



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.

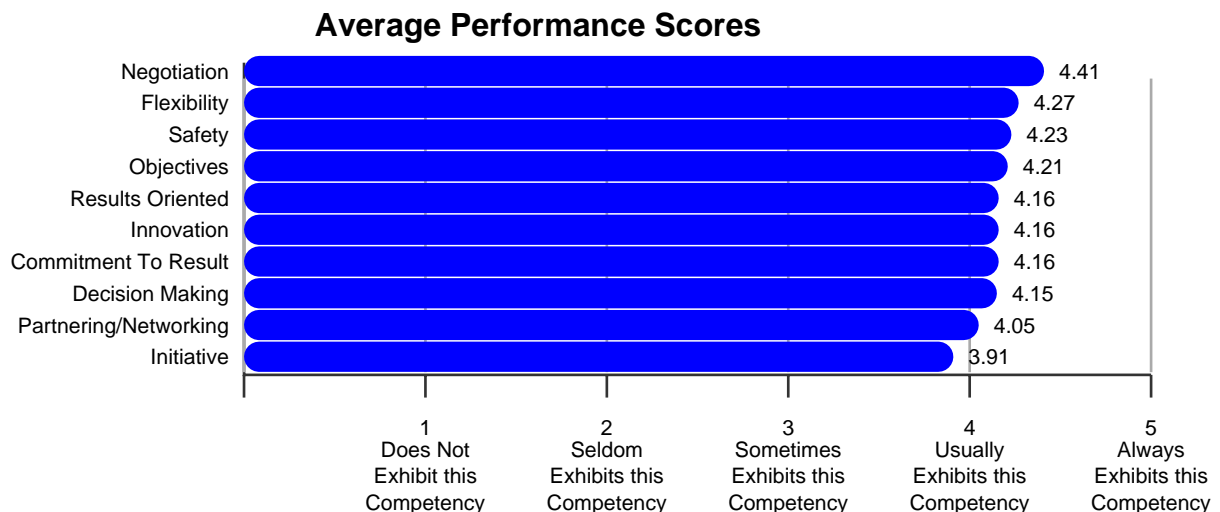
## What to Do with Your Feedback

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 10 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.



# Negotiation

## Summary Scores



### 1. Leverages relationships with others to achieve goals.



### 2. Researches the needs of the other party to identify strengths and weaknesses of positions.



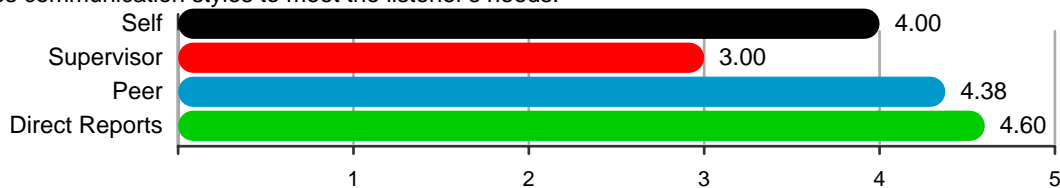
### 3. Is flexible in responses.



### 4. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.



### 5. Changes communication styles to meet the listener's needs.



## 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. Leverages relationships with others to achieve goals.	15	4.20	93.3	7%		67%		27%
2. Researches the needs of the other party to identify strengths and weaknesses of positions.	15	4.87	100.0	13%		87%		
3. Is flexible in responses.	15	4.27	93.3	7%		60%		33%
4. Resolves difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	15	4.40	86.7	13%	33%		53%	
5. Changes communication styles to meet the listener's needs.	15	4.33	93.3	7%		53%		40%

### Comments:

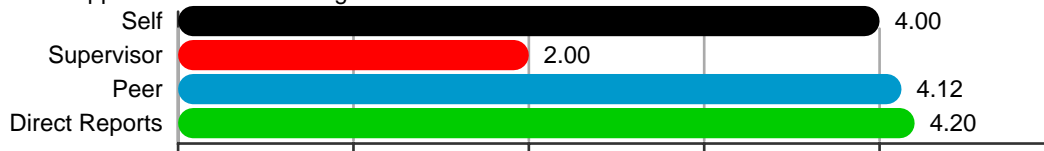
- Always approachable no matter how busy she is.
- Communication to staff has greatly improved.
- I believe \_\_\_ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with \_\_\_ and I appreciate her style and understanding and support of the work that I do.
- \_\_\_'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the management teams that she partners with have great respect for her and value her input.
- \_\_\_ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- She is a great teammate!

