



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.

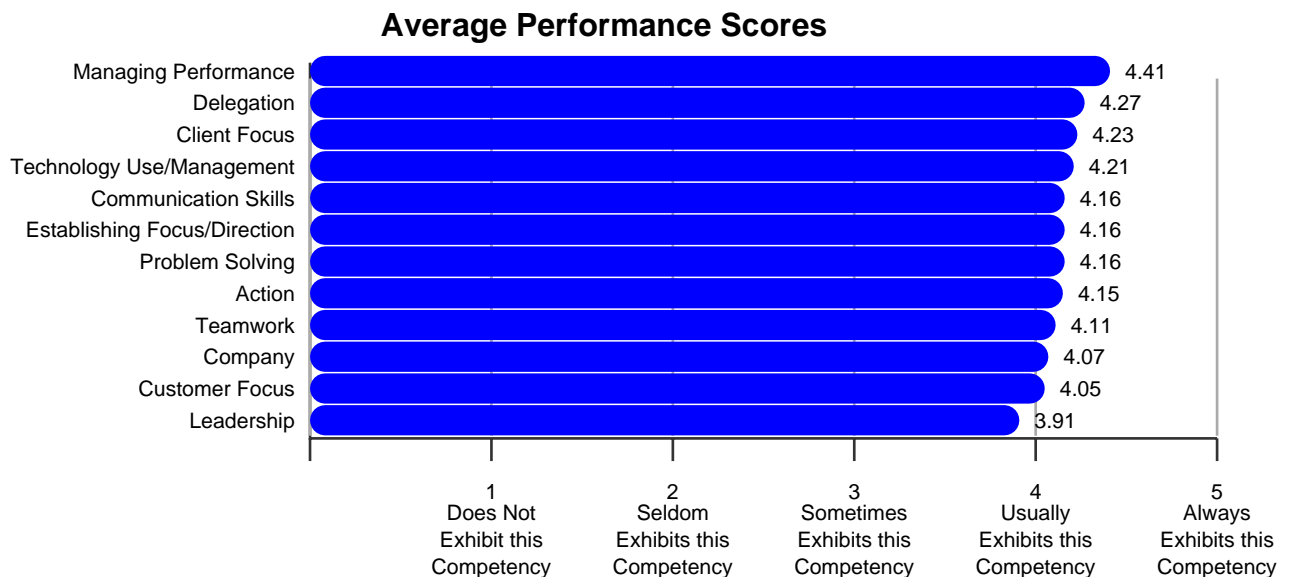
## What to Do with Your Feedback

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

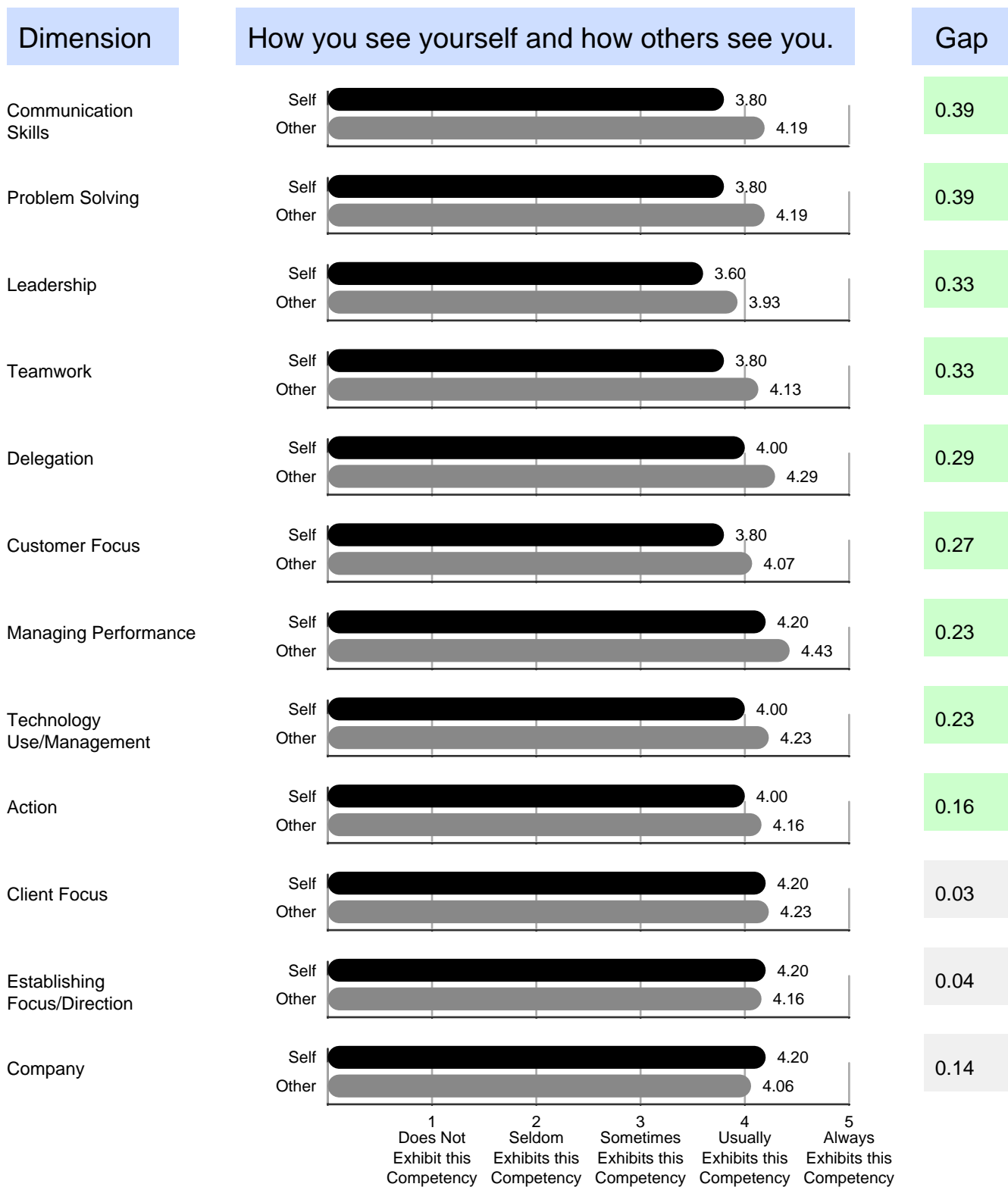
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



