



Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

## Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

## Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

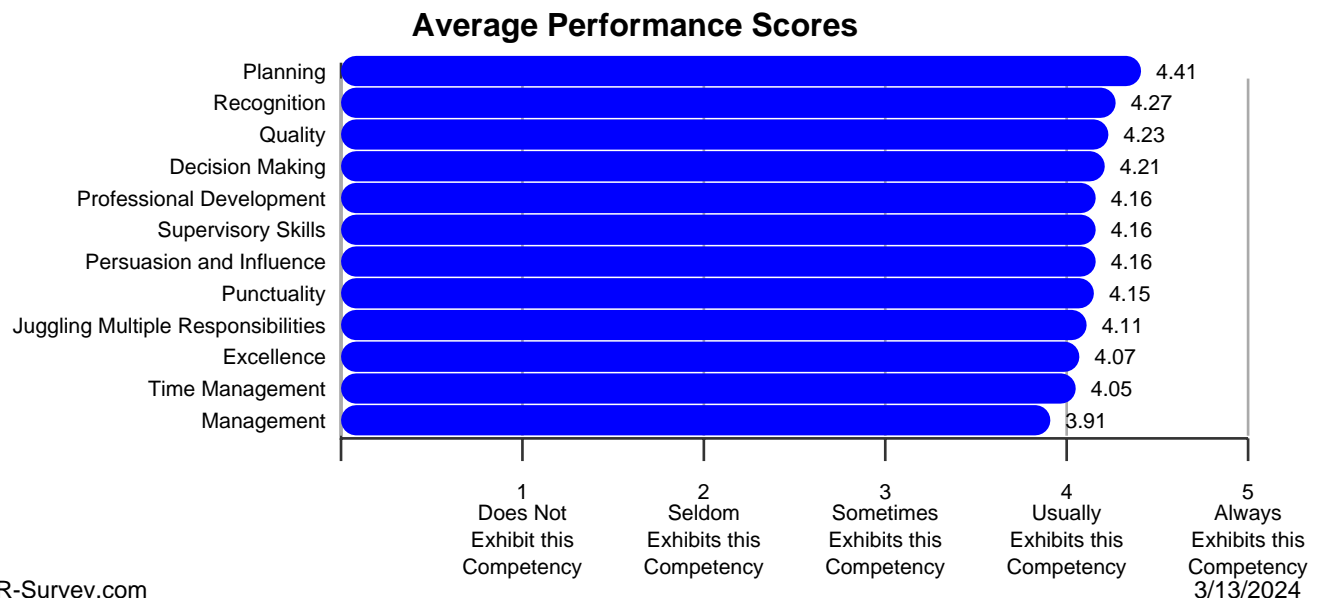
## What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

# Summary

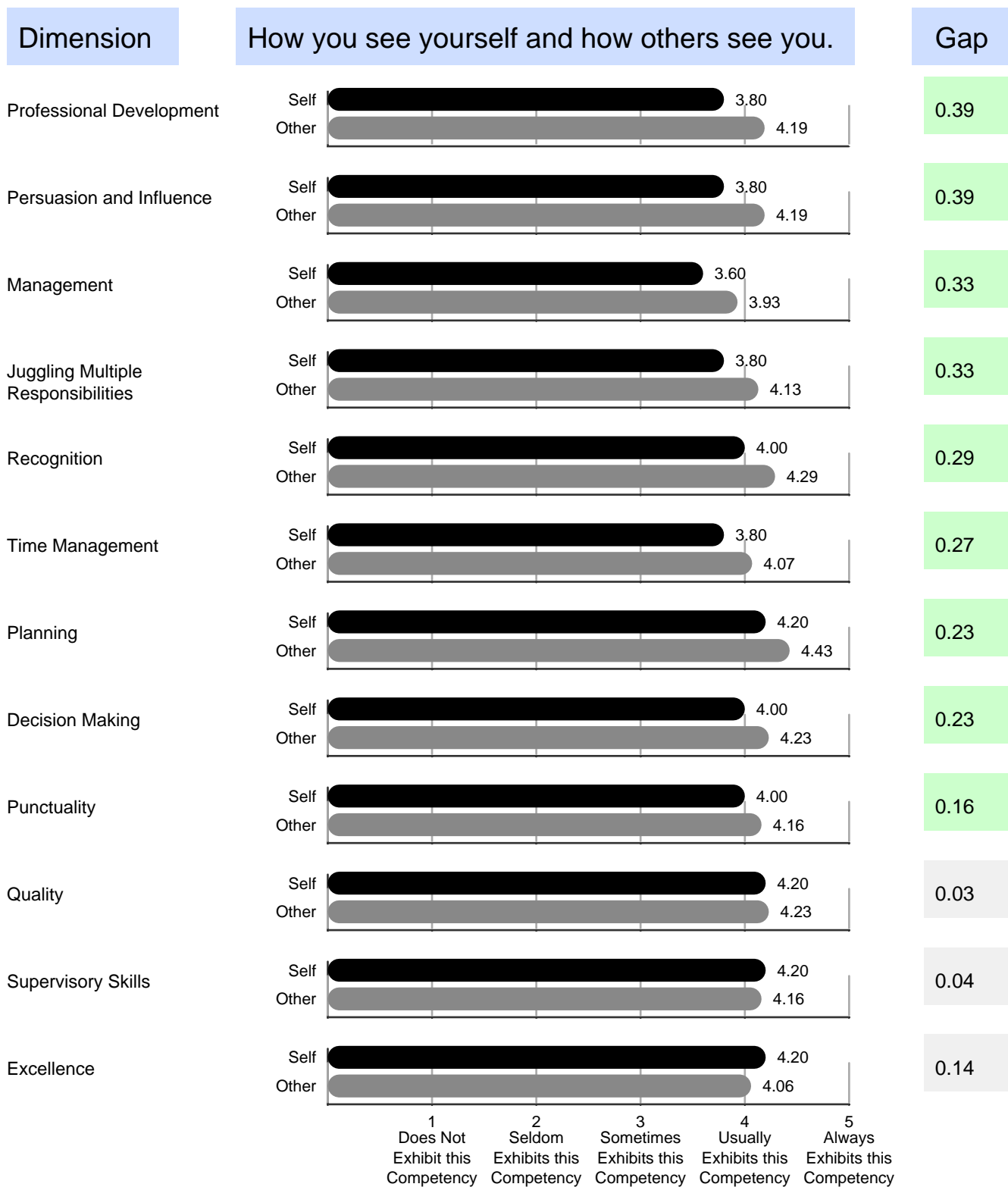
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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



