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.
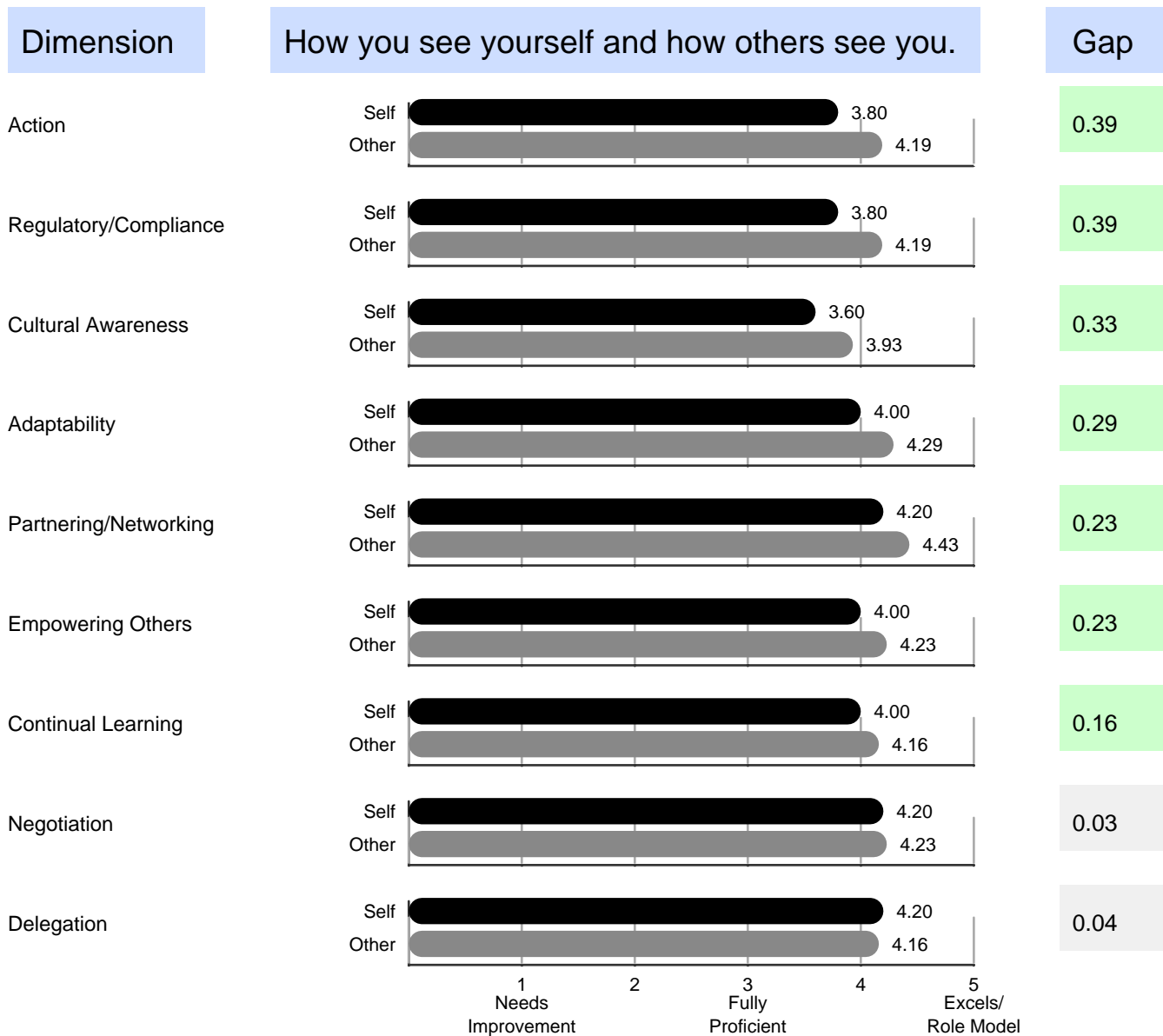
Summary

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 9 major dimensions of leadership.