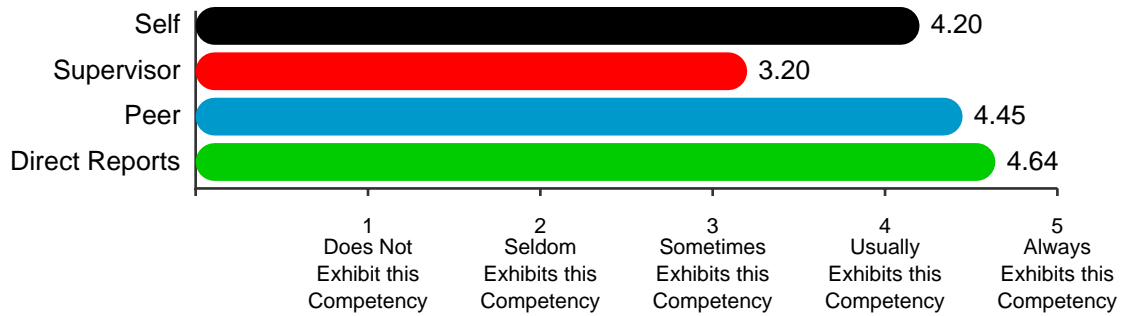
## Gap Analysis

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

## Summary Scores



1. Examines the most effective ways for accomplishing goals.



2. Routinely holds audits of performance on a weekly or monthly basis.



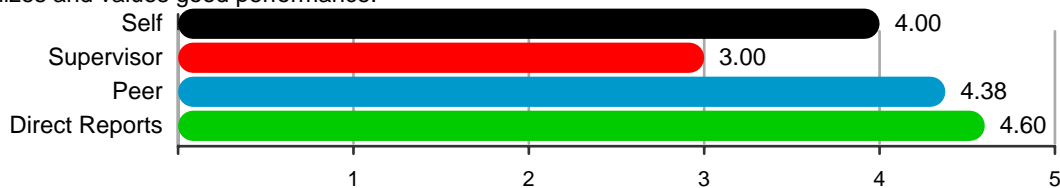
3. Prioritizes the work of others.



4. Informs team members how their performance compares to stated goals.



5. Recognizes and values good 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Examines the most effective ways for accomplishing goals.	15	4.20	93.3	7%		67%		27%
2. Routinely holds audits of performance on a weekly or monthly basis.	15	4.87	100.0	13%		87%		
3. Prioritizes the work of others.	15	4.27	93.3	7%		60%		33%
4. Informs team members how their performance compares to stated goals.	15	4.40	86.7	13%	33%		53%	
5. Recognizes and values good performance.	15	4.33	93.3	7%		53%		40%

### Comments:

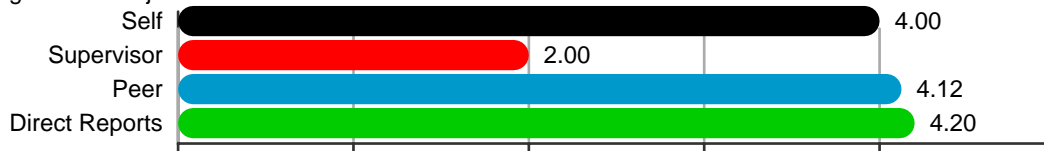
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- \_\_\_ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about \_\_\_ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.
- She correctly sets limits, and expectations of her managers.
- \_\_\_ has an impressive vision for the company.
- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- She is respectful of the people she works with regardless of the level in the organization.

# Delegation

## Summary Scores



### 6. Defines goals and objectives for subordinates.



### 7. Allows employees to decide how they wish to complete the tasks.



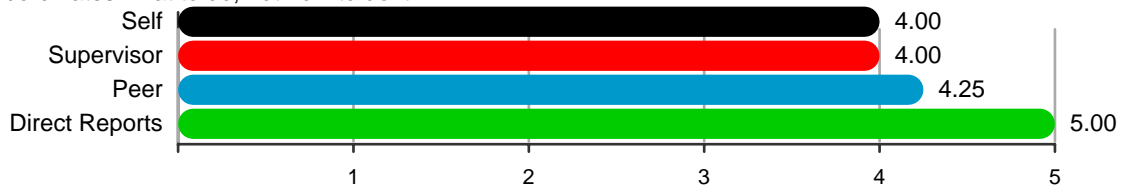
### 8. Encourages and empowers subordinates to use initiative in achieving goals and objectives.