# Flexibility

## Summary Scores



### 6. Identifies new opportunities to achieve goals



### 7. Adapts to new organizational structures, policies, or procedures.



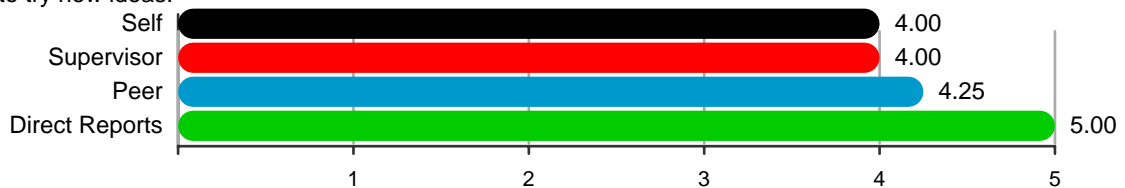
### 8. Works effectively during periods of change.



### 9. Acts decisively in frequently changing and uncertain environment.



### 10. Willing to try new ideas.



## Level of Skill

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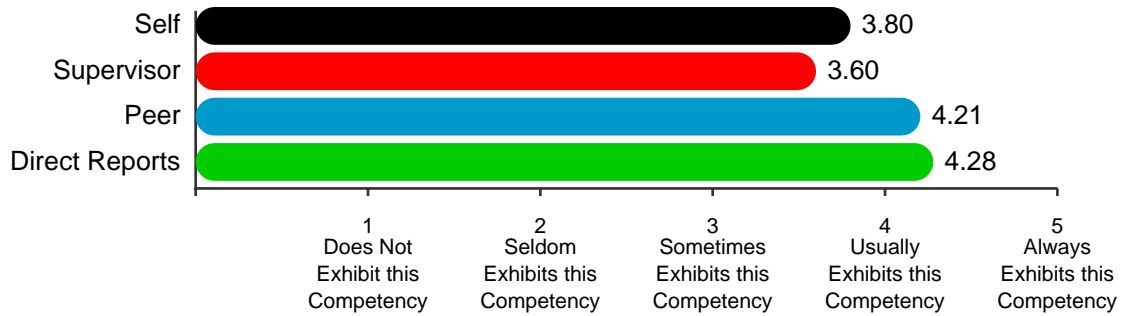
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Identifies new opportunities to achieve goals	15	4.00	80.0	7%	13%	53%	27%	
7. Adapts to new organizational structures, policies, or procedures.	15	4.07	80.0		20%	53%	27%	
8. Works effectively during periods of change.	15	4.33	93.3	7%	47%	47%		
9. Acts decisively in frequently changing and uncertain environment.	15	4.47	93.3	7%	40%	53%		
10. Willing to try new ideas.	15	4.47	93.3	7%	40%	53%		

### Comments:

- I feel \_\_\_ is really listening when you talk to her. She always repeats back what she thinks she's hearing, so there is no misunderstanding.
- \_\_\_ 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.
- She cares deeply for what she does and it shows.
- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- \_\_\_ 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.
- \_\_\_ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.

# Results Oriented

## Summary Scores



### 11. Encourages a high-energy, fun work environment and coaches others on how to do the same



### 12. Inspires and motivates co-workers to be productive and energetic at work



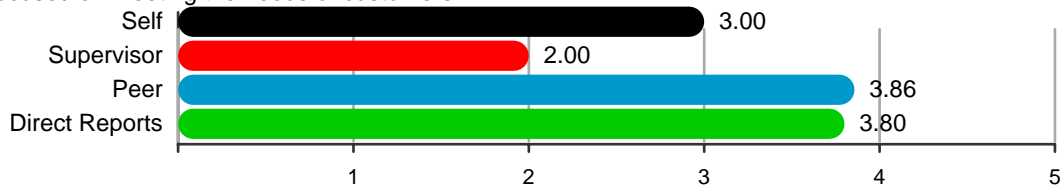
### 13. Does not become distracted by non-issues or interruptions.



