



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.

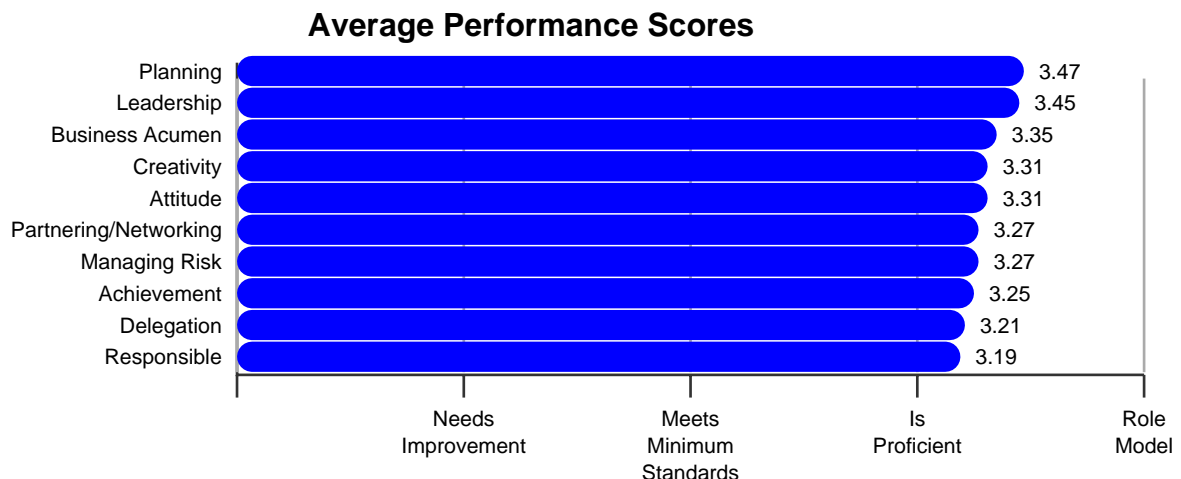
What to Do with Your Feedback

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

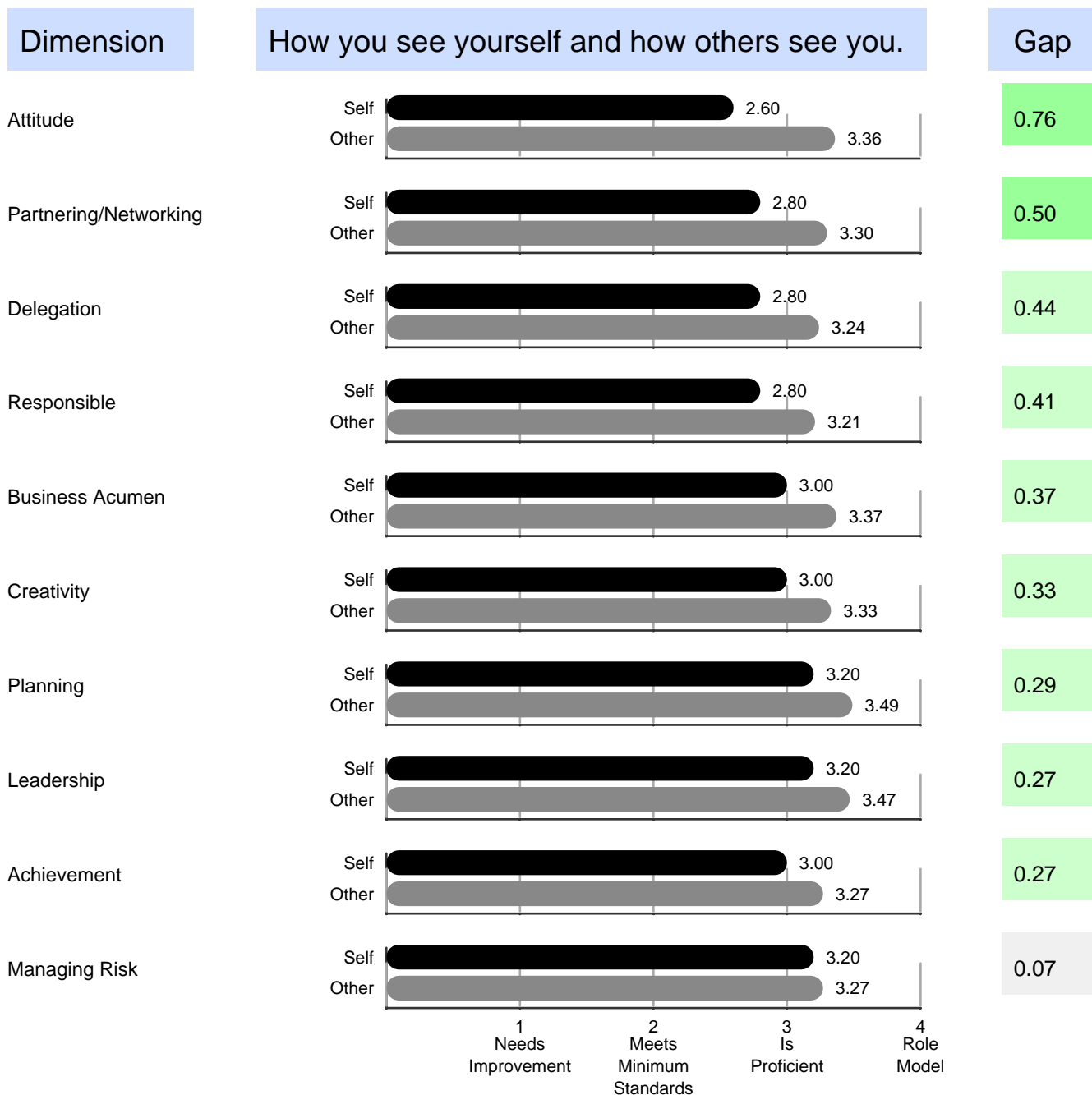
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