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

Average Performance Scores

Dimension	Score
Partnering/Networking	4.41
Adaptability	4.27
Negotiation	4.23
Empowering Others	4.21
Action	4.16
Delegation	4.16
Regulatory/Compliance	4.16
Continual Learning	4.15
Cultural Awareness	3.91

Scale:
1 – Needs Improvement
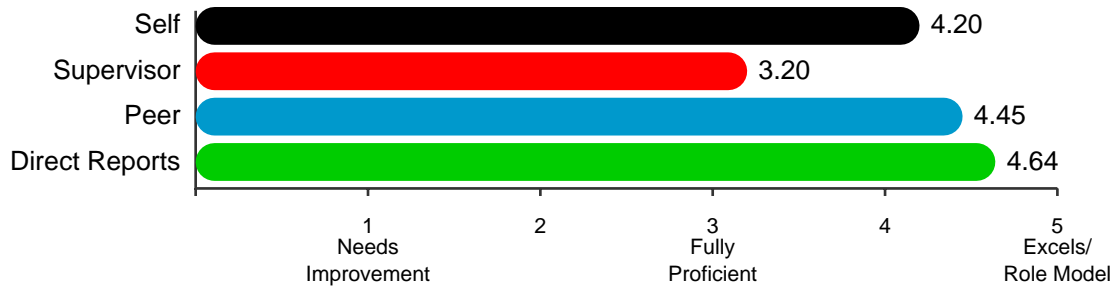3 – Fully Proficient
5 – Excels/ Role Model

Gap Analysis

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

Dimension	How you see yourself and how others see you.	Gap
Action	Self 3.80 / Other 4.19	0.39
Regulatory/Compliance	Self 3.80 / Other 4.19	0.39
Cultural Awareness	Self 3.60 / Other 3.93	0.33
Adaptability	Self 4.00 / Other 4.29	0.29
Partnering/Networking	Self 4.20 / Other 4.43	0.23
Empowering Others	Self 4.00 / Other 4.23	0.23
Continual Learning	Self 4.00 / Other 4.16	0.16
Negotiation	Self 4.20 / Other 4.23	0.03
Delegation	Self 4.20 / Other 4.16	0.04

Scale:
1 Needs Improvement
3 Fully Proficient
5 Excels/ Role Model

Partnering/Networking

Summary Scores

	Score
Self	4.20
Supervisor	3.20
Peer	4.45
Direct Reports	4.64

1 Needs Improvement — 2 — 3 Fully Proficient — 4 — 5 Excels/ Role Model

1. Supports a partnering/networking culture.

	Score
Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	4.20

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

	Score
Self	5.00
Supervisor	4.00
Peer	4.88
Direct Reports	5.00

3. Collaborates with others to accomplish goals and objectives.

	Score
Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	4.80

4. Develops a sense of trust in subordinates so they can freely interact and share information with others.

	Score
Self	4.00
Supervisor	3.00
Peer	4.50
Direct Reports	4.60

5. Maintains infrastructure to support partnerships and networks.

	Score
Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	4.60

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).
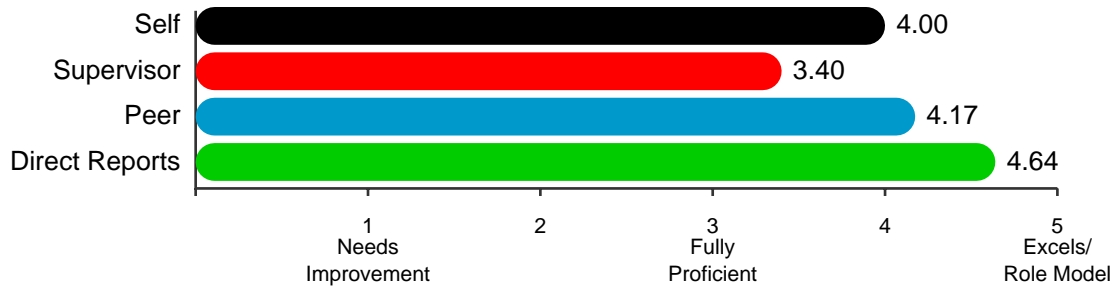
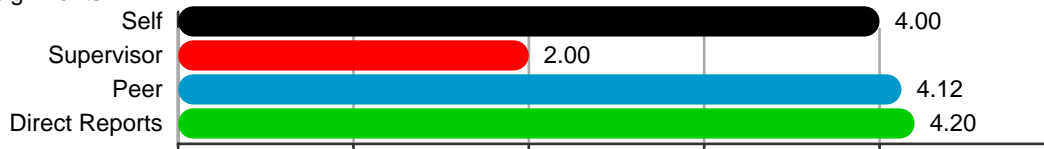| Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
1. Supports a partnering/networking culture.	15	4.20	93.3	7%	67%		27%
2. Creates the conditions for partnerships to grow and develop.	15	4.87	100.0	13%	87%		
3. Collaborates with others to accomplish goals and objectives.	15	4.27	93.3	7%	60%		33%
4. Develops a sense of trust in subordinates so they can freely interact and share information with others.	15	4.40	86.7	13%	33%	53%	
5. Maintains infrastructure to support partnerships and networks.	15	4.33	93.3	7%	53%	40%	

Comments:
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.
- ___ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- ___ is great…She provides valuable insight/opinion when asked and easily makes decisions.