### 9. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.



### 10. Tells subordinates what to do, not how to do it.



## Level of Skill

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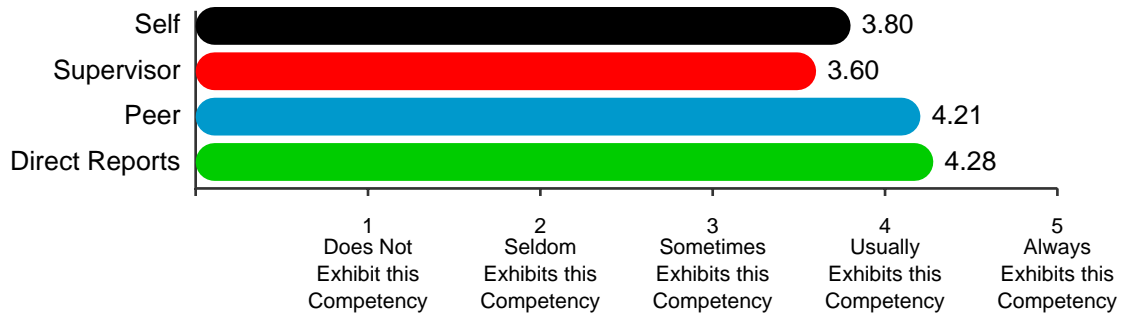
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Defines goals and objectives for subordinates.	15	4.00	80.0	7%	13%	53%	27%	
7. Allows employees to decide how they wish to complete the tasks.	15	4.07	80.0		20%	53%	27%	
8. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	4.33	93.3	7%	47%		47%	
9. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	4.47	93.3	7%	40%		53%	
10. Tells subordinates what to do, not how to do it.	15	4.47	93.3	7%	40%		53%	

### Comments:

- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- I think that \_\_\_ is making good strides in setting expectations through clear communication.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- She strives to be an effective and available leader.
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.

# Communication Skills

## Summary Scores



### 11. Asks follow-up questions as needed.



### 12. An effective listener who is responsive to information needs.



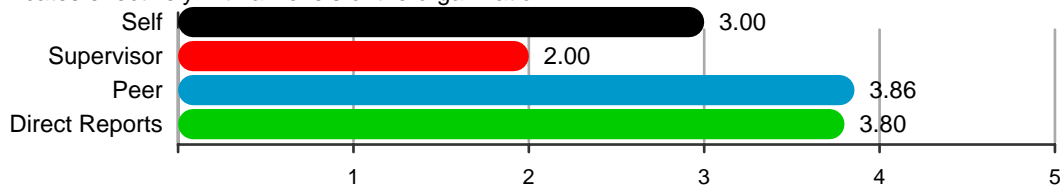
### 13. Deals with difficult situations calmly and confidently.



### 14. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.



### 15. Communicates effectively with all levels of the organization.





## Level of Skill

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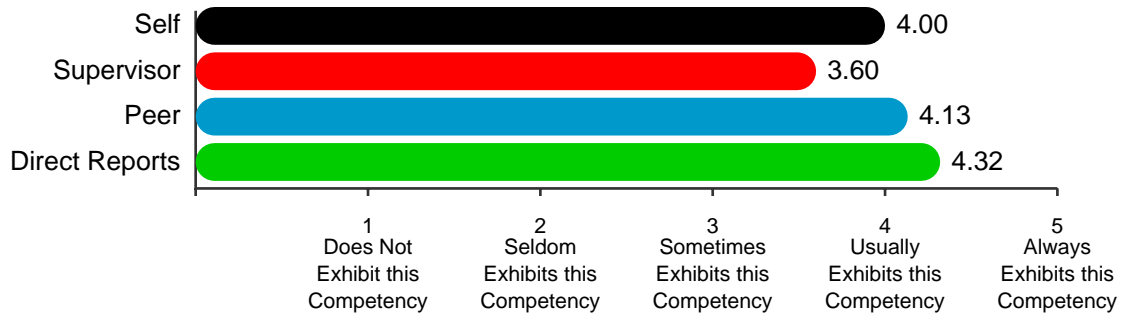
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Asks follow-up questions as needed.	15	4.60	100.0			40%	60%	
12. An effective listener who is responsive to information needs.	15	4.27	100.0			73%		27%
13. Deals with difficult situations calmly and confidently.	15	4.33	100.0			67%		33%
14. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	3.93	73.3		27%		53%	20%
15. Communicates effectively with all levels of the organization.	14	3.64	57.1	14%		29%	36%	21%

### Comments:

- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate her candor and feedback.
- She works diligently with our supplier to ensure the inventory is cost effective.
- Positive energy and a team player.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- \_\_\_ has brought a much needed positive change to [CompanyName].

# Action

## Summary Scores



### 16. Effectively makes decisions



### 17. Gets the job done.



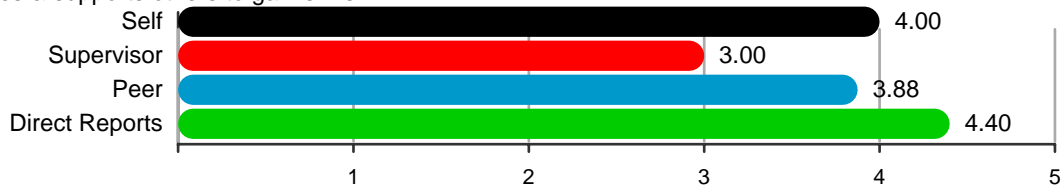
### 18. Works quickly when faced with difficult problems.