### 14. Provides clear expectations for employees.



### 15. Stays focused on meeting the needs of customers.





## Level of Skill

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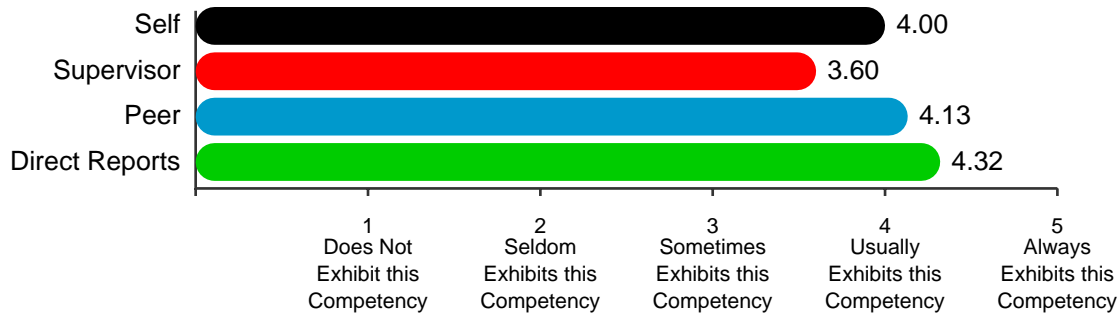
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	4.60	100.0			40%	60%	
12. Inspires and motivates co-workers to be productive and energetic at work	15	4.27	100.0			73%		27%
13. Does not become distracted by non-issues or interruptions.	15	4.33	100.0			67%	33%	
14. Provides clear expectations for employees.	15	3.93	73.3	27%		53%		20%
15. Stays focused on meeting the needs of customers.	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- \_\_\_ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.
- She is continually looking for ways to improve our service to our customers.
- \_\_\_ is an excellent Director.
- \_\_\_ is a "One of a kind" She is a great manager.
- Look up collaboration and you'll find \_\_\_'s picture beside the word.
- \_\_\_ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. \_\_\_ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.

# Decision Making

## Summary Scores



16. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently



17. Seeks input from key people who should be involved in, or will be affected by, decisions



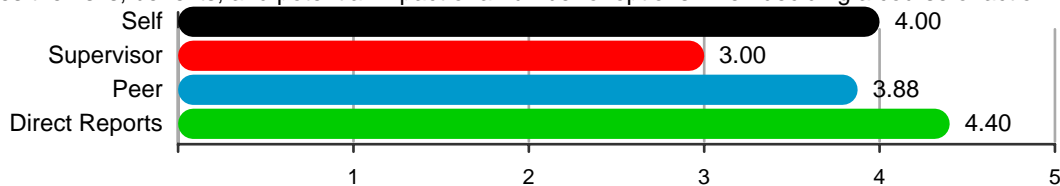
18. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions



19. Asks for additional information when making critical decisions.



20. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action



## Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

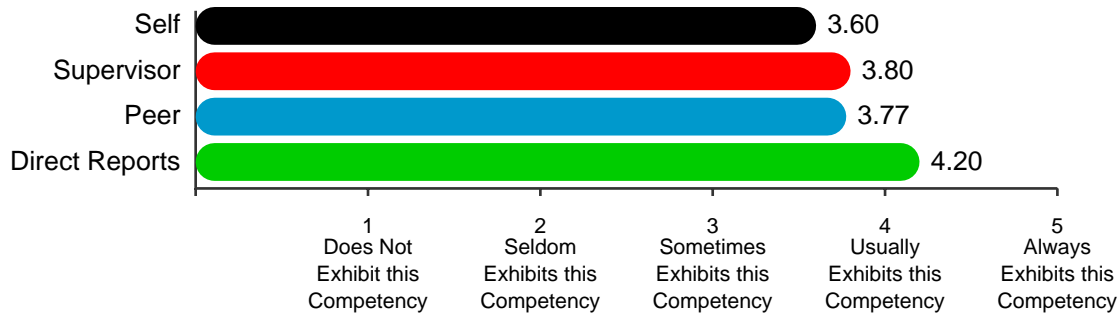
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	4.33	86.7	13%	40%	47%		
17. Seeks input from key people who should be involved in, or will be affected by, decisions	15	4.27	93.3	7%	60%	33%		
18. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	14	4.00	92.9	7%	86%	7%		
19. Asks for additional information when making critical decisions.	14	4.14	85.7	7%	7%	50%	36%	
20. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	4.00	66.7	7%	27%	27%	40%	

### Comments:

- I was impressed with the time she spent both working on the issue and with the individual. I believe these efforts will pay off.
- \_\_\_ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.
- 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.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- \_\_\_ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- I appreciate her dedication to the department employees.

# Initiative

## Summary Scores



### 21. Takes action without being asked.



### 22. Seeks and utilizes opportunities for continuous learning and self-development.



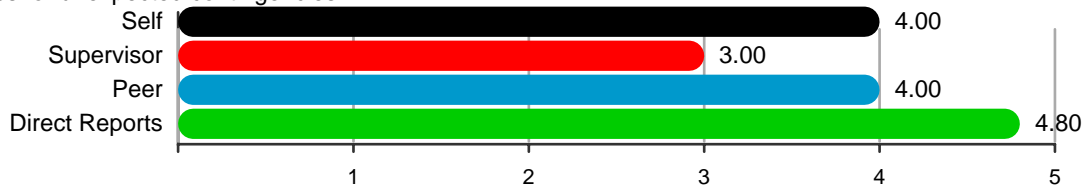
### 23. Takes the initiative to change the direction or course of events.



### 24. Goes above and beyond the stated goals.



### 25. Prepares for unexpected contingencies.



### Level of Skill

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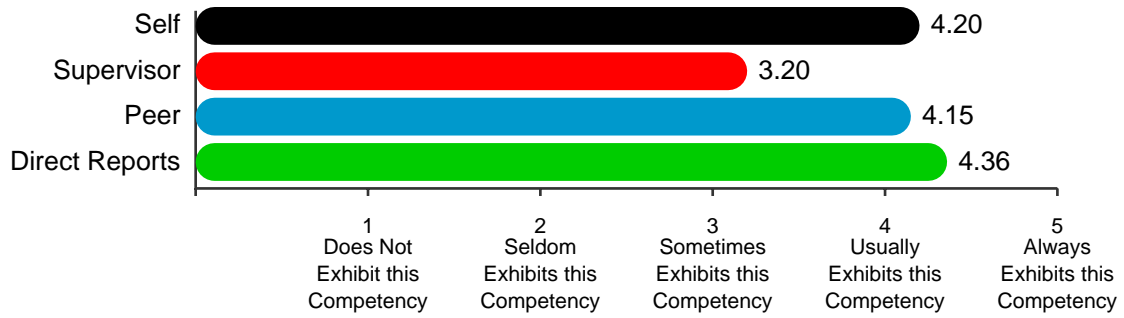
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Takes action without being asked.	15	4.00	66.7	13%	20%	20%	47%	
22. Seeks and utilizes opportunities for continuous learning and self-development.	15	3.47	53.3	13%	33%	47%	7%	
23. Takes the initiative to change the direction or course of events.	15	3.60	66.7	13%	20%	60%	7%	
24. Goes above and beyond the stated goals.	15	4.27	86.7	7%	7%	40%	47%	
25. Prepares for unexpected contingencies.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

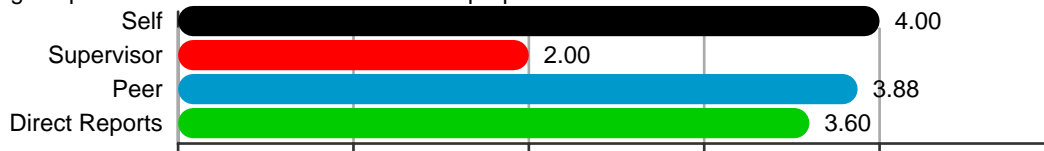
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of her and areas that our work touches.
- Improve on providing feedback.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- Before \_\_\_ came into the position it seemed that the department was a dump.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.