Adaptability

Summary Scores

	Score
Self	4.00
Supervisor	3.40
Peer	4.17
Direct Reports	4.64

1 — Needs Improvement
3 — Fully Proficient
5 — Excels/ Role Model

6. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.

	Score
Self	4.00
Supervisor	2.00
Peer	4.12
Direct Reports	4.20

7. Is proactive and takes steps to prepare for changes in the workplace.

	Score
Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.40

8. Develops insights and applies innovative solutions to projects and problems.

	Score
Self	4.00
Supervisor	5.00
Peer	4.12
Direct Reports	4.60

9. Recognizes and implements changes to enhance efficiency and effectiveness.

	Score
Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	5.00

10. Adjusts priorities to changing business goals.

	Score
Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	5.00

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
6. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	15	4.00	80.0	7%	13%	53%		27%
7. Is proactive and takes steps to prepare for changes in the workplace.	15	4.07	80.0		20%	53%		27%
8. Develops insights and applies innovative solutions to projects and problems.	15	4.33	93.3	7%		47%		47%
9. Recognizes and implements changes to enhance efficiency and effectiveness.	15	4.47	93.3		7%	40%		53%
10. Adjusts priorities to changing business goals.	15	4.47	93.3		7%	40%		53%

Comments:
- ___ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- She has great sense of vision and purpose for the division and organization as a whole.
- ___ routinely goes out of her way to make work a more engaging experience.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.

Action

Summary Scores

	Score
Self	3.80
Supervisor	3.60
Peer	4.21
Direct Reports	4.28

1 — Needs Improvement
3 — Fully Proficient
5 — Excels/Role Model

11. Is not afraid to take corrective action when necessary.

	Score
Self	4.00
Supervisor	5.00
Peer	4.38
Direct Reports	5.00

12. Works quickly when faced with difficult problems.

	Score
Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.40

13. Displays high energy and enthusiasm on consistent basis.

	Score
Self	4.00
Supervisor	4.00
Peer	4.38
Direct Reports	4.40

14. Drives and mobilizes others progress toward goals.

	Score
Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	3.80

15. Gets the job done.

	Score
Self	3.00
Supervisor	2.00
Peer	3.86
Direct Reports	3.80
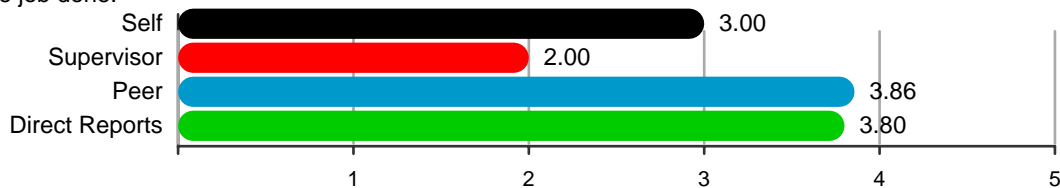
Level of Skill
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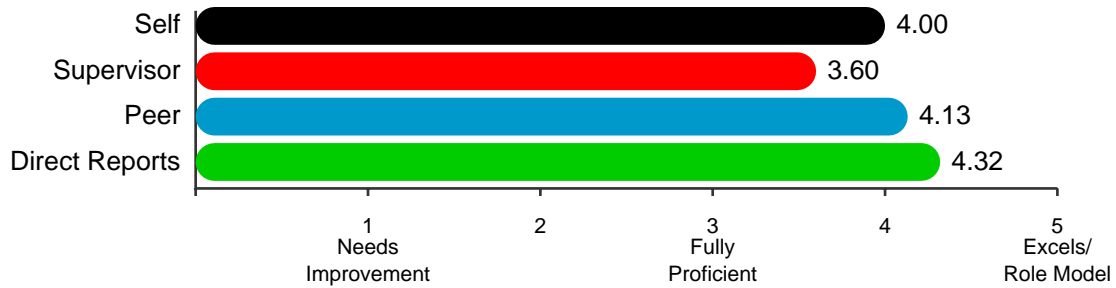
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
11. Is not afraid to take corrective action when necessary.	15	4.60	100.0	40%			60%	
12. Works quickly when faced with difficult problems.	15	4.27	100.0	73%				27%
13. Displays high energy and enthusiasm on consistent basis.	15	4.33	100.0	67%				33%
14. Drives and mobilizes others progress toward goals.	15	3.93	73.3	27%	53%			20%
15. Gets the job done.	14	3.64	57.1	14%	29%	36%		21%