### 19. Displays high energy and enthusiasm on consistent basis.



### 20. Motivates & supports others to gain skills



## Level of Skill

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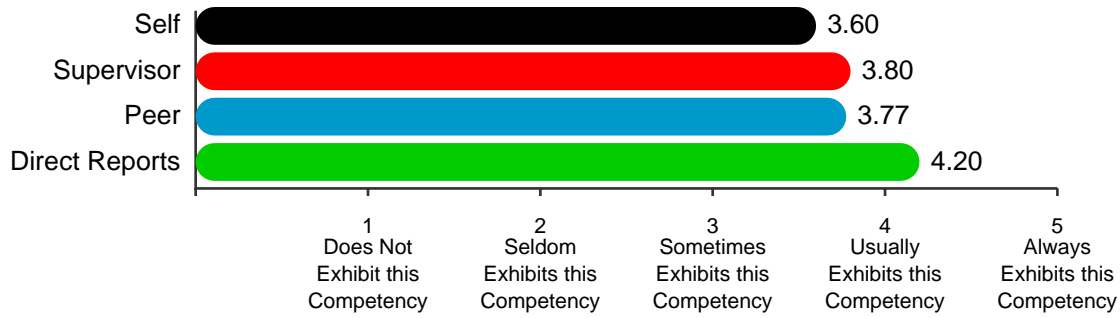
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Effectively makes decisions	15	4.33	86.7	13%	40%	47%		
17. Gets the job done.	15	4.27	93.3	7%	60%	33%		
18. Works quickly when faced with difficult problems.	14	4.00	92.9	7%	86%	7%		
19. Displays high energy and enthusiasm on consistent basis.	14	4.14	85.7	7%	7%	50%	36%	
20. Motivates & supports others to gain skills	15	4.00	66.7	7%	27%	27%	40%	

### Comments:

- \_\_\_ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- She's a very hard worker and always helping out when needed.
- She is a joy to work for.
- She cares deeply for what she does and it shows.
- I appreciate her helpful and cheerful outlook!
- She is, quite simply, the best boss I've ever had.

# Leadership

## Summary Scores



### 21. Highly effective supervisor.



### 22. Able to align manpower, design work, and allocate tasks to achieve goals.



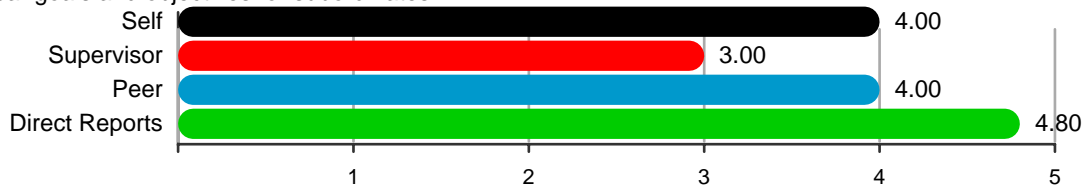
### 23. Recognizes individual and team accomplishments and reward them appropriately.



### 24. Gives direct, constructive, and actionable feedback.



### 25. Sets clear goals and objectives for subordinates.



### Level of Skill

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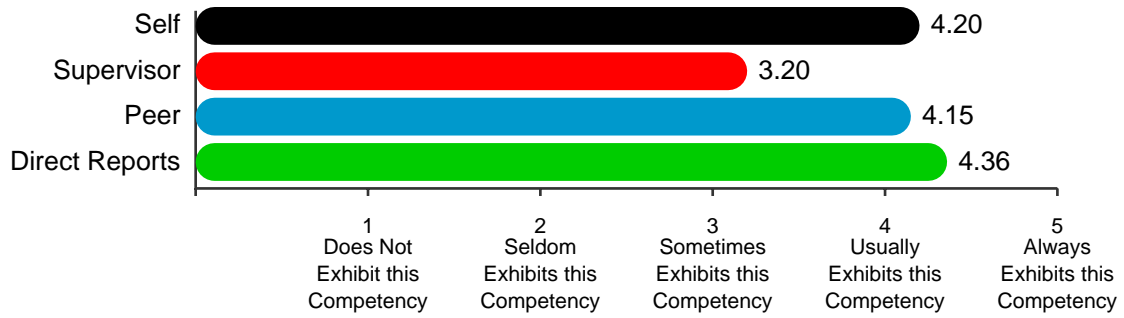
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Highly effective supervisor.	15	4.00	66.7	13%	20%	20%	47%	
22. Able to align manpower, design work, and allocate tasks to achieve goals.	15	3.47	53.3	13%	33%	47%	7%	
23. Recognizes individual and team accomplishments and reward them appropriately.	15	3.60	66.7	13%	20%	60%	7%	
24. Gives direct, constructive, and actionable feedback.	15	4.27	86.7	7%	7%	40%	47%	
25. Sets clear goals and objectives for subordinates.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

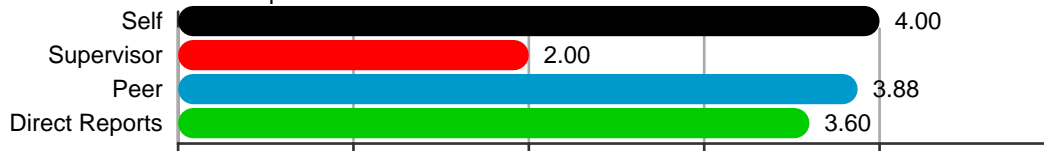
- Resources are managed carefully with input sought and considered before applying those resources.
- \_\_\_ has demonstrated the ability to manage significant changes in her area with great skill.
- \_\_\_ is smart, detailed and committed. I appreciate having her on our team.
- She makes me feel like an important and valued team member.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- \_\_\_ has made good judgements in hiring top notch employees.