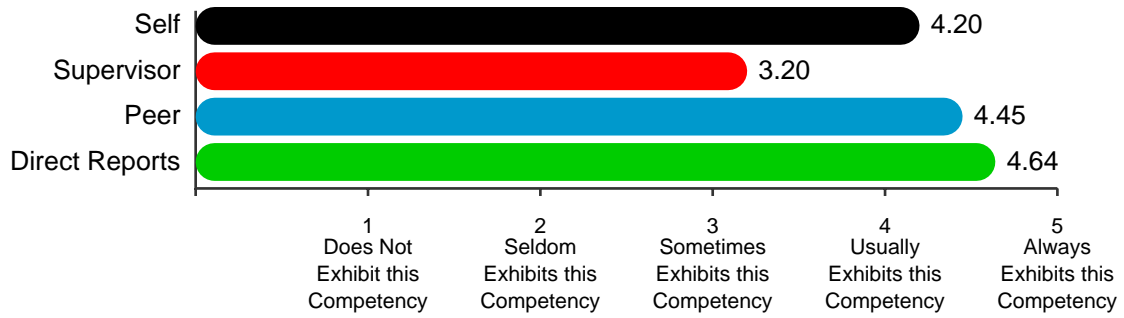
## Gap Analysis

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



# Planning

## Summary Scores



### 1. Makes plans and follows through.



### 2. Able to look ahead (beyond the present) when addressing the work/needs of the department.



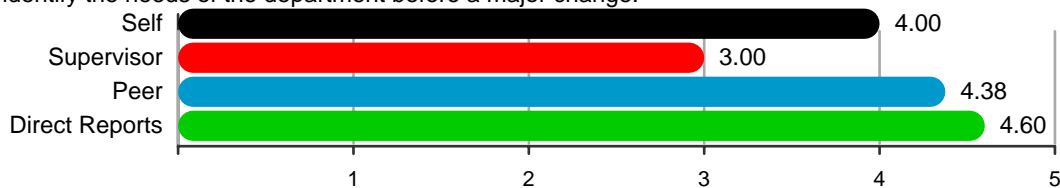
### 3. Works in an organized manner



### 4. Anticipates obstacles and ways to overcome them.



### 5. Able to identify the needs of the department before a major change.



## Level of Skill

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

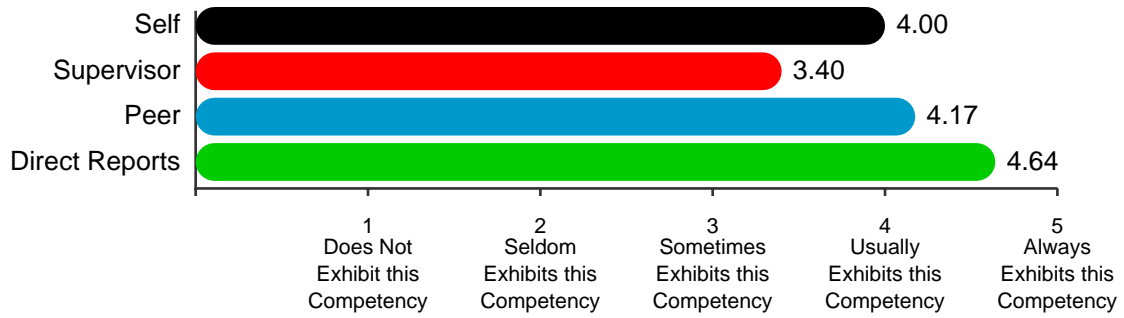
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Makes plans and follows through.	15	4.20	93.3	7%		67%		27%
2. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	4.87	100.0	13%		87%		
3. Works in an organized manner	15	4.27	93.3	7%		60%		33%
4. Anticipates obstacles and ways to overcome them.	15	4.40	86.7	13%	33%		53%	
5. Able to identify the needs of the department before a major change.	15	4.33	93.3	7%		53%		40%

### Comments:

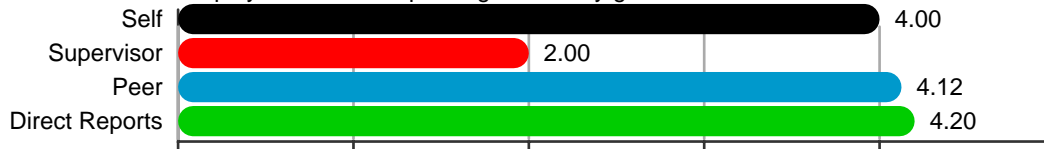
- I really appreciate and respect \_\_\_'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- Completes variance analysis and identifies corrective actions.
- The only constructive feedback that I would have for \_\_\_ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that \_\_\_ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- Whenever I go to \_\_\_ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.

