



---

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.

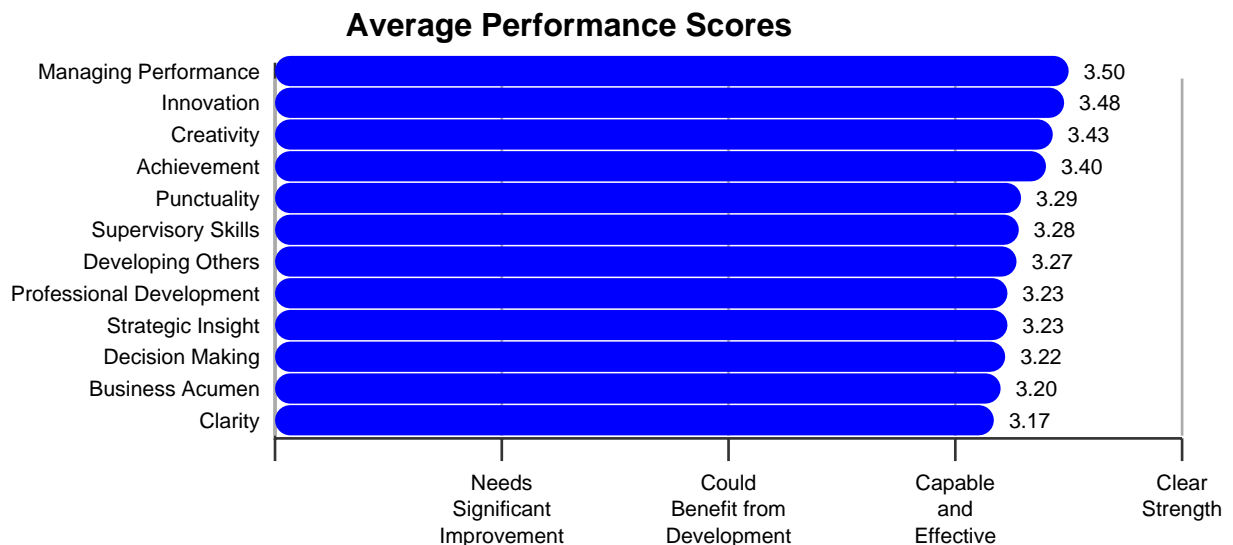
## What to Do with Your Feedback

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.



## Managing 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Informs team members how their performance compares to stated goals.	15	3.20	93.3	7%	67%		27%
2. Acknowledges employee contributions that support the bottom line.	15	3.87	100.0	13%	87%		
3. Assesses employee performance against defined standards.	15	3.33	93.3	7%	53%		40%
4. Examines the most effective ways for accomplishing goals.	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. Informs team members how their performance compares to stated goals.	3.29	3.20	-0.09 ▼
2. Acknowledges employee contributions that support the bottom line.	3.65	3.87	+0.22 ▲
3. Assesses employee performance against defined standards.	3.18	3.33	+0.16 ▲
4. Examines the most effective ways for accomplishing goals.	3.41	3.60	+0.19 ▲

### Comments:

- 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.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.
- \_\_\_ is a solid asset to the human resources division and the [CompanyName] senior management team.
- Very knowledgeable and always steps up if help is needed.
- \_\_\_ is a great boss and director. \_\_\_ has been a great resource to me with my struggles as I grow professionally. \_\_\_ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- She is also quick to tap into her past experiences in attempting to find the best solution.

## Supervisory 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
5. Treats all staff equitably.	15	3.33	93.3	7%	53%	40%	
6. Delegates effectively.	15	3.20	93.3	7%	60%	33%	
7. Provides constructive, ongoing feedback.	15	3.20	86.7	13%	53%	33%	
8. Is aware of the unique strengths of each employee.	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. Treats all staff equitably.	3.24	3.33	+0.10 ▲
6. Delegates effectively.	3.24	3.20	-0.04 ▼
7. Provides constructive, ongoing feedback.	3.41	3.20	-0.21 ▼
8. Is aware of the unique strengths of each employee.	3.24	3.40	+0.16 ▲

### Comments:

- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- \_\_\_ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- I enjoy working with \_\_\_; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.

## Creativity

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
9. Inspires creativity in their team.	15	3.47	93.3	7%	40%	53%	
10. Conceives, implements and evaluates ideas.	15	3.47	93.3	7%	40%	53%	
11. Adds value to the department/organization.	15	3.53	100.0		47%	53%	
12. Is creative and inspirational.	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. Inspires creativity in their team.	3.18	3.47	+0.29 ▲
10. Conceives, implements and evaluates ideas.	3.35	3.47	+0.11 ▲
11. Adds value to the department/organization.	3.47	3.53	+0.06 ▲
12. Is creative and inspirational.	3.47	3.27	-0.20 ▼

### Comments:

- \_\_\_ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- She allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- Set clear expectations for others.
- She has worked hard to understand people's strengths and what they need from her.
- Over the past few months \_\_\_ has been creating a bridge between the billing staff and the operations departments.
- \_\_\_ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.