## Establishing Focus/Direction

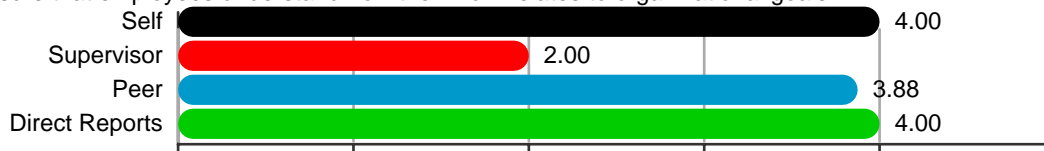
### Summary Scores



26. Stays focused even when under pressure and stress.



27. Makes sure that employees understand how their work relates to organizational goals.



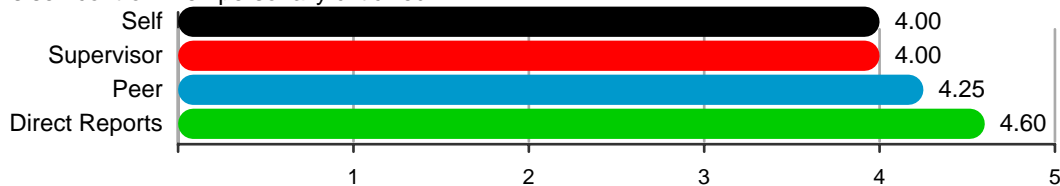
28. Makes sure that employees understand and identify with the team's mission.



29. Helps guide employees with prioritizing tasks.



30. Maintains self-control when personally criticized.



## Level of Skill

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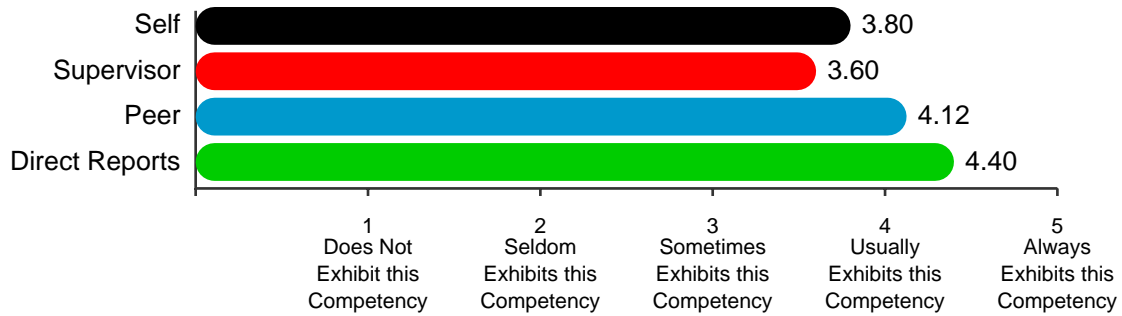
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Stays focused even when under pressure and stress.	15	3.67	66.7	20%	13%	47%	20%	
27. Makes sure that employees understand how their work relates to organizational goals.	15	3.80	73.3	20%	7%	47%	27%	
28. Makes sure that employees understand and identify with the team's mission.	15	4.33	86.7	13%	40%	47%		
29. Helps guide employees with prioritizing tasks.	15	4.67	100.0		33%	67%		
30. Maintains self-control when personally criticized.	15	4.33	100.0		67%	33%		

### Comments:

- \_\_\_ is a great leader. She has excellent communication skills and has a wonderful leadership style.
- \_\_\_ is very process oriented. She has streamlined/improved several processes in the lab.
- She cares deeply about the engagement of her staff and has concern for those in need.
- \_\_\_ has been eager to learn her new position and is transitioning well.
- 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.
- She is a joy to work for.

# Problem Solving

## Summary Scores



31. Identifies fresh approaches and shows a willingness to question traditional assumptions.



32. Actively seeks the root cause of a problem.



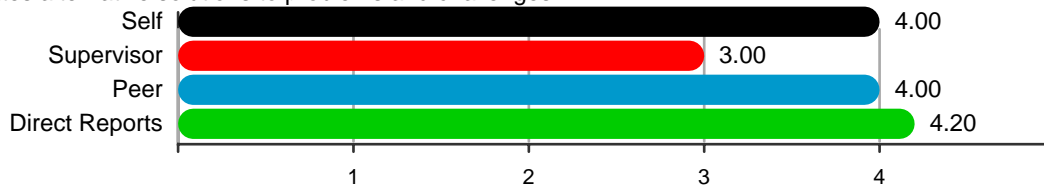
33. Finds creative ways to get things done with limited resources.



34. Identifies and assesses all potential responses to a problem.



35. Generates alternative solutions to problems and challenges.





## Level of Skill

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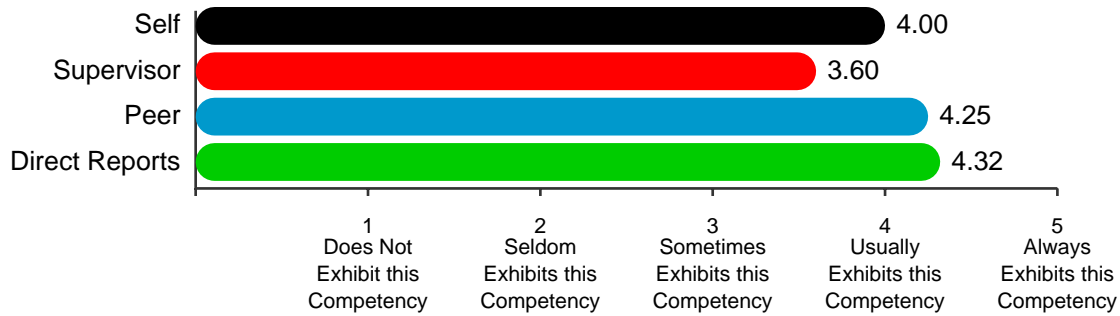
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Identifies fresh approaches and shows a willingness to question traditional assumptions.	15	4.07	80.0	20%		53%		27%
32. Actively seeks the root cause of a problem.	15	4.47	100.0		53%		47%	
33. Finds creative ways to get things done with limited resources.	15	4.13	80.0	20%		47%		33%
34. Identifies and assesses all potential responses to a problem.	15	4.13	86.7	13%		60%		27%
35. Generates alternative solutions to problems and challenges.	15	4.00	80.0	20%		60%		20%