# Recognition

## Summary Scores



### 6. Reinforces and rewards employees for accomplishing necessary goals.



### 7. Finds opportunities to recognize others.



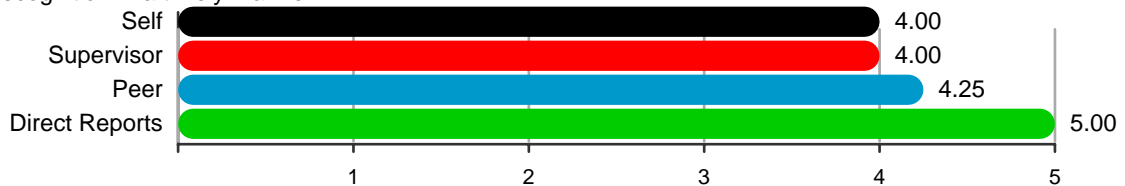
### 8. Makes people around them feel appreciated and valued.



### 9. Recognizes individuals for a specific outstanding achievement.



### 10. Offers recognition in a timely manner.



### Level of Skill

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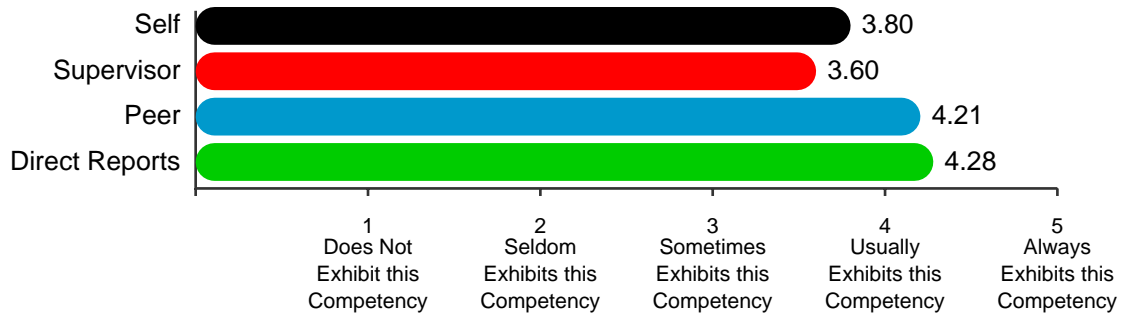
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Reinforces and rewards employees for accomplishing necessary goals.	15	4.00	80.0	7%	13%	53%	27%	
7. Finds opportunities to recognize others.	15	4.07	80.0		20%	53%	27%	
8. Makes people around them feel appreciated and valued.	15	4.33	93.3	7%	47%		47%	
9. Recognizes individuals for a specific outstanding achievement.	15	4.47	93.3	7%	40%		53%	
10. Offers recognition in a timely manner.	15	4.47	93.3	7%	40%		53%	

Comments:

- She is a team player and willing to help other departments and staff when needed.
- \_\_\_ is a new manager. Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- I have observed \_\_\_ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. \_\_\_ does take action when there are employees who do not fit with the organization mission and values.
- \_\_\_ has very quickly re-invented the Technical Services division. She is now aggressively moving the team to become more mature and service oriented. Throughout this transition, \_\_\_ has been very successful in managing this difficult change.
- I admire \_\_\_'s decision making skills when it comes to hiring new employees for our department.
- She is in an often times impossible position and is doing well all things considered

# Professional Development

## Summary Scores



### 11. Seeks opportunities for continuous learning.



### 12. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



### 13. Allows employees to fully participate in employee training and professional development.



### 14. Quickly acquire and apply new knowledge and skills when needed



### 15. Encourages employees to take courses relevant to their job.





## Level of Skill

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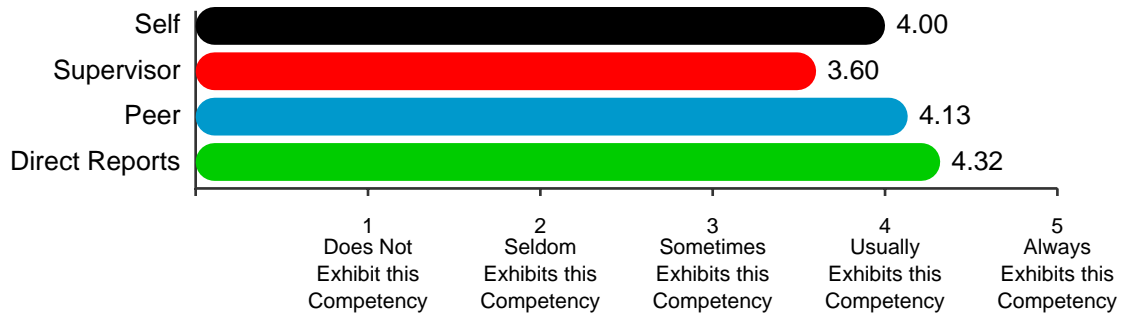
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Seeks opportunities for continuous learning.	15	4.60	100.0			40%	60%	
12. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.27	100.0			73%		27%
13. Allows employees to fully participate in employee training and professional development.	15	4.33	100.0			67%	33%	
14. Quickly acquire and apply new knowledge and skills when needed	15	3.93	73.3	27%		53%		20%
15. Encourages employees to take courses relevant to their job.	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- I really appreciate and respect \_\_\_'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- I appreciate \_\_\_ being open to suggestions, and available when concerns brought to her.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- Improvement should come over time. There is potential which is present.
- \_\_\_ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- There is apprehension with all the changes, but still a lot of engagement and positivity.