## Professional Development

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
13. Quickly acquire and apply new knowledge and skills when needed	15	3.33	100.0		67%		33%
14. Allows employees to fully participate in employee training and professional development.	15	3.13	86.7	13%	60%		27%
15. Seeks opportunities for professional development.	15	3.07	80.0	20%	53%		27%
16. Encourages employees to take courses relevant to 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. Quickly acquire and apply new knowledge and skills when needed	3.35	3.33	-0.02 ▼
14. Allows employees to fully participate in employee training and professional development.	3.18	3.13	-0.04 ▼
15. Seeks opportunities for professional development.	3.00	3.07	+0.07 ▲
16. Encourages employees to take courses relevant to their job.	3.65	3.40	-0.25 ▼

### Comments:

- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- Need to continue to engage staff in team development and role clarification.
- \_\_\_ is a solid asset to the human resources division and the [CompanyName] senior management team.
- "Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- \_\_\_ is very approachable and ensures the best for all employees in the department.
- \_\_\_ does a great job in supporting and engaging all of her employees.

## Punctuality

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
17. Starts the workday when scheduled.	15	3.27	93.3	7%	60%	33%	
18. Responds to requests for information in a timely manner.	14	3.00	92.9	7%	79%	14%	
19. Avoids making personal phone calls during working hours.	15	3.47	100.0		53%	47%	
20. Starts meetings on time.	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. Starts the workday when scheduled.	3.47	3.27	-0.20 ▼
18. Responds to requests for information in a timely manner.	3.12	3.00	-0.12 ▼
19. Avoids making personal phone calls during working hours.	3.59	3.47	-0.12 ▼
20. Starts meetings on time.	3.29	3.40	+0.11 ▲

### Comments:

- Sometimes her decisions aren't thought through from a financial perspective.
- She inspires others by the manner in which she does her work and engages others.
- Everyone who works with \_\_\_ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- She leads by example, not reputation.
- 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 the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.



## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Exercises good judgment by making sound and informed decisions.	15	3.53	100.0	47%	53%		
22. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.00	80.0	20%	60%	20%	
23. Does not lose sight of the big picture when making decisions	15	2.87	80.0	20%	73%	7%	
24. Seeks input from key people who should be involved in, or will be affected by, 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. Exercises good judgment by making sound and informed decisions.	3.35	3.53	+0.18 ▲
22. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.00	3.00	
23. Does not lose sight of the big picture when making decisions	2.88	2.87	-0.02 ▼
24. Seeks input from key people who should be involved in, or will be affected by, decisions	3.00	3.47	+0.47 ▲

### Comments:

- She is very knowledgeable and is always willing to lend a helping hand!
- \_\_\_ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. She introduced Basecamp to the team facilitating better project management systems within the department.
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- \_\_\_ is incredibly talented and very smart. Her attention to detail is unparalleled.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- Don't work with her enough to observe the vast majority of these items.

## Innovation

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
25. Creates improved methods or solutions for meeting goals and objectives.	15	3.67	100.0	33%	67%		
26. Challenges current procedures to develop other alternatives.	15	3.40	93.3	7%	47%	47%	
27. Analyzes current procedures and identifies opportunities for improvement.	15	3.33	93.3	7%	53%	40%	
28. Fosters a creative and innovative work environment.	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. Creates improved methods or solutions for meeting goals and objectives.	3.76	3.67	-0.10 ▼
26. Challenges current procedures to develop other alternatives.	3.53	3.40	-0.13 ▼
27. Analyzes current procedures and identifies opportunities for improvement.	3.12	3.33	+0.22 ▲
28. Fosters a creative and innovative work environment.	3.41	3.53	+0.12 ▲

### Comments:

- \_\_\_ has been wonderful to work with. She is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- She challenges me every day to be my best and I appreciate that.
- \_\_\_ has made great visible improvements in her roles of communication, teamwork and engagement. She is creating a great presence in her position currently.
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
29. Works at a quick pace to complete a high volume of work.	15	3.67	100.0	33%	67%		
30. Driven to complete goals despite obstacles that may arise.	15	3.33	100.0		67%		33%
31. Is results oriented.	15	3.20	86.7	13%	53%		33%
32. Helps others to improve or meet standards of performance.	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. Works at a quick pace to complete a high volume of work.	3.59	3.67	+0.08 ▲
30. Driven to complete goals despite obstacles that may arise.	3.41	3.33	-0.08 ▼
31. Is results oriented.	3.18	3.20	+0.02 ▲
32. Helps others to improve or meet standards of performance.	3.35	3.40	+0.05 ▲

### Comments:

- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. \_\_\_ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.
- \_\_\_ has many responsibilities and at times needed direction is delayed as she sorts through her priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- I am still learning how to work with \_\_\_ so sometimes I have at difficulty understanding where she is coming from and in the process of working through this it there is some uncertainty that is created.
- \_\_\_ encourages us as directors to go out with one voice and keeps us accountable.
- I really enjoy working with \_\_\_ and I respect her as a leader and role model.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.