# Innovation

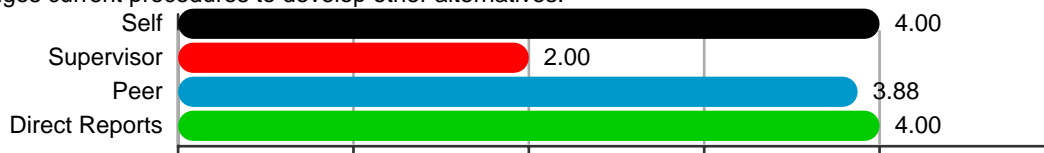
## Summary Scores



26. Encourages open communication to ensure that all proposals are considered.



27. Challenges current procedures to develop other alternatives.



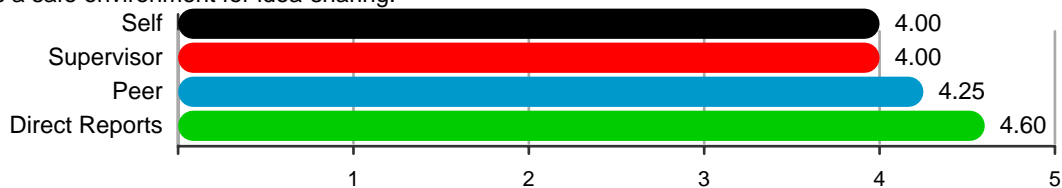
28. Takes risks to advance important ideas.



29. Creates improved methods or solutions for meeting goals and objectives.



30. Creates a safe environment for idea-sharing.



## Level of Skill

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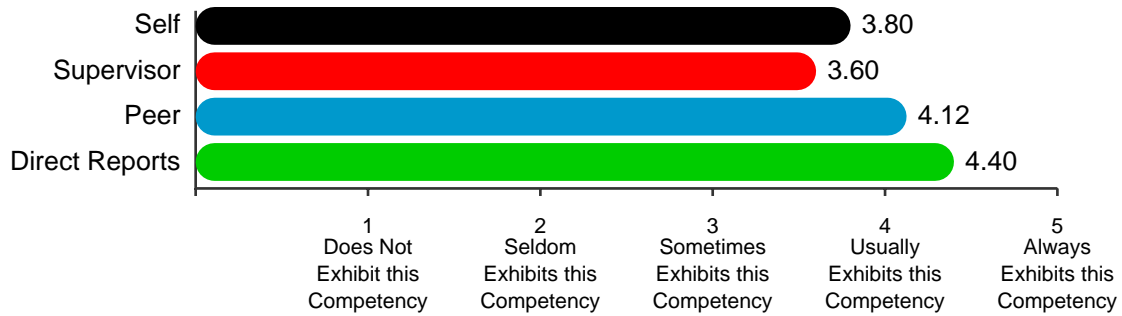
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Encourages open communication to ensure that all proposals are considered.	15	3.67	66.7	20%	13%	47%	20%	
27. Challenges current procedures to develop other alternatives.	15	3.80	73.3	20%	7%	47%	27%	
28. Takes risks to advance important ideas.	15	4.33	86.7		13%	40%	47%	
29. Creates improved methods or solutions for meeting goals and objectives.	15	4.67	100.0			33%	67%	
30. Creates a safe environment for idea-sharing.	15	4.33	100.0			67%	33%	

### Comments:

- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. \_\_\_ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- \_\_\_ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- \_\_\_ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- \_\_\_ takes the time to understand her team and the strengths that each team member brings to the organization.
- She looks at problems in a systematic way and asks for input prior to making decisions.
- \_\_\_ is willing to tackle performance situations and solicits feedback on how her team is doing.