# Punctuality

## Summary Scores



### 16. Avoids making personal phone calls during working hours.



### 17. Invoices clients on a timely basis.



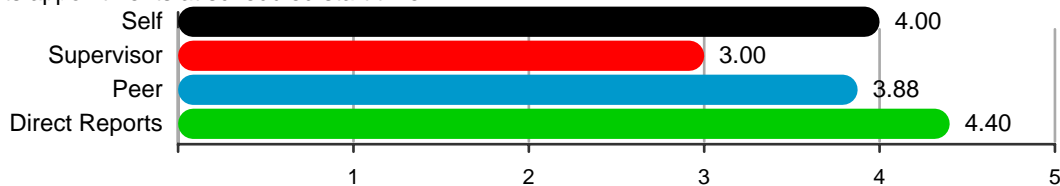
### 18. Maintains an efficient schedule of activities.



### 19. Responds to requests for information in a timely manner.



### 20. Conducts appointments at scheduled start time.



## Level of Skill

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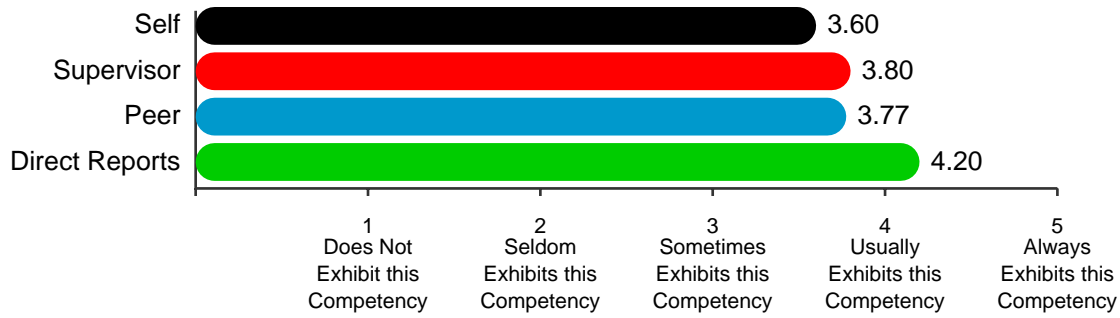
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Avoids making personal phone calls during working hours.	15	4.33	86.7	13%		40%	47%	
17. Invoices clients on a timely basis.	15	4.27	93.3	7%		60%	33%	
18. Maintains an efficient schedule of activities.	14	4.00	92.9	7%		86%		7%
19. Responds to requests for information in a timely manner.	14	4.14	85.7	7%	7%	50%	36%	
20. Conducts appointments at scheduled start time.	15	4.00	66.7	7%	27%	27%	40%	

### Comments:

- \_\_\_ 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.
- Confidence, Attitude, Desire to learn.
- \_\_\_ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.
- Her time has been in huge demand on the [CompanyName] operations side, which has not allowed her to do as much professional development for herself that she would like.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- \_\_\_ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.

# Management

## Summary Scores



### 21. Is ready to offer help



### 22. Delegate tasks effectively



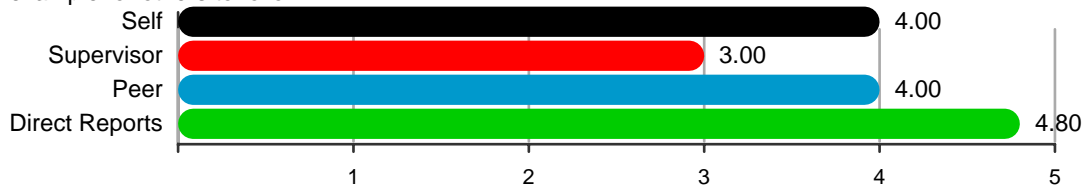
### 23. Takes responsibility for things that go wrong



### 24. Keep staff informed about what is happening in the company



### 25. Sets an example for others to follow



## Level of Skill

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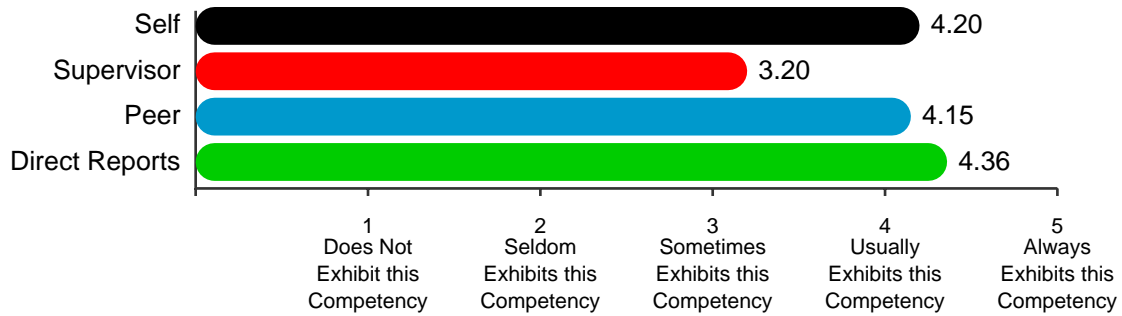
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Is ready to offer help	15	4.00	66.7	13%	20%	20%	47%	
22. Delegate tasks effectively	15	3.47	53.3	13%	33%	47%	7%	
23. Takes responsibility for things that go wrong	15	3.60	66.7	13%	20%	60%	7%	
24. Keep staff informed about what is happening in the company	15	4.27	86.7	7%	7%	40%	47%	
25. Sets an example for others to follow	15	4.20	80.0	7%	13%	33%	47%	