Planning

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Makes plans and follows through.	15	3.20	93.3	7%	67%		27%
2. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	3.87	100.0	13%	87%		
3. Anticipates obstacles and ways to overcome them.	15	3.33	93.3	7%	53%		40%
4. Works in an organized manner	15	3.60	93.3	7%	27%	67%	
5. Able to look ahead (beyond the present) when addressing the work/needs of the department.	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. Makes plans and follows through.	3.29	3.20	-0.09 ▼
2. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	3.65	3.87	+0.22 ▲
3. Anticipates obstacles and ways to overcome them.	3.18	3.33	+0.16 ▲
4. Works in an organized manner	3.41	3.60	+0.19 ▲
5. Able to look ahead (beyond the present) when addressing the work/needs of the department.	3.24	3.33	+0.10 ▲

Comments:

- Management skills progressing well with experience.
- She has consistently been a strong advocate for me and my team.
- 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.
- I think she is the kind of manager our department has needed and will continue to need.
- ___ has been in her new role a short time, but I already am appreciating the higher level of expectations she is setting and the groundwork for quality improvement
- she has patience.

Business Acumen

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Asks the 'right' questions to size up or evaluate situations.	15	3.20	93.3	7%	60%	33%	
7. Applies the knowledge of work processes to influence the achievement of business goals	15	3.20	86.7	13%	53%	33%	
8. Understands complex issues and problems.	15	3.40	93.3	7%	47%	47%	
9. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.47	93.3	7%	40%	53%	
10. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	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. Asks the 'right' questions to size up or evaluate situations.	3.24	3.20	-0.04 ▼
7. Applies the knowledge of work processes to influence the achievement of business goals	3.41	3.20	-0.21 ▼
8. Understands complex issues and problems.	3.24	3.40	+0.16 ▲
9. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.18	3.47	+0.29 ▲
10. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.35	3.47	+0.11 ▲

Comments:

- Always approachable no matter how busy she is.
- Completes variance analysis and identifies corrective actions.
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- She has hired good people, and developed strong relationship's with finance.
- She is open to feedback and actively tries to improve.
- I am confident that whenever I need to talk with ___, she is honest and direct and provides good guidance for my professional growth.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Creates the conditions for partnerships to grow and develop.	15	3.53	100.0	47%	53%		
12. Creates value within the Company by building networks.	15	3.27	100.0	73%	27%		
13. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	3.33	100.0	67%	33%		
14. Maintains infrastructure to support partnerships and networks.	15	3.13	86.7	13%	60%	27%	
15. Promotes the understanding of how the department affects the organization overall.	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. Creates the conditions for partnerships to grow and develop.	3.47	3.53	+0.06 ▲
12. Creates value within the Company by building networks.	3.47	3.27	-0.20 ▼
13. Capitalizes on partnerships and networks to enhance the Company's bottom line.	3.35	3.33	-0.02 ▼
14. Maintains infrastructure to support partnerships and networks.	3.18	3.13	-0.04 ▼
15. Promotes the understanding of how the department affects the organization overall.	3.00	3.07	+0.07 ▲

Comments:

- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.
- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- ___ 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.
- Whenever ___ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if ___ was there). She also participated in interviews within my department and was a valuable member.