### Comments:

- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- She inspires us to remember that as leaders, anything's possible.
- Timeliness and accountability of projects.
- From what I can see \_\_\_ meets or exceeds all of these leadership roles but remember she is not my manager.
- \_\_\_ has a keen ability to focus in on what needs to be done and to drive for resolution. She is able to see new and innovative options for driving operational performance.
- \_\_\_ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.

# Technology Use/Management

## Summary Scores



36. Uses technology in decision making and problem solving.



37. Supports employee training and development initiatives regarding implementation of technology.



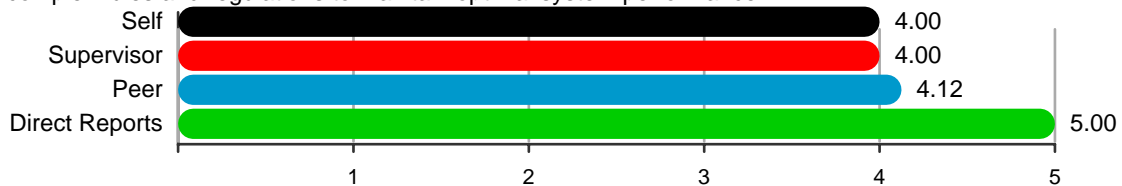
38. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



39. Supports technical training and development of employees.



40. Applies complex rules and regulations to maintain optimal system performance.



### Level of Skill

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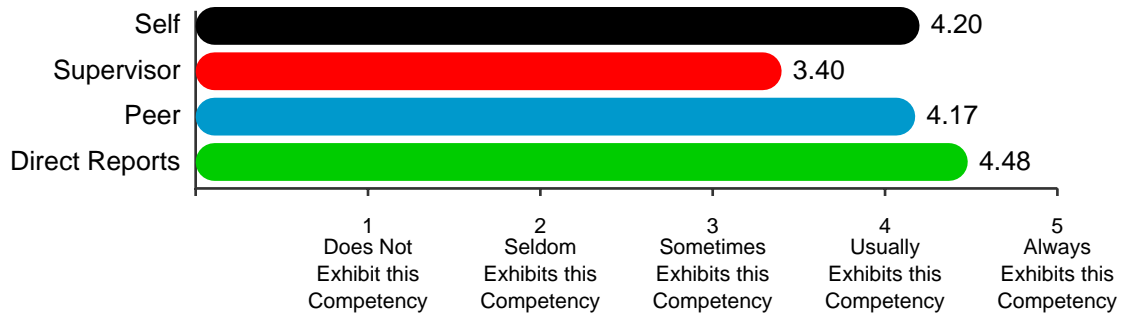
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Uses technology in decision making and problem solving.	15	4.33	100.0				67%	33%
37. Supports employee training and development initiatives regarding implementation of technology.	15	3.93	80.0	13%	7%		53%	27%
38. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	4.27	86.7		13%		47%	40%
39. Supports technical training and development of employees.	15	4.13	86.7		13%		60%	27%
40. Applies complex rules and regulations to maintain optimal system performance.	15	4.40	93.3		7%		47%	47%

Comments:

- \_\_\_ is an excellent employee, I do not know of any areas that need improvement.
- She is an excellent Manager!
- In the area of 'Communication skills' I would like to see \_\_\_ be more direct in her oral delivery.
- \_\_\_ is committed to our organization and leads by example.
- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- \_\_\_ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.

# Client Focus

## Summary Scores



### 41. Obtains feedback to ensure client needs are being met.



### 42. Satisfies client needs.



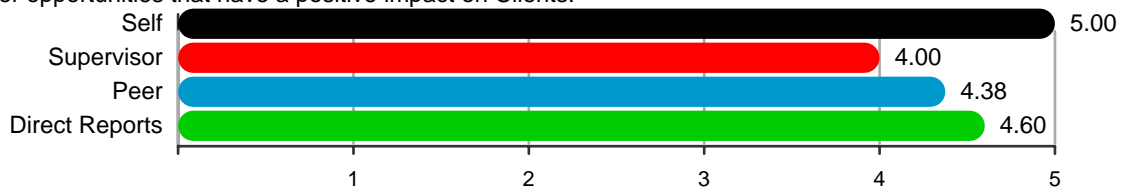
### 43. Ensures client commitments and requirements are met or exceeded