## Clarity

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
33. Communicates ideas and facts clearly and effectively in writing.	15	3.20	86.7	13%	53%	33%	
34. Is clear about goals that need to be achieved.	15	3.27	93.3	7%	60%	33%	
35. Avoids stating unclear or conflicting goals.	15	3.00	80.0	20%	60%	20%	
36. Maintains clarity in goals and objectives.	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. Communicates ideas and facts clearly and effectively in writing.	3.18	3.20	+0.02 ▲
34. Is clear about goals that need to be achieved.	2.88	3.27	+0.38 ▲
35. Avoids stating unclear or conflicting goals.	3.18	3.00	-0.18 ▼
36. Maintains clarity in goals and objectives.	3.18	3.20	+0.02 ▲

### Comments:

- She is always looking to and listening to the staff for their and needs.
- She has a vast storehouse of knowledge about the facility and our policies.
- \_\_\_ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- \_\_\_ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.
- \_\_\_ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
37. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.27	93.3	7%	60%	33%	
38. Encourages employees through recognition of positive changes in behavior.	15	3.27	86.7	13%	47%	40%	
39. Is open to receiving feedback.	15	3.13	86.7	13%	60%	27%	
40. Sets performance objectives for subordinates that encourages development opportunities.	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. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.35	3.27	-0.09 ▼
38. Encourages employees through recognition of positive changes in behavior.	3.24	3.27	+0.03 ▲
39. Is open to receiving feedback.	3.59	3.13	-0.45 ▼
40. Sets performance objectives for subordinates that encourages development opportunities.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_ is an amazing manager. She genuinely cares about her staff.
- \_\_\_ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- Don't work with her enough to observe the vast majority of these items.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- \_\_\_ has excellent communication skills with both staff and her management team.

## Business Acumen

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	3.33	93.3	7%	53%	40%	
42. Able to align resources to meet the business needs of the company.	15	3.33	93.3	7%	53%	40%	
43. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.13	86.7	13%	60%	27%	
44. Applies the knowledge of work processes to influence the achievement of business goals	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. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.29	3.33	+0.04 ▲
42. Able to align resources to meet the business needs of the company.	3.41	3.33	-0.08 ▼
43. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.35	3.13	-0.22 ▼
44. Applies the knowledge of work processes to influence the achievement of business goals	3.18	3.00	-0.18 ▼

### 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.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- Her positive attitude is constant.
- I can give concrete examples of how \_\_\_ actually exceeds -all- of the other elements of this performance review.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- \_\_\_ does a great job in supporting and engaging all of her employees.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
45. Maintains knowledge of current trends in the industry.	15	3.53	100.0	47%	53%		
46. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	3.00	86.7	13%	73%		13%
47. Implements long-term solutions to problems.	15	3.20	93.3	7%	60%		33%
48. Identifies root causes of problems.	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. Maintains knowledge of current trends in the industry.	3.35	3.53	+0.18 ▲
46. Anticipates business cycles and trends and makes adjustments in a timely manner.	3.24	3.00	-0.24 ▼
47. Implements long-term solutions to problems.	3.00	3.20	+0.20 ▲
48. Identifies root causes of problems.	3.18	3.20	+0.02 ▲

#### Comments:

- At times I feel that \_\_\_ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- She's a good and reliable team member.
- \_\_\_ is a great director, knows her scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- \_\_\_ always remembers the customer is at the center of what we do.
- We have made improvements in our documentation and have decreased duplicate reporting.

## 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 has been challenging us to find other ways to communicate that would be effective, other than email.
- I really appreciate her.
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- I cannot say if she challenges others.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- \_\_\_ 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.

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

- \_\_\_ has excellent communication skills with both staff and her management team.
- 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.
- Manager routinely demonstrates all of the above characteristics, as marked
- \_\_\_ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- She communicates clearly and responds to request without unnecessary delay.
- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.

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

- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.
- \_\_\_ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- Provides team members with frequent informal feedback.
- 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.
- \_\_\_ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- \_\_\_ is great about approaching and including staff input with decision making within the department.

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

- I honestly cannot think of of anything to recommend that would help her to improve at this point.
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- \_\_\_ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- \_\_\_ is consistent in her messaging about how we best serve the customers.
- \_\_\_ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- She looks at problems in a systematic way and asks for input prior to making decisions.



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

- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- \_\_\_ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- \_\_\_ is an excellent manager, our dept.is a good place to work with her as a boss
- She is becoming more comfortable to deliver critical feedback.
- She always asks and seeks the advice of the whole leadership she listens to what we have to say.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.

### Any final comments?

- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- Very knowledgeable and always steps up if help is needed.
- \_\_\_ is incredibly talented and very smart. Her attention to detail is unparalleled.
- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team. Working more collaboratively with her colleagues can help avoid this as her intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- She consistently involves employees in shared decision making.
- I can't think of a single thing \_\_\_ could improve upon.