### Comments:

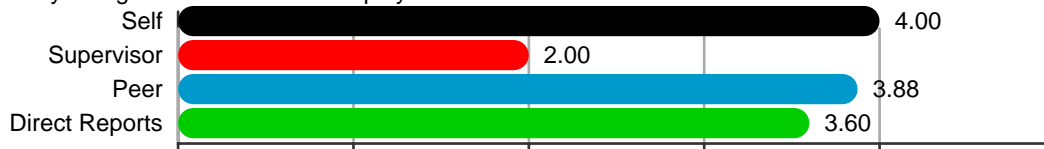
- She leads by example.
- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.
- \_\_\_ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.
- \_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- \_\_\_ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- I value and appreciate \_\_\_ very much.

# Supervisory Skills

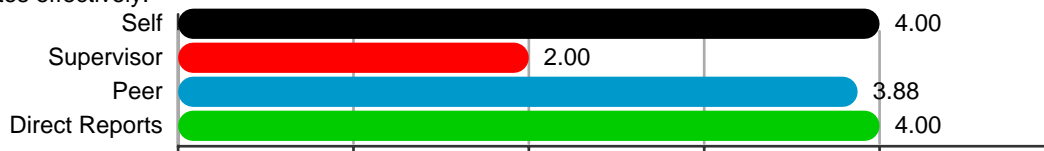
## Summary Scores



### 26. Appropriately recognizes and rewards employees.



### 27. Delegates effectively.



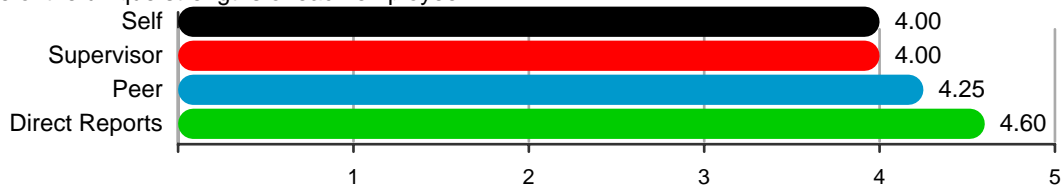
### 28. Provides constructive, ongoing feedback.



### 29. Promotes teamwork and cooperation within the department.



### 30. Is aware of the unique strengths of each employee.



## Level of Skill

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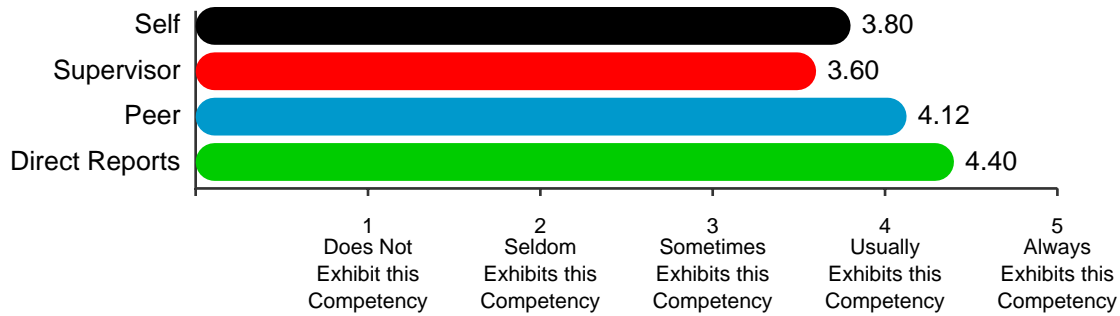
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Appropriately recognizes and rewards employees.	15	3.67	66.7	20%	13%	47%	20%	
27. Delegates effectively.	15	3.80	73.3	20%	7%	47%	27%	
28. Provides constructive, ongoing feedback.	15	4.33	86.7		13%	40%	47%	
29. Promotes teamwork and cooperation within the department.	15	4.67	100.0			33%	67%	
30. Is aware of the unique strengths of each employee.	15	4.33	100.0			67%	33%	

### Comments:

- \_\_\_ is very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.
- Provide more frequent development feedback.
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- I appreciate \_\_\_ being open to suggestions, and available when concerns brought to her.
- She has also greatly improved her communication.
- Good leadership style.

# Persuasion and Influence

## Summary Scores



### 31. Persuades others to consider alternative points of view.



### 32. Understanding what others need.



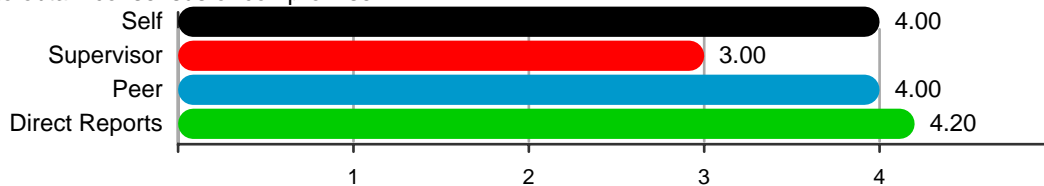
### 33. Ensures stakeholders are involved in the decision making process.