Comments:
- ___ is organized and thorough.
- ___ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development She is extremely customer focused.
- Over the past year I've noticed that ___ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.
- ___ is a great role model and leader.   Others could learn from her style.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- ___ 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.

Continual Learning

Summary Scores

Self	4.00
Supervisor	3.60
Peer	4.13
Direct Reports	4.32

1	2	3	4	5
Needs Improvement		Fully Proficient		Excels/ Role Model

16. Shares best practices with others and learns from others.

Self	4.00
Supervisor	3.00
Peer	4.12
Direct Reports	5.00

17. Builds on their strengths while addressing their weaknesses.

Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.20

18. Sets relevant learning objectives and goals.

Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.20

19. Improves on their skill sets.

Self	4.00
Supervisor	4.00
Peer	4.43
Direct Reports	3.80

20. Pursues self-improvement through continual learning.

Self	4.00
Supervisor	3.00
Peer	3.88
Direct Reports	4.40

1	2	3	4	5
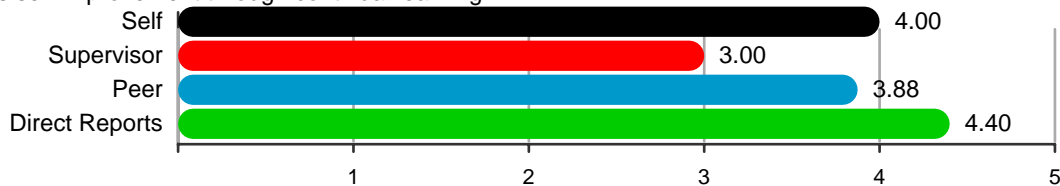
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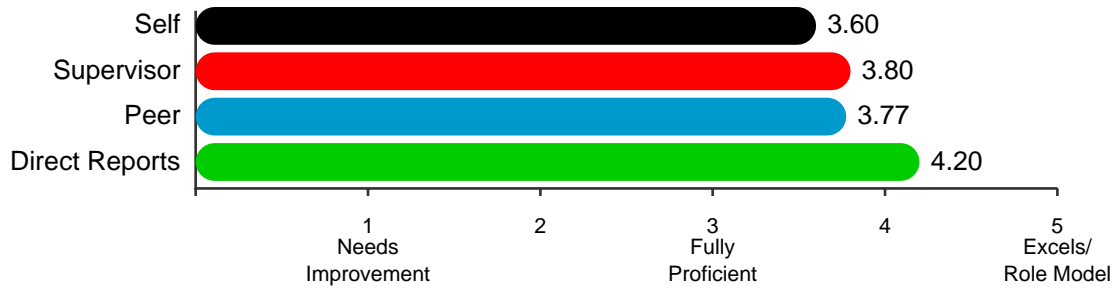
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Shares best practices with others and learns from others.	15	4.33	86.7	13%	40%		47%
17. Builds on their strengths while addressing their weaknesses.	15	4.27	93.3	7%	60%		33%
18. Sets relevant learning objectives and goals.	14	4.00	92.9	7%	86%		7%
19. Improves on their skill sets.	14	4.14	85.7	7% 7%	50%		36%
20. Pursues self-improvement through continual learning.	15	4.00	66.7	7% 27%	27%		40%

Comments:
- I really enjoy her mentorship.
- Manager engages in all categories described above as marked.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what ___ has done with this but needs to be addressed and improved.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- I will always remember ___ as my first manager and be thankful she helped shape my first career.

Cultural Awareness

Summary Scores

Self	3.60
Supervisor	3.80
Peer	3.77
Direct Reports	4.20

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        1              2              3              4              5
     Needs                          Fully                        Excels/
   Improvement                    Proficient                   Role Model
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21. Seeks out different viewpoints and benefits from different perspectives.