Creativity

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Inspires creativity in their team.	15	3.40	93.3	7%	47%	47%	
17. Is creative.	15	3.27	93.3	7%	60%	33%	
18. Develops solutions to challenging problems.	14	3.00	92.9	7%	79%	14%	
19. Is creative and inspirational.	15	3.47	100.0		53%	47%	
20. Conceives, implements and evaluates ideas.	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. Inspires creativity in their team.	3.65	3.40	-0.25 ▼
17. Is creative.	3.47	3.27	-0.20 ▼
18. Develops solutions to challenging problems.	3.12	3.00	-0.12 ▼
19. Is creative and inspirational.	3.59	3.47	-0.12 ▼
20. Conceives, implements and evaluates ideas.	3.29	3.40	+0.11 ▲

Comments:

- I think ___ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ___ does a good job.
- I am impressed with her commitment to task and job knowledge.
- ___ has been a consistent resource to the Operations teams as we work in improving our scores.
- Our department continues to have a very low loss rate.
- I can't think of a single thing ___ could improve upon.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Treats all people fairly and with respect.	15	3.53	100.0	47%	53%		
22. Shows by their actions that they trust in the positive intentions of others.	15	3.00	80.0	20%	60%	20%	
23. Works to eliminate unnecessary work or barriers that get in others' way.	15	2.87	80.0	20%	73%	7%	
24. Visibly supports and encourages diversity in style and background.	15	3.47	100.0	53%	47%		
25. Contributes to a positive and fun work environment.	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. Treats all people fairly and with respect.	3.35	3.53	+0.18 ▲
22. Shows by their actions that they trust in the positive intentions of others.	3.00	3.00	
23. Works to eliminate unnecessary work or barriers that get in others' way.	2.88	2.87	-0.02 ▼
24. Visibly supports and encourages diversity in style and background.	3.00	3.47	+0.47 ▲
25. Contributes to a positive and fun work environment.	3.76	3.67	-0.10 ▼

Comments:

- ___ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. ___ also helps her team recognize areas of improvement and works to improve those areas as well.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- She is well respected by her peers and it is clear to see why.
- Employees were not encouraged to do anything besides come to work.
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.

Leadership

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Leads team to set goals, solve problems, and accomplish tasks.	15	3.40	93.3	7%	47%	47%	
27. Effectively leads others.	15	3.33	93.3	7%	53%	40%	
28. Holds others accountable for their actions.	15	3.53	100.0		47%	53%	
29. Sets clear goals and objectives for subordinates.	15	3.67	100.0		33%	67%	
30. Highly effective supervisor.	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. Leads team to set goals, solve problems, and accomplish tasks.	3.53	3.40	-0.13 ▼
27. Effectively leads others.	3.12	3.33	+0.22 ▲
28. Holds others accountable for their actions.	3.41	3.53	+0.12 ▲
29. Sets clear goals and objectives for subordinates.	3.59	3.67	+0.08 ▲
30. Highly effective supervisor.	3.41	3.33	-0.08 ▼

Comments:

- ___'s goes above and beyond in the areas of Professional Growth and Professionalism.
- ___ is very good at reading people which enables her to respond quickly and appropriately.
- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- I strongly believe the potential she has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of her abilities.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.

Delegation

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Allows employees to decide how they wish to complete the tasks.	15	3.20	86.7	13%	53%	33%	
32. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	3.40	100.0		60%	40%	
33. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	3.20	86.7	13%	53%	33%	
34. Sets clear and reasonable expectations for others and follows through on their progress.	15	3.27	93.3	7%	60%	33%	
35. Clearly defines duties and tasks to be completed.	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. Allows employees to decide how they wish to complete the tasks.	3.18	3.20	+0.02 ▲
32. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	3.35	3.40	+0.05 ▲
33. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	3.18	3.20	+0.02 ▲
34. Sets clear and reasonable expectations for others and follows through on their progress.	2.88	3.27	+0.38 ▲
35. Clearly defines duties and tasks to be completed.	3.18	3.00	-0.18 ▼

Comments:

- Under her leadership, the department teams have become very cohesive.
- I appreciate ___'s willingness to share her knowledge with our team.
- Since we all have things we need to be aware of, she is protective and proud of her staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. She may want to be aware of this when asking for feedback.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- ___ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- She can ask a question and truly listen to the answer before giving feedback.