### 34. Able to express own goals and needs.



### 35. Seeks to obtain consensus or compromise.





## Level of Skill

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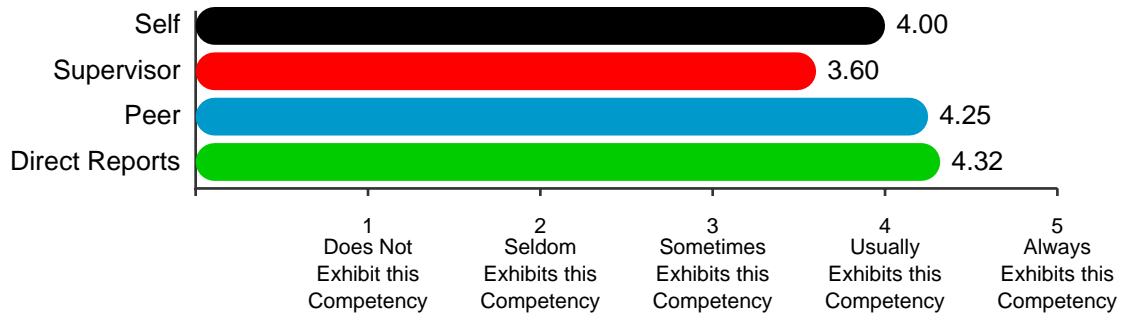
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Persuades others to consider alternative points of view.	15	4.07	80.0	20%		53%		27%
32. Understanding what others need.	15	4.47	100.0			53%		47%
33. Ensures stakeholders are involved in the decision making process.	15	4.13	80.0	20%		47%		33%
34. Able to express own goals and needs.	15	4.13	86.7	13%		60%		27%
35. Seeks to obtain consensus or compromise.	15	4.00	80.0	20%		60%		20%

### Comments:

- I know I can always count of \_\_\_ to offer her true opinion and be supportive in any efforts or initiatives I'm passionate about.
- \_\_\_ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.
- 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.
- \_\_\_ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. \_\_\_ has shown marked improvement in being present when needed in the department.
- \_\_\_ does a great job investigating an issue thinking it through before she takes action.
- Always looking for ways to grow as a person. Inspires others to do the same.

# Decision Making

## Summary Scores



36. Exercises good judgment by making sound and informed decisions.



37. Is able to make decisions quickly.



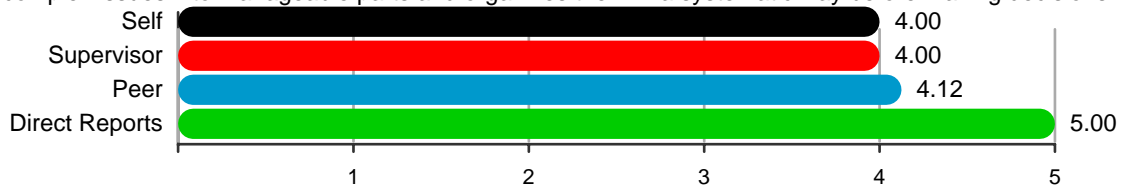
38. Does not lose sight of the big picture when making decisions



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



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



## Level of Skill

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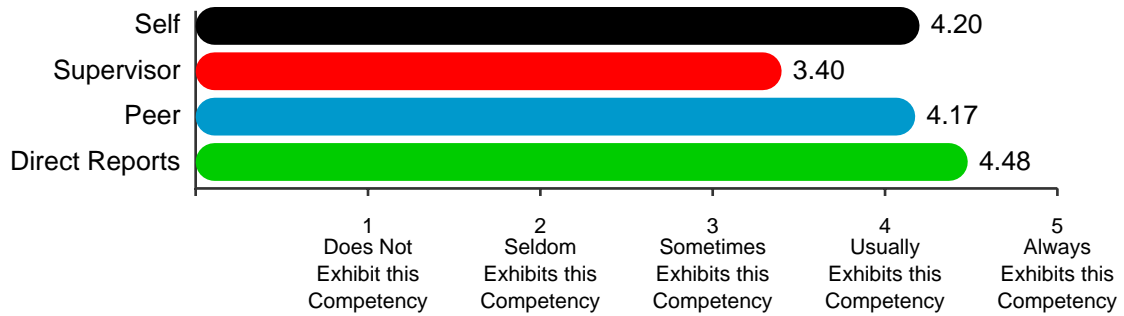
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Exercises good judgment by making sound and informed decisions.	15	4.33	100.0			67%	33%	
37. Is able to make decisions quickly.	15	3.93	80.0	13%	7%	53%	27%	
38. Does not lose sight of the big picture when making decisions	15	4.27	86.7		13%	47%	40%	
39. Seeks input from key people who should be involved in, or will be affected by, decisions	15	4.13	86.7		13%	60%	27%	
40. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	4.40	93.3		7%	47%	47%	

### Comments:

- She is in an often times impossible position and is doing well all things considered
- She is such a positive person and always willing to pitch in where help is needed.
- \_\_\_ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- \_\_\_ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.
- We are lucky to have her here at [CompanyName].