Self	4.00
Supervisor	5.00
Peer	3.50
Direct Reports	4.60

22. Recognizes and values individual and cultural differences.

Self	3.00
Supervisor	3.00
Peer	3.75
Direct Reports	3.20

23. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.

Self	3.00
Supervisor	3.00
Peer	3.38
Direct Reports	4.20

24. Fosters a diverse workforce free from discrimination and harassment.

Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.20

25. Encourages a work environment where individual differences are valued.

Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.80

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        1              2              3              4              5
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Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Improvement) to green (Excels/ Role Model).
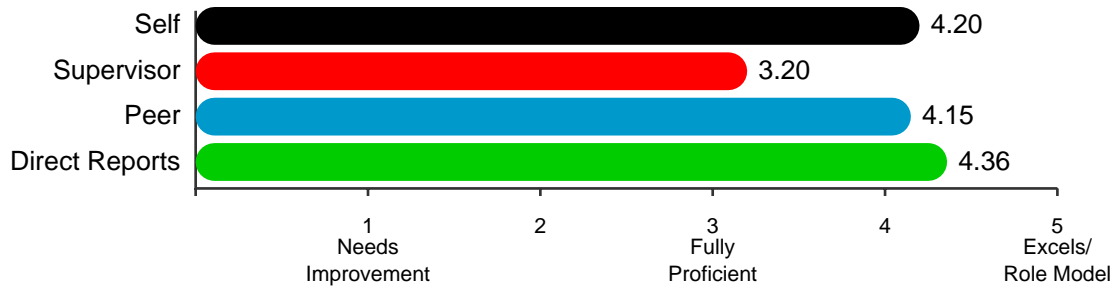
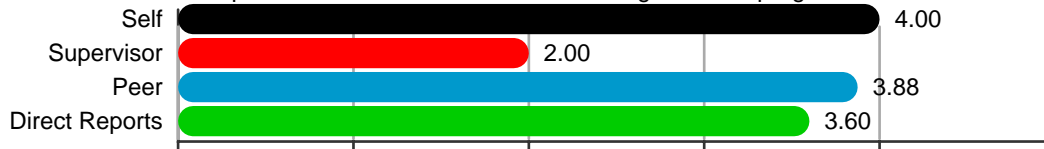| Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Seeks out different viewpoints and benefits from different perspectives.	15	4.00	66.7	13%	20%	20%	47%	
22. Recognizes and values individual and cultural differences.	15	3.47	53.3	13%	33%	47%		7%
23. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	3.60	66.7	13%	20%	60%		7%
24. Fosters a diverse workforce free from discrimination and harassment.	15	4.27	86.7	7%	7%	40%	47%	
25. Encourages a work environment where individual differences are valued.	15	4.20	80.0	7%	13%	33%	47%	

Comments:
- Could benefit from increasing awareness on how much influence they have on the department.
- Improve communication delivery. Acknowledge what others are saying.
- She exceeded all of my expectations.   The outcome of this work was very successful, in great part to ___'s work.
- ___ has certainly done great things at [CompanyName].   She was the perfect match for the community and the staff.   She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time.   She has been great at diagnosing the problems and finding solutions.   She is definietly the person to redirect the work of [CompanyName] and make it a viable entity.
- ___ has made great strides with increasing communication and teamwork within her reports.
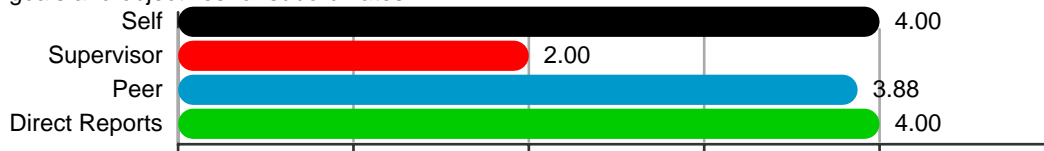- Communication to staff has greatly improved.