Achievement

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Takes immediate action of projects fall behind schedule.	15	3.20	93.3	7%	67%		27%
37. Inspires others to work with a sense of urgency.	15	3.27	93.3	7%	60%		33%
38. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	15	3.27	86.7	13%	47%		40%
39. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	15	3.13	86.7	13%	60%		27%
40. Is determined to complete tasks regardless of obstacles that may occur.	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. Takes immediate action of projects fall behind schedule.	3.18	3.20	+0.02 ▲
37. Inspires others to work with a sense of urgency.	3.35	3.27	-0.09 ▼
38. <u>Establishes</u> Specific Measurable Achievable Realistic and Timed (SMART) goals.	3.24	3.27	+0.03 ▲
39. Makes a plan for getting things done and drives execution of the strategic plan, actively supporting or leading initiatives to closure.	3.59	3.13	-0.45 ▼
40. Is determined to complete tasks regardless of obstacles that may occur.	3.29	3.40	+0.11 ▲

Comments:

- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- ___ tends to hold things tight. I would like to see her allow staff more participation and use their knowledge as a resource. Not only would this free up some of her time but encourage staff growth.
- I thoroughly enjoy working with ___ and she has been very helpful with the rework IS did with their job descriptions.
- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- ___ provides opportunities for her staff to grow professionally and encourages them.
- She is very customer focused and this reflects in her division leadership and performance.

Managing Risk

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Performs regular risk analyses to minimize adverse outcomes.	15	3.33	93.3	7%	53%	40%	
42. Accurately perceives potential risks in the workplace and initiates preventative measures.	15	3.33	93.3	7%	53%	40%	
43. Recognizes that small changes may snowball into major events.	15	3.13	86.7	13%	60%	27%	
44. Develops appropriate strategies to minimize risks.	15	3.00	86.7	13%	73%	13%	
45. Bases decisions on patterns found in fluid/changing information.	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. Performs regular risk analyses to minimize adverse outcomes.	3.29	3.33	+0.04 ▲
42. Accurately perceives potential risks in the workplace and initiates preventative measures.	3.41	3.33	-0.08 ▼
43. Recognizes that small changes may snowball into major events.	3.35	3.13	-0.22 ▼
44. Develops appropriate strategies to minimize risks.	3.18	3.00	-0.18 ▼
45. Bases decisions on patterns found in fluid/changing information.	3.35	3.53	+0.18 ▲

Comments:

- ___ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- I think ___ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- ___'s diverse professional experiences allow her to bring new ideas to programs, as well as share past successes with others. She is not afraid to tackle change and strives to improve processes for organizational growth. Her engaging communication style is welcomed by customers and the interdisciplinary team members.
- Does above and beyond work consistently
- I know I can always count of ___ to offer her true opinion and be supportive in any efforts or initiatives I'm passionate about.
- She is very astute, proactive in problem solving, and a great team member.

Responsible

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Responsible for setting the vision of the department.	15	3.00	86.7	13%	73%		13%
47. Behavior is ethical and honest.	15	3.20	93.3	7%	60%		33%
48. Works in a way that makes others want to work with her/him.	15	3.20	93.3	7%	67%		27%
49. Completes assigned work tasks.	15	3.40	93.3	7%	47%		47%
50. Sets a good example.	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. Responsible for setting the vision of the department.	3.24	3.00	-0.24 ▼
47. Behavior is ethical and honest.	3.00	3.20	+0.20 ▲
48. Works in a way that makes others want to work with her/him.	3.18	3.20	+0.02 ▲
49. Completes assigned work tasks.	3.35	3.40	+0.05 ▲
50. Sets a good example.	3.29	3.13	-0.16 ▼

Comments:

- She encourages teammates more as a peer than a coach.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- ___ 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.
- She is in an often times impossible position and is doing well all things considered
- ___ has made some excellent hiring decisions this past year. I am extremely impressed with both ___ & ___ and look forward to seeing what they will achieve together as a team in this next year.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position

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?

- ___ has extremely strong communication skills and is able to work in a wide variety of settings.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- I am glad to have ___ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.

What do you like best about working with this individual?

- She is an excellent communicator. The only real opportunity I see is around translating her data and observations into solid action plans to drive improvement.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.
- She has made my job so much easier just having her in the facility and present to field questions/work related issues.
- She knows product and how to engage potential clients.
- Appreciate ___'s calm approach

What do you like least about working with this individual?

- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.
- ___'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- ___ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- ___ is creative and has great ideas and she's quick to implement her ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- ___ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.

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

- ___ exceeds in above in all she does.
- ___ is very reliable, respectful and ethical in her leadership.
- I would encourage ___ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect her to have hands on with everything).
- My only constructive feedback would be better communication on what she's doing and why and how it may impact others would be appreciated.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.

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

- ___ makes great hiring choices. she is clear on what needs to be done.
- There have been many changes in management over the last 5 years. I can truly say that ___ is an exceptional manager. Our dept has made some truly good changes under ___.
- More opportunities to share knowledge with the team.
- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.
- ___ is organized and thorough.

Any final comments?

- She is a great mentor and coach. I look forward to working with ___ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- 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.
- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- I believe I need to give her a chance to get into her position.