# Commitment To Result

## Summary Scores



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



32. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



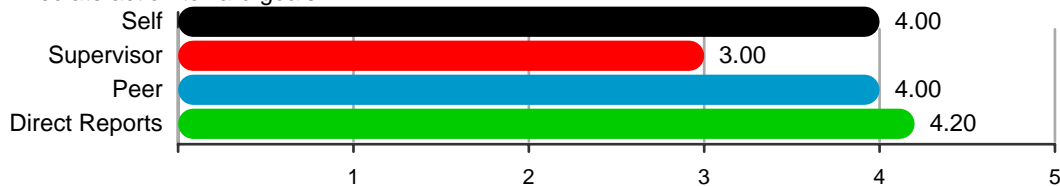
33. Willing to do whatever it takes-not afraid to have to put in extra effort.



34. Committed to the team.



35. Takes immediate action toward goals.





## Level of Skill

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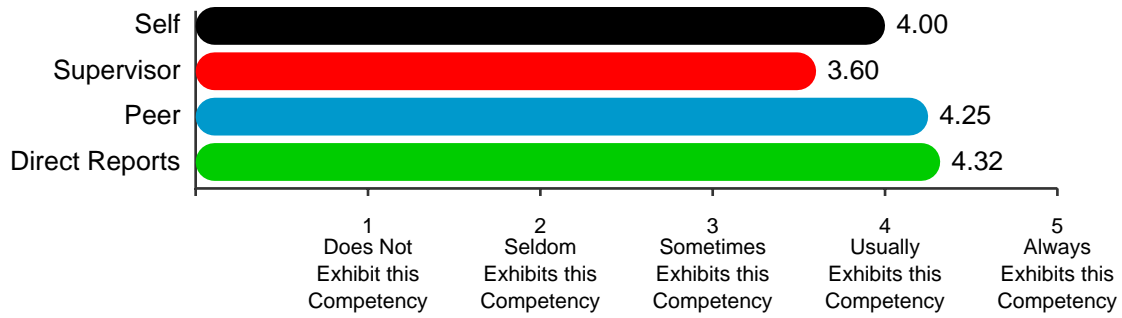
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	4.07	80.0	20%		53%		27%
32. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	4.47	100.0		53%		47%	
33. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	4.13	80.0	20%		47%		33%
34. Committed to the team.	15	4.13	86.7	13%		60%		27%
35. Takes immediate action toward goals.	15	4.00	80.0	20%		60%		20%

### Comments:

- The Core Competency Training has been a great success. \_\_\_ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- Has good intentions, but follow through needs more work.
- The few problems we have experienced during these changes is a reflection of \_\_\_'s leadership.
- \_\_\_ 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.
- 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.

# Objectives

## Summary Scores



### 36. Sets long-term and short-term goals.



### 37. Assures [Company] principles are understood, employed & pursued.



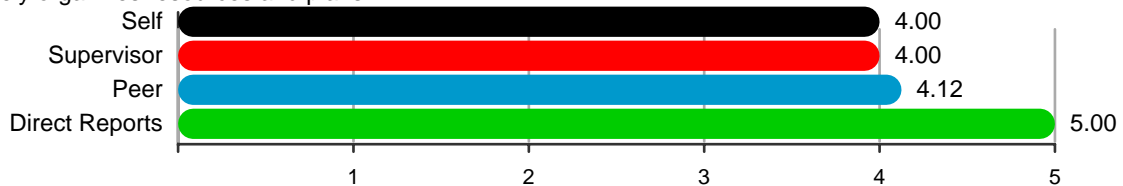
### 38. Organizes and schedules events, activities, and resources.



### 39. Establishes goals and objectives.



### 40. Effectively organizes resources and plans



## Level of Skill

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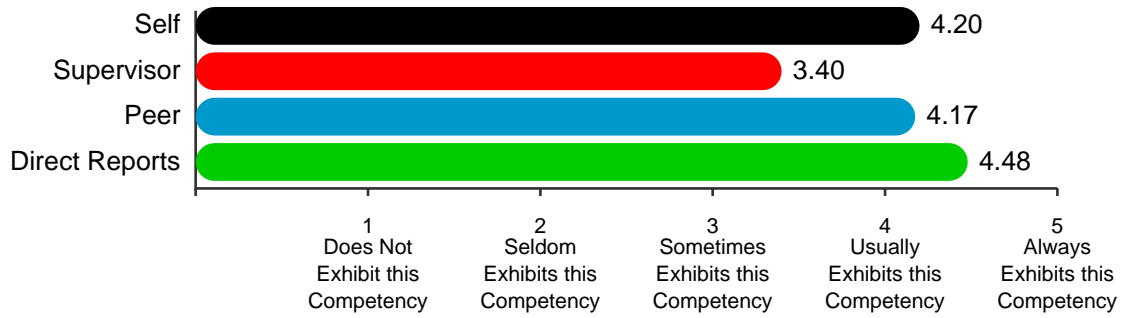
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Sets long-term and short-term goals.	15	4.33	100.0			67%		33%
37. Assures [Company] principles are understood, employed & pursued.	15	3.93	80.0	13%	7%	53%		27%
38. Organizes and schedules events, activities, and resources.	15	4.27	86.7		13%	47%		40%
39. Establishes goals and objectives.	15	4.13	86.7		13%	60%		27%
40. Effectively organizes resources and plans	15	4.40	93.3		7%	47%		47%

### Comments:

- She collaborates with all departments and operates under shared governance.
- \_\_\_ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- She will always be able to state that she did everything she could, she gives this job her all!
- \_\_\_ 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.
- Always steps up if help is needed.
- I value \_\_\_'s insight, knowledge and assistance on complex issues. She is a great team member.

# Safety

## Summary Scores



### 41. Ensures compliance with safety regulations.



### 42. Identifies and addresses safety needs.



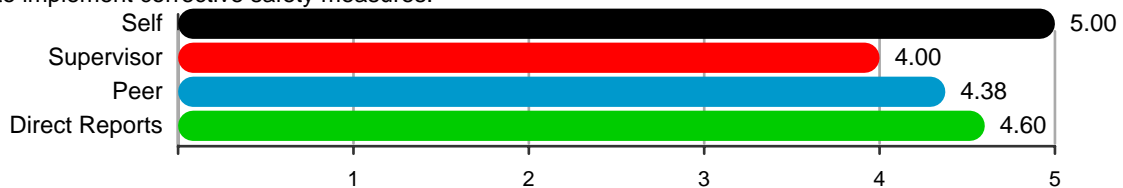
### 43. Is aware of OSHA safety guidelines.



### 44. Encourages others to work safely.



### 45. Works to implement corrective safety measures.



### Level of Skill

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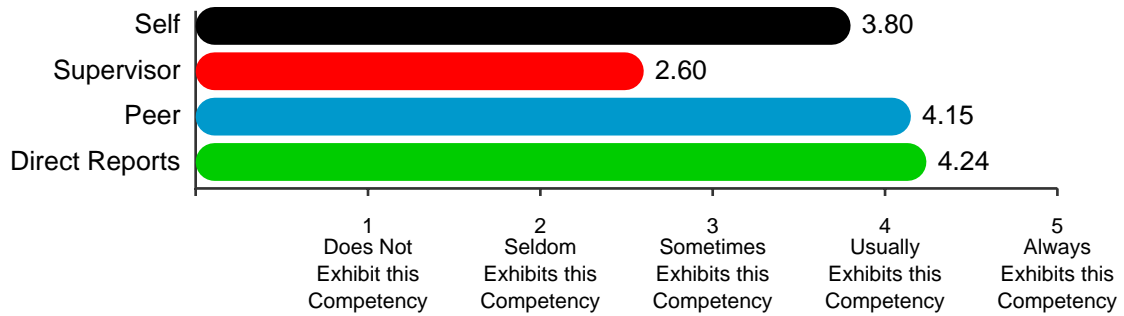
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Ensures compliance with safety regulations.	15	4.33	93.3	7%		53%	40%	
42. Identifies and addresses safety needs.	15	4.20	80.0	20%		40%	40%	
43. Is aware of OSHA safety guidelines.	15	4.13	86.7	13%		60%	27%	
44. Encourages others to work safely.	15	4.00	86.7	13%		73%		13%
45. Works to implement corrective safety measures.	15	4.47	93.3	7%		40%	53%	

Comments:

- The only area I feel \_\_\_ needs improvement is that when she gives a project she often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- I appreciate \_\_\_'s willingness to share her knowledge with our team.
- She exceeded all of my expectations. The outcome of this work was very successful, in great part to \_\_\_'s work.
- \_\_\_ has been so busy with her daily work, and filling in the gaps of a shortage of employee's that she has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for her to be able to attend these functions.
- She listens to the team.
- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.

# Partnering/Networking

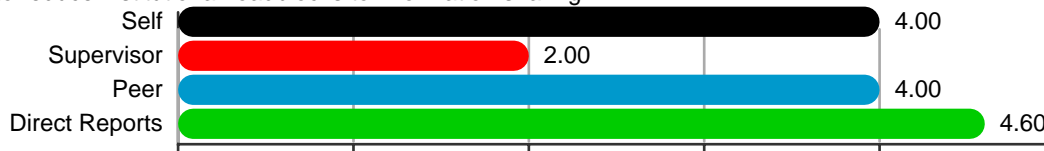
## Summary Scores



46. Creates the conditions for partnerships to grow and develop.



47. Seeks to reduce institutional roadblocks to information sharing.



48. Creates value within the Company by building networks.



49. Promotes the understanding of how the department affects the organization overall.



50. Collaborates with others to accomplish goals and objectives.



### Level of Skill

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46. Creates the conditions for partnerships to grow and develop.	15	3.87	80.0	7%	13%	67%	13%	
47. Seeks to reduce institutional roadblocks to information sharing.	15	4.07	86.7	13%	53%	33%		
48. Creates value within the Company by building networks.	15	4.13	86.7	13%	60%	27%		
49. Promotes the understanding of how the department affects the organization overall.	15	4.20	86.7	7%	7%	47%	40%	
50. Collaborates with others to accomplish goals and objectives.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- \_\_\_ 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.
- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for \_\_\_ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but I would encourage her to share them more broadly.
- \_\_\_ is a great role model and leader. Others could learn from her style.
- \_\_\_ 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.
- \_\_\_ is able to problem solve very well.

## 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 is open and willing to share her vision for the team.
- Thoroughness, accuracy, professionalism.
- 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.
- \_\_\_ 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.
- Is extremely knowledgeable and is always continuing her education to stay up to date.
- Don't know where we would be without her.

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

- Great addition to the department!
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- She makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- I think at times her dedication to her team can sometimes come off like she is not thinking about a system perspective, I know that \_\_\_ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.
- She is smart, quick, compassionate, and thorough.

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

- I had the opportunity to work very closely with \_\_\_ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- \_\_\_ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- In one word I can summarize \_\_\_ in leadership skill. WOW!
- I appreciate \_\_\_'s willingness to share her knowledge with our team.
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.

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

- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- This year \_\_\_ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- She has really filled the role of interim manager for the department well.
- \_\_\_ works to keep up but a lot of new concepts.
- \_\_\_ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- \_\_\_ is a valuable resource to the organization and the team.



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

- \_\_\_ is a strong leader & mentor.
- \_\_\_ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- She leads by example, not reputation.
- \_\_\_ is a very supportive co-worker who is quick to assist others in need. She's a great teammate.
- \_\_\_ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.
- \_\_\_ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.

### Any final comments?

- \_\_\_ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- I will always welcome \_\_\_'s direct, honest, caring feedback.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- \_\_\_ is incredibly talented and very smart. Her attention to detail is unparalleled.