Delegation

Summary Scores

Self	4.20
Supervisor	3.20
Peer	4.15
Direct Reports	4.36

1 Needs Improvement   2   3 Fully Proficient   4   5 Excels/ Role Model

26. Sets clear and reasonable expectations for others and follows through on their progress.

Self	4.00
Supervisor	2.00
Peer	3.88
Direct Reports	3.60

27. Defines goals and objectives for subordinates.

Self	4.00
Supervisor	2.00
Peer	3.88
Direct Reports	4.00

28. Allows subordinates to use their own methods and procedures.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.60

29. Delegates authority and responsibility to subordinates and holds them accountable for their actions.

Self	5.00
Supervisor	4.00
Peer	4.50
Direct Reports	5.00

30. Clearly defines duties and tasks to be completed.

Self	4.00
Supervisor	4.00
Peer	4.25
Direct Reports	4.60

1   2   3   4   5

Level of Skill

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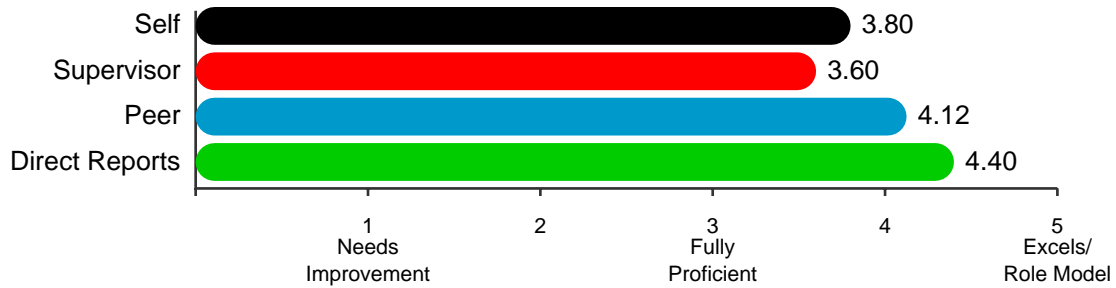
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
26. Sets clear and reasonable expectations for others and follows through on their progress.	15	3.67	66.7	20%	13%	47%	20%
27. Defines goals and objectives for subordinates.	15	3.80	73.3	20%	7%	47%	27%
28. Allows subordinates to use their own methods and procedures.	15	4.33	86.7	13%	40%		47%
29. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	4.67	100.0	33%		67%	
30. Clearly defines duties and tasks to be completed.	15	4.33	100.0	67%			33%

Comments:

- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- I like ___, she's fun and when she's focused the wealth of knowledge she has to share is invaluable.   But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- I admire her ability to think constructively and to always wanting to make sure what she is doing is the right thing and yet open to small tests of change, when warranted.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- I feel that ___ has skills that are underutilized because she is a content expert in one function of the organization; however, her skills are far beyond human resources and should be used to help push the organization forward.

Regulatory/Compliance

Summary Scores

Self	3.80
Supervisor	3.60
Peer	4.12
Direct Reports	4.40

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        1           2           3           4           5
      Needs                   Fully                   Excels/
   Improvement             Proficient              Role Model
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31. Understands the applicable regulations and laws that impact our business.

Self	4.00
Supervisor	3.00
Peer	4.25
Direct Reports	4.00

32. Offers training to employees to ensure they comply with regulations.

Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.80

33. Interacts with auditors and regulators on a professional basis.

Self	3.00
Supervisor	3.00
Peer	4.12
Direct Reports	4.60

34. Implements regulatory changes in a timely manner.

Self	4.00
Supervisor	4.00
Peer	4.00
Direct Reports	4.40

35. Maintains compliance with federal, state, and local laws.

Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.20

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        1           2           3           4           5
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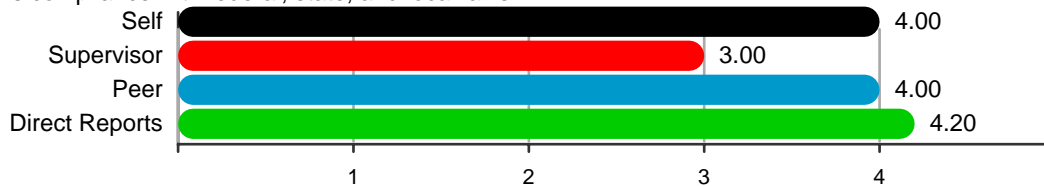
Level of Skill