### 44. Forms strong client relationships



### 45. Looks for opportunities that have a positive impact on Clients.



### Level of Skill

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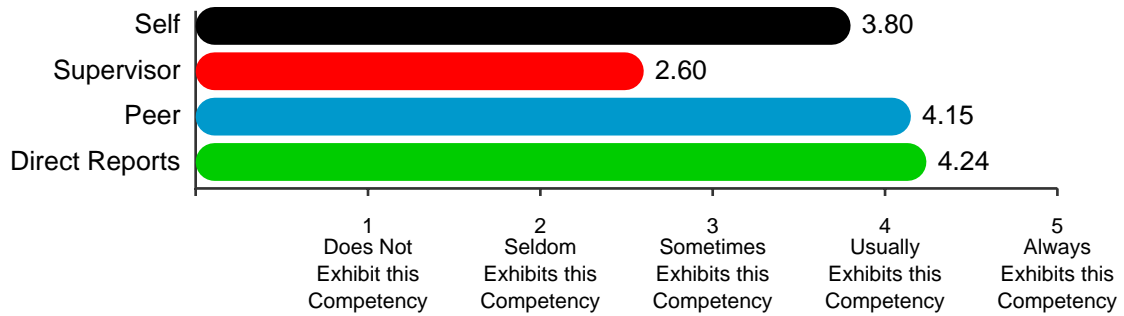
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Obtains feedback to ensure client needs are being met.	15	4.33	93.3	7%		53%		40%
42. Satisfies client needs.	15	4.20	80.0	20%		40%		40%
43. Ensures client commitments and requirements are met or exceeded	15	4.13	86.7	13%		60%		27%
44. Forms strong client relationships	15	4.00	86.7	13%		73%		13%
45. Looks for opportunities that have a positive impact on Clients.	15	4.47	93.3	7%		40%		53%

Comments:

- I have found that when \_\_\_ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.
- \_\_\_ always has the customer at the center of focus.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with her. A pleasure to work with. A+
- Completes variance analysis and identifies corrective actions.
- \_\_\_ promotes and encourages teambuilding throughout the entire department.
- \_\_\_ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. \_\_\_ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.

# Customer Focus

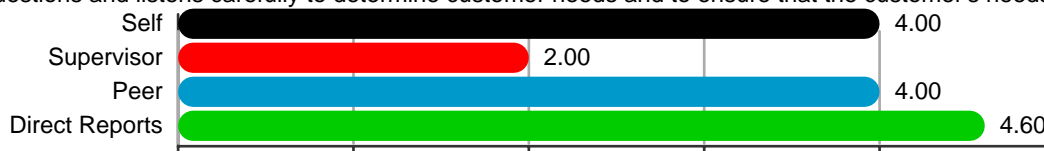
## Summary Scores



46. Consistently models positive customer service attitudes.



47. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.



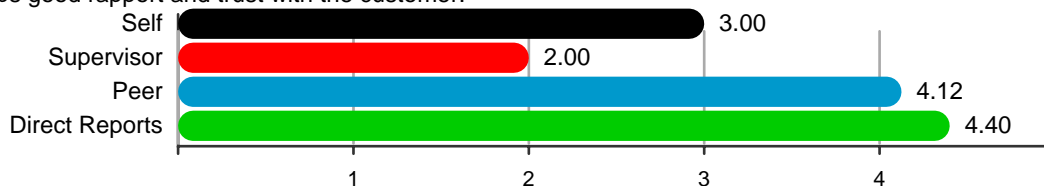
48. Considers customers point of view when making decisions.



49. ...friendliness and courtesy



50. Develops good rapport and trust with the customer.



## Level of Skill

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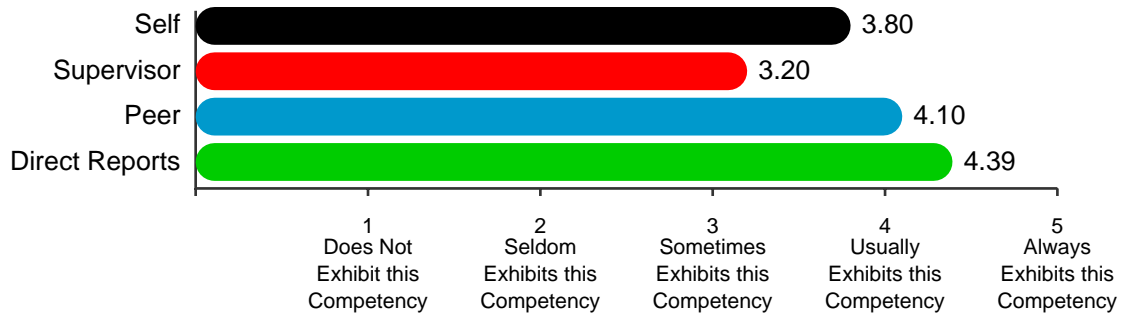
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Consistently models positive customer service attitudes.	15	3.87	80.0	7%	13%	67%	13%	
47. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	4.07	86.7	13%		53%	33%	
48. Considers customers point of view when making decisions.	15	4.13	86.7		13%	60%	27%	
49. ...friendliness and courtesy	15	4.20	86.7	7%	7%	47%	40%	
50. Develops good rapport and trust with the customer.	15	4.00	73.3	13%	13%	33%	40%	

### Comments:

- I trust that I can go to her in confidence and she will really listen to what I am saying.
- \_\_\_ 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.
- \_\_\_ is professional, collaborative. . . a great team member.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- \_\_\_ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.

# Teamwork

## Summary Scores



### 51. Builds consensus and shares relevant information.



### 52. Encourages others to share ideas to develop team cohesion



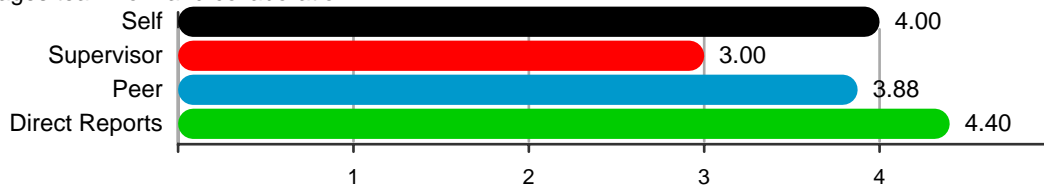
### 53. Carries his/her share of the workload



### 54. Demonstrates compassion and respect for others through actions; is concerned about their work and non-work issues