# Quality

## Summary Scores



41. Encourages employees to produce the best quality products.



42. Encourages others to produce the highest quality work products.



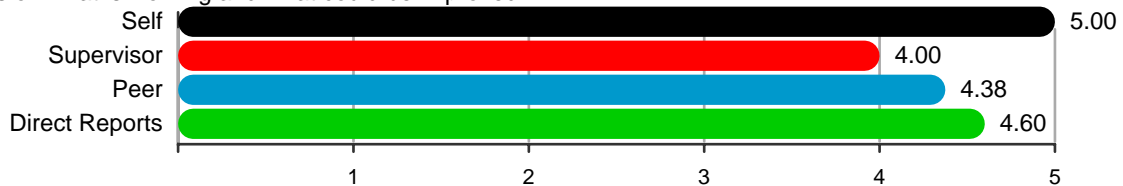
43. Holds employees accountable for their quality of work.



44. Encourages others to achieve high quality standards.



45. Reflects on what is working and what could be improved.



## Level of Skill

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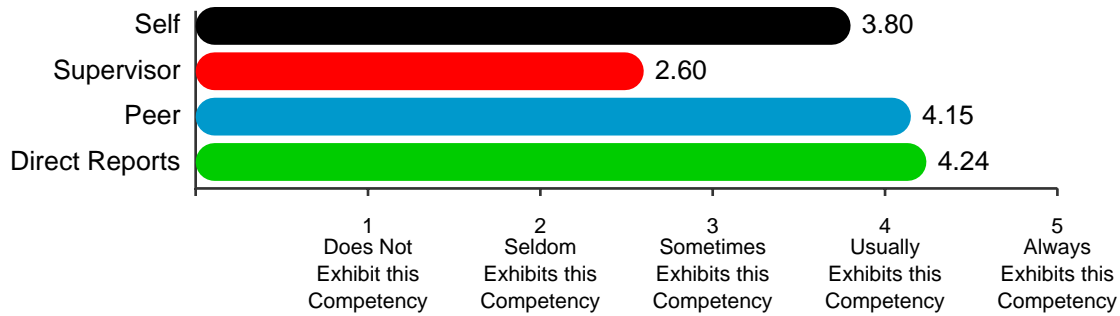
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Encourages employees to produce the best quality products.	15	4.33	93.3	7%		53%	40%	
42. Encourages others to produce the highest quality work products.	15	4.20	80.0	20%		40%	40%	
43. Holds employees accountable for their quality of work.	15	4.13	86.7	13%		60%	27%	
44. Encourages others to achieve high quality standards.	15	4.00	86.7	13%		73%		13%
45. Reflects on what is working and what could be improved.	15	4.47	93.3	7%	40%		53%	

### Comments:

- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- She encourages teammates more as a peer than a coach.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.
- \_\_\_ leads by example in each of the areas noted above.
- I appreciate her ability to deliver a direct message while remaining sensitive to how it may impact others as well as her sense of humor.

# Time Management

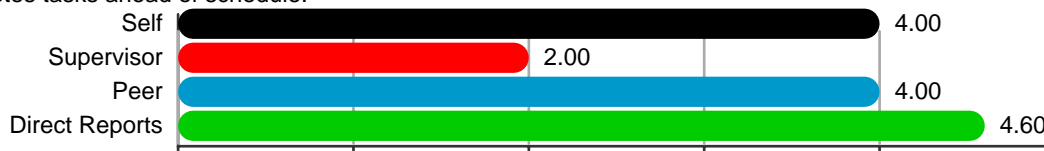
## Summary Scores



46. Sets a good balance between work and family life.



47. Completes tasks ahead of schedule.



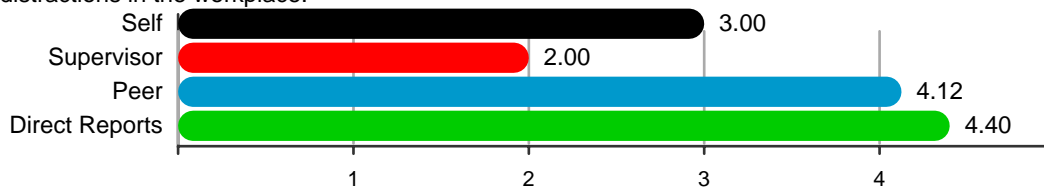
48. Makes time for developing plans and schedules.



49. Does not become flustered by deadlines and timelines.



50. Avoids distractions in the workplace.



## Level of Skill

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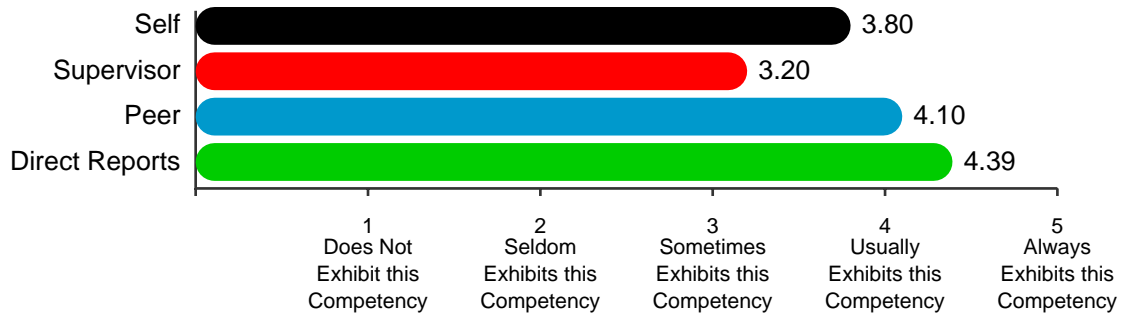
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Sets a good balance between work and family life.	15	3.87	80.0	7%	13%	67%	13%	
47. Completes tasks ahead of schedule.	15	4.07	86.7	13%		53%	33%	
48. Makes time for developing plans and schedules.	15	4.13	86.7		13%	60%	27%	
49. Does not become flustered by deadlines and timelines.	15	4.20	86.7	7%	7%	47%	40%	
50. Avoids distractions in the workplace.	15	4.00	73.3	13%	13%	33%	40%	