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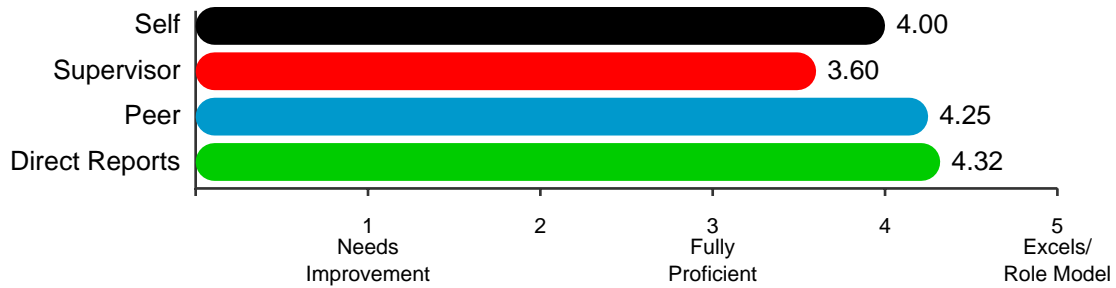
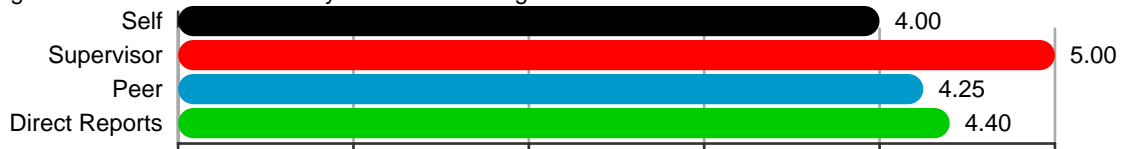| Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
31. Understands the applicable regulations and laws that impact our business.	15	4.07	80.0	20%		53%		27%
32. Offers training to employees to ensure they comply with regulations.	15	4.47	100.0		53%			47%
33. Interacts with auditors and regulators on a professional basis.	15	4.13	80.0	20%		47%		33%
34. Implements regulatory changes in a timely manner.	15	4.13	86.7	13%		60%		27%
35. Maintains compliance with federal, state, and local laws.	15	4.00	80.0	20%		60%		20%

Comments:
- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- This has been a challenging year for ___ and her team. Through it all, she was dedicated to the organization and never shirked her duties.
- She is such a model for leaders throughout our organization.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.
- ___ 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.
- She can fall behind on projects without providing timely feedback.

Empowering Others

Summary Scores

	Score
Self	4.00
Supervisor	3.60
Peer	4.25
Direct Reports	4.32

1	2	3	4	5
Needs Improvement		Fully Proficient		Excels/ Role Model

36. Encourages others to obtain necessary skills and training.

	Score
Self	4.00
Supervisor	5.00
Peer	4.25
Direct Reports	4.40

37. Allows individuals to be responsible for their decisions.

	Score
Self	4.00
Supervisor	3.00
Peer	4.00
Direct Reports	4.00

38. Set clear goals for assignments.

	Score
Self	4.00
Supervisor	3.00
Peer	4.50
Direct Reports	4.20

39. Gives employees the opportunity to make their own decisions at work.

	Score
Self	4.00
Supervisor	3.00
Peer	4.38
Direct Reports	4.00

40. Lets employees make their own decisions.

	Score
Self	4.00
Supervisor	4.00
Peer	4.12
Direct Reports	5.00

1	2	3	4	5
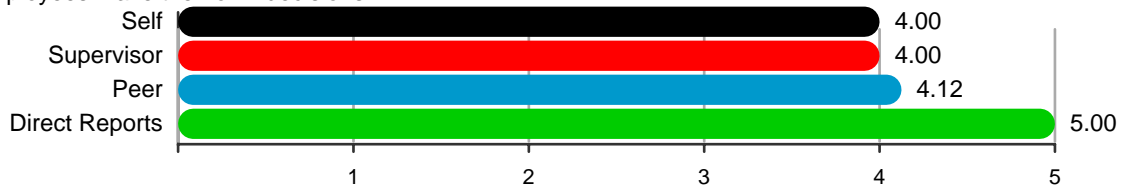
Level of Skill

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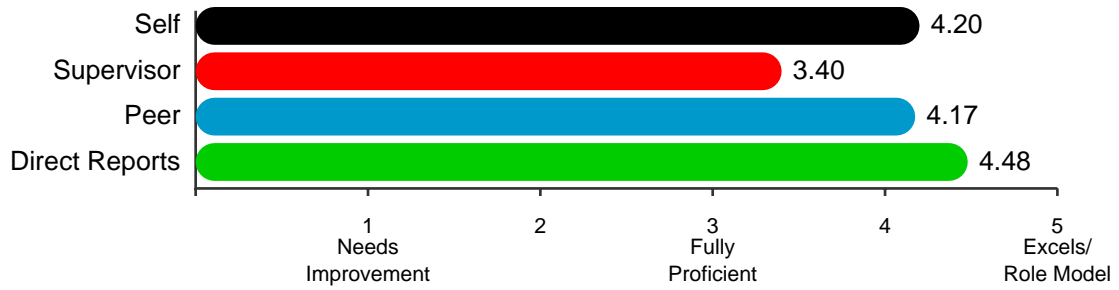
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
36. Encourages others to obtain necessary skills and training.	15	4.33	100.0			67%	33%
37. Allows individuals to be responsible for their decisions.	15	3.93	80.0	13%	7%	53%	27%
38. Set clear goals for assignments.	15	4.27	86.7	13%		47%	40%
39. Gives employees the opportunity to make their own decisions at work.	15	4.13	86.7	13%		60%	27%
40. Lets employees make their own decisions.	15	4.40	93.3	7%		47%	47%