### 55. Encourages teamwork and collaboration.





## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

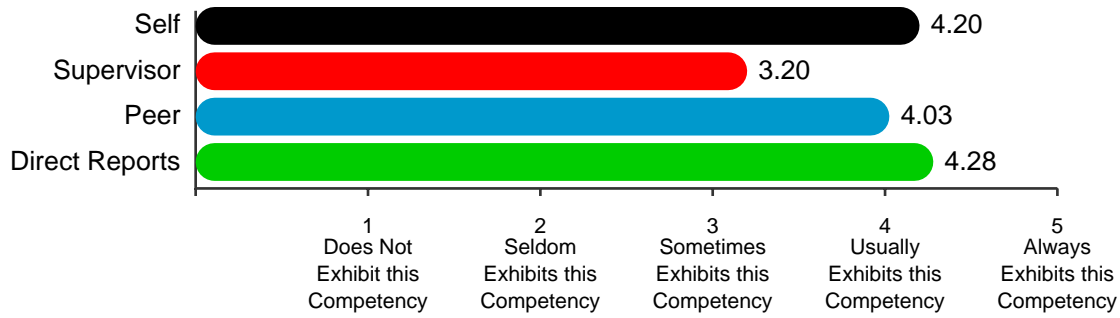
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Builds consensus and shares relevant information.	14	4.14	92.9	7%		71%		21%
52. Encourages others to share ideas to develop team cohesion	14	4.21	85.7	14%		50%		36%
53. Carries his/her share of the workload	15	4.13	80.0	20%		47%		33%
54. Demonstrates compassion and respect for others through actions; is concerned about their work and non-work issues	15	4.07	80.0	20%		53%		27%
55. Encourages teamwork and collaboration.	15	4.00	80.0	20%		60%		20%

### Comments:

- \_\_\_ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.
- She exceeded all of my expectations. The outcome of this work was very successful, in great part to \_\_\_'s work.
- There are two items above that will be part of my goals for the coming year.
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- She knows her subject matter!
- \_\_\_ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.

# Company

## Summary Scores



56. Understands how decisions impact other business units beyond their immediate department of work group.



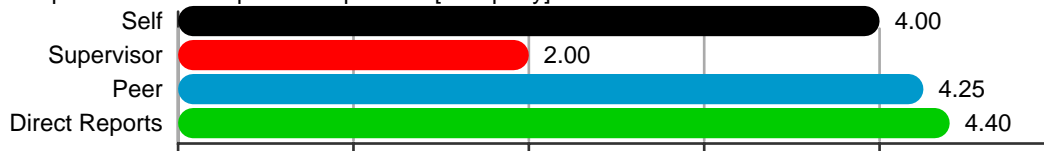
57. Understands the use of [Company] products and services.



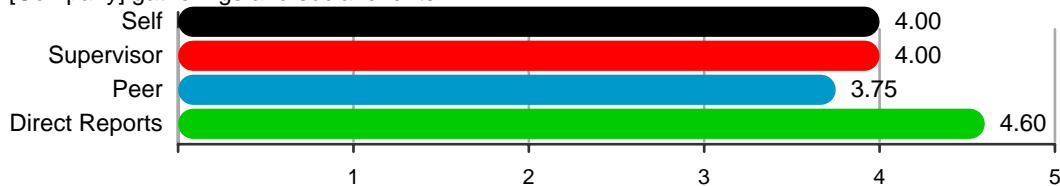
58. Expresses loyalty and dedication to [Company] in interactions with others.



59. Impresses upon others the important aspects of [Company].



60. Attends [Company] gatherings and social events.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
56. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.87	66.7	33%		47%		20%
57. Understands the use of [Company] products and services.	15	4.07	86.7	13%	67%		20%	
58. Expresses loyalty and dedication to [Company] in interactions with others.	15	4.20	93.3	7%	67%		27%	
59. Impresses upon others the important aspects of [Company].	15	4.13	93.3	7%	67%		27%	
60. Attends [Company] gatherings and social events.	15	4.07	86.7	7%	7%	60%		27%

### Comments:

- Increase in confidence. Being willing to lean into the uncomfortable.
- \_\_\_ is passionate about her role and does a fantastic job of working with other departments to improve process flows.
- I respect \_\_\_ and have turned to her for advice.
- It's been a pleasure to work for her.
- I appreciate \_\_\_'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- As \_\_\_ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.

## 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 a vast storehouse of knowledge about the facility and our policies.
- \_\_\_ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- \_\_\_ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- She lets us develop our own style and inspires us to do our best.
- \_\_\_ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.

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

- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- \_\_\_ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.
- \_\_\_ has done a great job of continuing to grow and refine the service lines.
- \_\_\_ has a good perspective on the organization as a whole.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- \_\_\_ 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.

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

- She is quick to remind others, when needed why we are really here.
- Provides team members with frequent informal feedback.
- \_\_\_ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- She is determined to find the answer to any problem or obstacle in her way.
- \_\_\_ is very approachable. She is able to get people to follow through and engage in their daily work.
- I am having a hard time evaluating the last four. \_\_\_ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.

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

- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- \_\_\_ does a great job investigating an issue thinking it through before she takes action.
- \_\_\_ 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 she is the kind of manager our department has needed and will continue to need.
- \_\_\_ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- When I bring a problem to \_\_\_ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.

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

- \_\_\_ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.
- Provide and solicit more frequent feedback.
- \_\_\_ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- \_\_\_ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.

### Any final comments?

- \_\_\_ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- \_\_\_ is a great manager. Very supportive of her staff.
- Be being better organized. It would help with prioritizing.
- \_\_\_ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- \_\_\_ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.