		33%		67%
26. Coordinates all department activities into a cohesive team effort.	15	3.40	93.3	7%	47%		47%
27. Takes immediate action toward goals.	15	3.33	93.3	7%	53%		40%
28. Committed to the team.	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. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.76	3.67	-0.10 ▼
26. Coordinates all department activities into a cohesive team effort.	3.53	3.40	-0.13 ▼
27. Takes immediate action toward goals.	3.12	3.33	+0.22 ▲
28. Committed to the team.	3.41	3.53	+0.12 ▲

Comments:
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.
- I appreciate the honest evaluative feedback ___ provides for the staff in her area.   This input helps immensely in the development of constructive development feedback for these professionals each year.
- ___ 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.
- Provide more frequent development feedback.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff.   My interactions with her and her team are generally separate meetings.   She presents herself well to other leaders in the organization.

Developing Others

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
29. Recognizes and celebrates accomplishments of others.	15	3.67	100.0		33%		67%
30. Assesses employees' developmental needs.	15	3.33	100.0		67%		33%
31. Is open to receiving feedback.	15	3.20	86.7	13%	53%		33%
32. Encourages employees through recognition of positive changes in behavior.	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. Recognizes and celebrates accomplishments of others.	3.59	3.67	+0.08 ▲
30. Assesses employees' developmental needs.	3.41	3.33	-0.08 ▼
31. Is open to receiving feedback.	3.18	3.20	+0.02 ▲
32. Encourages employees through recognition of positive changes in behavior.	3.35	3.40	+0.05 ▲

Comments:
- ___ is an excellent employee, I do not know of any areas that need improvement.
- Has one of the strongest work ethics I've ever encountered in a team member.
- Before ___ came into the position it seemed that the department was a dump.
- 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.
- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- The work ___ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.

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
33. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	3.20	86.7	13%	53%		33%
34. Provides clear, motivating, and constructive feedback.	15	3.27	93.3	7%	60%		33%
35. Helps employees to maintain high personal standards.	15	3.00	80.0	20%	60%		20%
36. Addresses employee behavior problems effectively.	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. Coaches employees in how to strengthen knowledge and skills to improve work performance.	3.18	3.20	+0.02 ▲
34. Provides clear, motivating, and constructive feedback.	2.88	3.27	+0.38 ▲
35. Helps employees to maintain high personal standards.	3.18	3.00	-0.18 ▼
36. Addresses employee behavior problems effectively.	3.18	3.20	+0.02 ▲

Comments:
- ___ is the right man for the job...there have been a couple of instances in which I feel that ___ has had tendency to lose staff or participants in her communication. To her merit, ___ will stop the conversation and clarify expectations or needs prior to moving forward.
- Detail oriented
- ___ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.
- She constantly asks for feedback and input to important decisions and genuinely listens and considers what her staff's opinions.
- ___ listens to employees ideas and concerns and address the issues right away.
- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.

Strategic Insight

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. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	3.27	93.3	7%	60%		33%
38. Analyzes records and reports to obtain insight into potential issues and trends.	15	3.27	86.7	13%	47%		40%
39. Maintains knowledge of current trends in the industry.	15	3.13	86.7	13%	60%		27%
40. Analyzes unique issues or problems impacting the Company.	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. Anticipates business cycles and trends and makes adjustments in a timely manner.	3.35	3.27	-0.09 ▼
38. Analyzes records and reports to obtain insight into potential issues and trends.	3.24	3.27	+0.03 ▲
39. Maintains knowledge of current trends in the industry.	3.59	3.13	-0.45 ▼
40. Analyzes unique issues or problems impacting the Company.	3.29	3.40	+0.11 ▲

Comments:
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- I appreciate the honest evaluative feedback ___ provides for the staff in her area.   This input helps immensely in the development of constructive development feedback for these professionals each year.
- ___ collaborates well with other departments and managers.
- I think she is the kind of manager our department has needed and will continue to need.
- ___ 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.

Global Perspective

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. Aligns personal vision with global strategies.	15	3.33	93.3	7%	53%		40%
42. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	3.33	93.3	7%	53%		40%
43. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	3.13	86.7	13%	60%		27%
44. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	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. Aligns personal vision with global strategies.	3.29	3.33	+0.04 ▲
42. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	3.41	3.33	-0.08 ▼
43. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	3.35	3.13	-0.22 ▼
44. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	3.18	3.00	-0.18 ▼

Comments:
- ___ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- ___ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on ___ to stand her ground and take care of her employees / department.
- I think at times her dedicaton 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.
- ___ is a wonderful team member. . .has the gift of empathy and encouragement.   She has a can do attitude when faced with projects/issues.
- ___ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.

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?

- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- ___ always goes above and beyond in her daily work.
- ___ is the consummate professional and pleasure to work with.
- She is very supportive and easily approachable.
- I feel safe and comfortable going to her for any reason.   I am very glad to have her for a Director, and also as a partner and teammate.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.

What do you like best about working with this individual?

- ___ is great…She provides valuable insight/opinion when asked and easily makes decisions.
- She keeps focused on things that are important for her department to run smoothly.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- She knows her subject matter!
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- Brings an exorbitant amount of positive energy to the team.   It's very inspiring.

What do you like least about working with this individual?

- I think at times her dedicaton 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 involves our team and holds us accountable out of respect.
- I trust that I can go to her in confidence and she will really listen to what I am saying.
- I have found that ___ takes feedback very well.   Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- I so appreciate that ___ is so on top of everything that we do in payroll.

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

- ___ does not beat around the bush nor does she have hidden agendas.
- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way ___ can.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- ___ has demonstrated excellent leadership and organizational qualities.   She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.
- just know going through the hiring process with her.
- I look forward to learning and improving with her and the other members in the division.

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

- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.
- ___ has been using more shared decision making and has allowed the department to enact recommendations that she personally may not have agreed with.   That gave her a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- There are two items above that will be part of my goals for the coming year.
- I know she is busy, but the information requests or answers to emailed questions can slow things down.   Communicate more directly and more often.

- I feel as though ___ is still getting to know her management team and employees.   She has only been overseeing our area for a little over 6 months.   I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.

Any final comments?

- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- ___ is an experienced, skilled leader.   She maintains focus on goals and core values in the most challenging situations.   Her extensive experience in operations has been a huge asset for the department.   She has been a wonderful teacher for members of the team who lack management experience.
- Has the experience needed.
- ___ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.
- ___ 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.
- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.