Comments:
- Always has the company's best interest at heart.
- I am impressed with her commitment to task and job knowledge.
- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- She solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- Management skills progressing well with experience.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.

Negotiation

Summary Scores

Self 4.20
Supervisor 3.40
Peer 4.17
Direct Reports 4.48

1	2	3	4	5
Needs		Fully		Excels/
Improvement		Proficient		Role Model

41. Able to say "no" when it is essential to maintaining quality and high standards.

Self 4.00
Supervisor 3.00
Peer 4.38
Direct Reports 4.60

42. Able to adapt to changing situations.

Self 4.00
Supervisor 3.00
Peer 4.12
Direct Reports 4.60

43. Able to influence others to accept certain positions.

Self 4.00
Supervisor 3.00
Peer 4.12
Direct Reports 4.40

44. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.

Self 4.00
Supervisor 4.00
Peer 3.88
Direct Reports 4.20

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

Self 5.00
Supervisor 4.00
Peer 4.38
Direct Reports 4.60

| 1 | 2 | 3 | 4 | 5 |

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
41. Able to say "no" when it is essential to maintaining quality and high standards.	15	4.33	93.3	7%	53%		40%
42. Able to adapt to changing situations.	15	4.20	80.0	20%	40%		40%
43. Able to influence others to accept certain positions.	15	4.13	86.7	13%	60%		27%
44. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	15	4.00	86.7	13%	73%		13%
45. Researches the needs of the other party to identify strengths and weaknesses of positions.	15	4.47	93.3	7%	40%		53%

Comments:
- Participates in training to learn Core Competency processes.
- Another area she needs to work on is honoring team decisions. She will make unilateral decisions and then not tell the team.
- she has patience.
- ___ is a hands on leader in our program.
- She is a high energy individual, with a level of integrity that goes above and beyond.
- ___ is always professional during interactions with staff.

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 the best employee the department has employed.
- Communication to entire team is excellent and helps engage all staff.   ___'s visibility to her team has been very positive.
- She provided coaching and support to improve this individual's performance.
- The progress with customer satisfaction within the division exemplifies ___'s leadership style. The Department has come a long way with ___ as manager and I admire the way ___ and ___ work together. ___ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. She is pushing herself to learn and grow at all times.
- ___ has been involved in many interviews and offers great input and insight.   Involves the team in decisions, which gives those involved a sense of ownership.
- She encourages staff skill development and input to improve department processes

What do you like best about working with this individual?

- Is a natural leader with her personality.   I believe more experience would make her a more effective leader.
- While encouraging folks to continue with their education, she is also continuing with her education.
- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- She follows up on questions and she is easily accessible. I think she is doing a great job!
- ___ 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.
- Her focus is for quality that is customer centered.

What do you like least about working with this individual?

- ___ is the consummate professional and pleasure to work with.
- She has confidence in leading and making decisions improving rapidly.
- Brings an exorbitant amount of positive energy to the team.   It's very inspiring.
- ___ is very visible on the unit.   Spending many hours with staff.
- I would recommend that ___ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- ___ is a respected leader and peer.   She manages her unit well and her staff appear to high regard for her as their leader.

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

- ___ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- I value ___ for so much more than her negotiating skills which are outstanding.
- ___'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- Improvement should come over time. There is potential which is present.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- ___ is a good leader because she gives examples through her own behavior.

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

- ___ is very approachable. She is able to get people to follow through and engage in their daily work.
- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.

Any final comments?

- ___ 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 really appreciate her.
- ___ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- ___ is determined to help make [CompanyName] successful.
- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- Resist the urge to take on everything.   Reduce over-promising and increase decentralized command.