### Comments:

- \_\_\_ exemplifies all of the above.
- \_\_\_ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- \_\_\_ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support \_\_\_ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by \_\_\_ without her bringing them before the team for discussion.
- \_\_\_ needs no improvement
- She has established credibility and trust with all the directors and managers.
- Again, \_\_\_ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.

# Juggling Multiple Responsibilities

## Summary Scores



51. Builds in extra time in the schedule for unplanned events/occurrences.



52. Determines which tasks are critical and which tasks are optional.



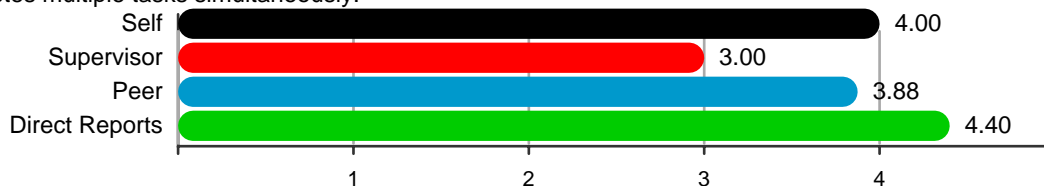
53. Switches attention to more urgent tasks when necessary.



54. Is aware of the deadlines for specific tasks/assignments.



55. Completes multiple tasks simultaneously.





## Level of Skill

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

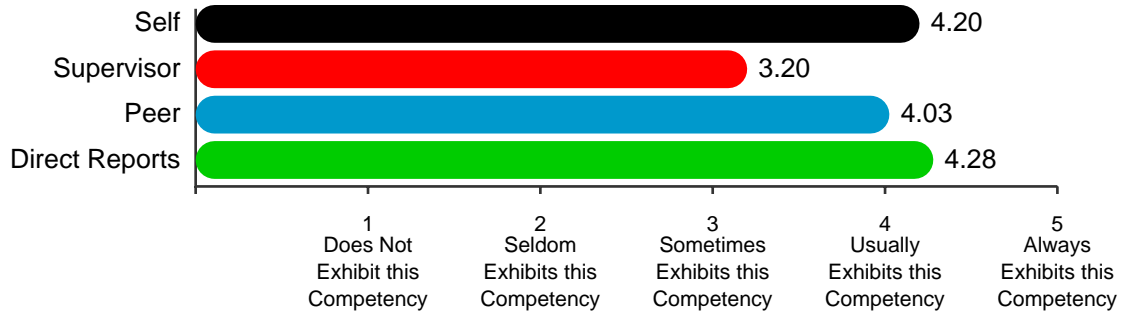
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Builds in extra time in the schedule for unplanned events/occurrences.	14	4.14	92.9	7%		71%		21%
52. Determines which tasks are critical and which tasks are optional.	14	4.21	85.7	14%		50%		36%
53. Switches attention to more urgent tasks when necessary.	15	4.13	80.0	20%		47%		33%
54. Is aware of the deadlines for specific tasks/assignments.	15	4.07	80.0	20%		53%		27%
55. Completes multiple tasks simultaneously.	15	4.00	80.0	20%		60%		20%

### Comments:

- I appreciate that \_\_\_ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- \_\_\_ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. \_\_\_ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- \_\_\_ is very sharp and plays a vital role in this organization
- What I like is her standard line what resources do you need from me to make this work?
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- \_\_\_'s unit appears to be functioning well in regards to outcomes so she should be proud of her leadership abilities.

# Excellence

## Summary Scores



56. Can be counted on to add value wherever they are involved.



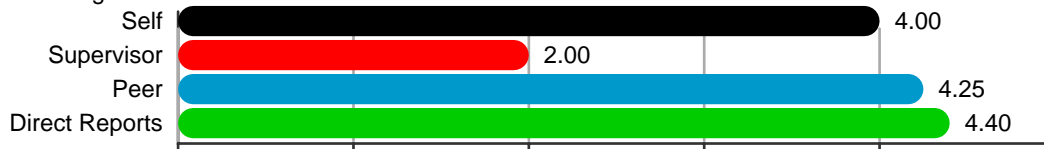
57. Produces high quality work.



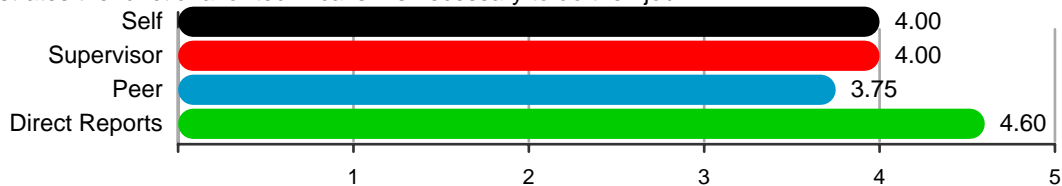
58. Demonstrates the analytical skills to do their job.



59. Is planful and organized.



60. