



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.

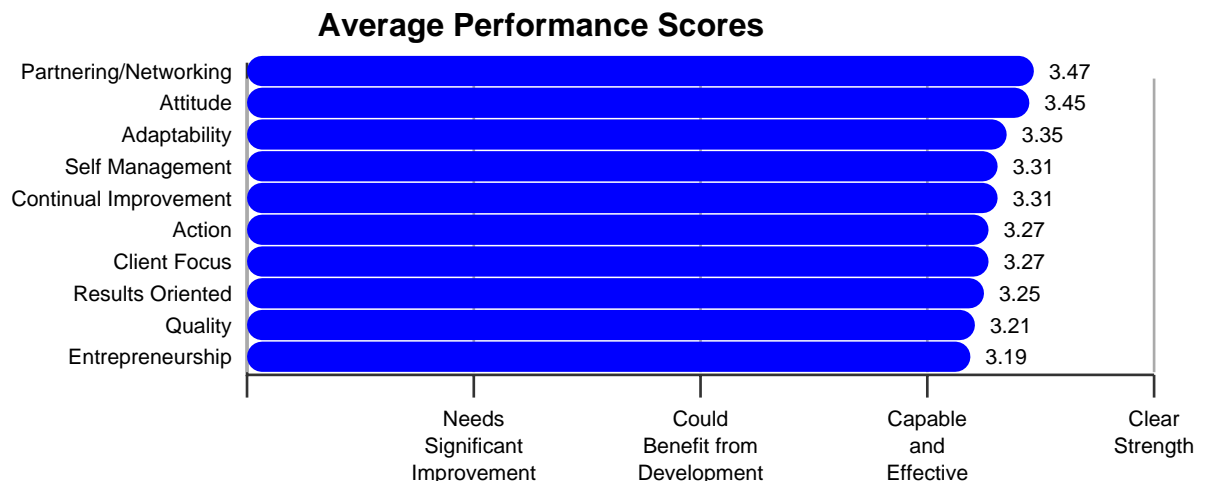
What to Do with Your Feedback

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.



Partnering/Networking

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. You support a partnering/networking culture.	15	3.20	93.3	7%	67%		27%
2. You partner with peers to obtain influence within the Company.	15	3.87	100.0	13%	87%		
3. You develop a sense of trust in subordinates so they can freely interact and share information with others.	15	3.33	93.3	7%	53%		40%
4. You create value within the Company by building networks.	15	3.60	93.3	7%	27%	67%	
5. You capitalize on partnerships and networks to enhance the Company's bottom line.	15	3.33	93.3	7%	53%		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
1. You support a partnering/networking culture.	3.29	3.20	-0.09 ▼
2. You partner with peers to obtain influence within the Company.	3.65	3.87	+0.22 ▲
3. You develop a sense of trust in subordinates so they can freely interact and share information with others.	3.18	3.33	+0.16 ▲
4. You create value within the Company by building networks.	3.41	3.60	+0.19 ▲
5. You capitalize on partnerships and networks to enhance the Company's bottom line.	3.24	3.33	+0.10 ▲

Comments:

- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- At times I feel like ___ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- She is very effective and she has learned so much about our product.
- ___ is a very effective leader and excellent communicator.
- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- ___ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.

Adaptability

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
6. You are willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	3.20	93.3	7%	60%	33%	
7. You are flexible and open to new ideas and encourages others to value change.	15	3.20	86.7	13%	53%	33%	
8. You learn from personal experiences and/or mistakes.	15	3.40	93.3	7%	47%	47%	
9. You recognize and implement changes to enhance efficiency and effectiveness.	15	3.47	93.3	7%	40%	53%	
10. You are proactive and takes steps to prepare for changes in the workplace.	15	3.47	93.3	7%	40%	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
6. You are willing to change ideas or perceptions based on new information or contrary evidence which is presented.	3.24	3.20	-0.04 ▼
7. You are flexible and open to new ideas and encourages others to value change.	3.41	3.20	-0.21 ▼
8. You learn from personal experiences and/or mistakes.	3.24	3.40	+0.16 ▲
9. You recognize and implement changes to enhance efficiency and effectiveness.	3.18	3.47	+0.29 ▲
10. You are proactive and takes steps to prepare for changes in the workplace.	3.35	3.47	+0.11 ▲

Comments:

- She translated the creative thinking into real change and solution that advanced our department.
- ___ is organized and thorough.
- ___ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.
- ___ has been excellent about obtaining feedback and our opinions about system and program changes.
- I value ___'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- ___ is a very effective leader and excellent communicator.

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. You motivate & supports others to gain skills	15	3.53	100.0	47%	53%		
12. You do whatever it takes (within reason) to get the job done.	15	3.27	100.0	73%	27%		
13. You make effective decisions	15	3.33	100.0	67%	33%		
14. You are not afraid to take corrective action when necessary.	15	3.13	86.7	13%	60%	27%	
15. You work quickly when faced with difficult problems.	15	3.07	80.0	20%	53%	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
11. You motivate & supports others to gain skills	3.47	3.53	+0.06 ▲
12. You do whatever it takes (within reason) to get the job done.	3.47	3.27	-0.20 ▼
13. You make effective decisions	3.35	3.33	-0.02 ▼
14. You are not afraid to take corrective action when necessary.	3.18	3.13	-0.04 ▼
15. You work quickly when faced with difficult problems.	3.00	3.07	+0.07 ▲

Comments:

- I trust that I can go to her in confidence and she will really listen to what I am saying.
- I will always remember ___ as my first manager and be thankful she helped shape my first career.
- Confidence, Attitude, Desire to learn.
- ___ is a wonderful collaborator and leader. It is a treat to be able to work with her.
- ___ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from ___ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of responsibility.

Self Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. You step away from a situation to process appropriate response.	15	3.40	93.3	7%	47%	47%	
17. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.27	93.3	7%	60%	33%	
18. You do not allow own emotions to interfere with the performance of others.	14	3.00	92.9	7%	79%	14%	
19. You analyze interpersonal problems instead of reacting to them.	15	3.47	100.0		53%	47%	
20. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	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
16. You step away from a situation to process appropriate response.	3.65	3.40	-0.25 ▼
17. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.47	3.27	-0.20 ▼
18. You do not allow own emotions to interfere with the performance of others.	3.12	3.00	-0.12 ▼
19. You analyze interpersonal problems instead of reacting to them.	3.59	3.47	-0.12 ▼
20. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.29	3.40	+0.11 ▲

Comments:

- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- When ___ was tapped for the VP position I was very pleased as she was a very good director.
- 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.
- You could check for clarity in expectations more frequently.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.

Continual Improvement

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. You look for ways to improve work processes and procedures.	15	3.53	100.0	47%	53%		
22. You are open to the suggestions from others.	15	3.00	80.0	20%	60%	20%	
23. You look for ways to expand current job responsibilities.	15	2.87	80.0	20%	73%	7%	
24. You analyze processes to determine areas for improvement.	15	3.47	100.0	53%	47%		
25. You look for ways to expand and learn new job skills.	15	3.67	100.0	33%	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
21. You look for ways to improve work processes and procedures.	3.35	3.53	+0.18 ▲
22. You are open to the suggestions from others.	3.00	3.00	
23. You look for ways to expand current job responsibilities.	2.88	2.87	-0.02 ▼
24. You analyze processes to determine areas for improvement.	3.00	3.47	+0.47 ▲
25. You look for ways to expand and learn new job skills.	3.76	3.67	-0.10 ▼

Comments:

- ___ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- ___ is very reliable and collaborates well on projects.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- ___ is the right man for the job...there have been a couple of instances in which I feel that ___ has had tendency to lose staff or participants in her communication. To her merit, ___ will stop the conversation and clarify expectations or needs prior to moving forward.
- One of the things I appreciate about ___ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- ___ 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.

Attitude

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
26. You contribute to a positive work environment.	15	3.40	93.3	7%	47%	47%	
27. You show by your actions that you trust in the positive intentions of others.	15	3.33	93.3	7%	53%	40%	
28. You are gracious and professional in your interactions with others.	15	3.53	100.0		47%	53%	
29. You work to eliminate unnecessary work or barriers that get in others' way.	15	3.67	100.0		33%	67%	
30. You contribute to a positive and fun work environment.	15	3.33	100.0		67%	33%	

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
26. You contribute to a positive work environment.	3.53	3.40	-0.13 ▼
27. You show by your actions that you trust in the positive intentions of others.	3.12	3.33	+0.22 ▲
28. You are gracious and professional in your interactions with others.	3.41	3.53	+0.12 ▲
29. You work to eliminate unnecessary work or barriers that get in others' way.	3.59	3.67	+0.08 ▲
30. You contribute to a positive and fun work environment.	3.41	3.33	-0.08 ▼

Comments:

- ___ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- 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.
- ___ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.
- 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.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- ___ has been very effective with writing up the scheduling protocols for schedulers, using both perspectives from staff and a 'new' scheduler in order to make the protocols very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us who have not gone through all the training yet. I really appreciate ___ !

Quality

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
31. You correct issues in a timely manner.	15	3.20	86.7	13%	53%	33%	
32. You encourage others to produce the highest quality work products.	15	3.40	100.0		60%	40%	
33. You always strive to produce the highest quality work products.	15	3.20	86.7	13%	53%	33%	
34. You encourage others to achieve high quality standards.	15	3.27	93.3	7%	60%	33%	
35. You encourage employees to produce the best quality products.	15	3.00	80.0	20%	60%	20%	

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
31. You correct issues in a timely manner.	3.18	3.20	+0.02 ▲
32. You encourage others to produce the highest quality work products.	3.35	3.40	+0.05 ▲
33. You always strive to produce the highest quality work products.	3.18	3.20	+0.02 ▲
34. You encourage others to achieve high quality standards.	2.88	3.27	+0.38 ▲
35. You encourage employees to produce the best quality products.	3.18	3.00	-0.18 ▼

Comments:

- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- Before ___ came into the position it seemed that the department was a dump.
- ___ is actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.
- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.
- ___'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- ___, more than most, takes what we've learned and implements changes.

Results Oriented

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
36. You direct team in prioritizing daily work activities	15	3.20	93.3	7%	67%	27%	
37. You explain the "whys" behind organizational objectives	15	3.27	93.3	7%	60%	33%	
38. You work toward achievement of goals even when confronted with obstacles.	15	3.27	86.7	13%	47%	40%	
39. You help others when free-time is available.	15	3.13	86.7	13%	60%	27%	
40. You provide clear expectations for employees.	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
36. You direct team in prioritizing daily work activities	3.18	3.20	+0.02 ▲
37. You explain the "whys" behind organizational objectives	3.35	3.27	-0.09 ▼
38. You work toward achievement of goals even when confronted with obstacles.	3.24	3.27	+0.03 ▲
39. You help others when free-time is available.	3.59	3.13	-0.45 ▼
40. You provide clear expectations for employees.	3.29	3.40	+0.11 ▲

Comments:

- ___ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- She's a good and reliable team member.
- ___ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- ___ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- ___ is a strong leader and continues to grow in her role. ___ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that ___ does especially well and seems to do with ease are bulleted below.

Client Focus

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. You maintain strong relationships with clients.	15	3.33	93.3	7%	53%	40%	
42. You look for opportunities that have a positive impact on Clients.	15	3.33	93.3	7%	53%	40%	
43. You satisfy client needs.	15	3.13	86.7	13%	60%	27%	
44. You form strong client relationships	15	3.00	86.7	13%	73%	13%	
45. You obtain feedback to ensure client needs are being met.	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
41. You maintain strong relationships with clients.	3.29	3.33	+0.04 ▲
42. You look for opportunities that have a positive impact on Clients.	3.41	3.33	-0.08 ▼
43. You satisfy client needs.	3.35	3.13	-0.22 ▼
44. You form strong client relationships	3.18	3.00	-0.18 ▼
45. You obtain feedback to ensure client needs are being met.	3.35	3.53	+0.18 ▲

Comments:

- ___'s job performance exceeds all the elements.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.
- She communicates well to all staff and we know what is expected of us.
- I believe I need to give her a chance to get into her position.

Entrepreneurship

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
46. You balance risks and rewards when making decisions.	15	3.00	86.7	13%	73%		13%
47. You take the initiative to complete tasks.	15	3.20	93.3	7%	60%		33%
48. You encourage risk taking for developing potential business opportunities.	15	3.20	93.3	7%	67%		27%
49. You are able to adapt the department to changing business demands and climate.	15	3.40	93.3	7%	47%		47%
50. You can work effectively in an environment of uncertainty.	15	3.13	80.0	7%	13%	40%	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
46. You balance risks and rewards when making decisions.	3.24	3.00	-0.24 ▼
47. You take the initiative to complete tasks.	3.00	3.20	+0.20 ▲
48. You encourage risk taking for developing potential business opportunities.	3.18	3.20	+0.02 ▲
49. You are able to adapt the department to changing business demands and climate.	3.35	3.40	+0.05 ▲
50. You can work effectively in an environment of uncertainty.	3.29	3.13	-0.16 ▼

Comments:

- Is sincerely a role model for everything one would look for in a role model as a team member.
- I believe I need to give her a chance to get into her position.
- ___ is an excellent manager, our dept.is a good place to work with her as a boss
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.

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?

- ___ is very friendly and expresses genuine care for the staff when she is present.
- ___ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- I'm not sure if management is ___'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.
- She collaborates with all departments and operates under shared governance.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.

What do you like best about working with this individual?

- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- I have not seen a lot of shared decision making. What I have see is her telling them what she needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again she has not had a lot of time to do this.
- ___ has also attended many off-site events to show her support to department staff.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- ___ is a very positive addition to our Management team.

What do you like least about working with this individual?

- She removes barriers so that we can do our job to the best of our ability.
- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- ___ provides the appropriate amount of direction without being too hands-off or overbearing.
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- 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.
- Sometimes I feel like I need to check on ___ and make sure that read an email/understands that I need her input on a project.

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

- Strive for excellence. Willing to learn. Implement advice from others.
- ___ is an outstanding manager.
- She cares deeply for what she does and it shows.
- ___ promotes and encourages teambuilding throughout the entire department.
- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.

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

- Overall ___ is highly competent and brings a fresh perspective to the Engineering department.
- ___ is a strong leader & mentor.
- I work with ___ regularly and see her interactions with other leaders frequently.
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.

Any final comments?

- She is organized, kind, and extremely approachable.
- 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.
- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- She interacts effectively with our most difficult customers.
- ___ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.
- Uses her people skills to change negative situations into positive.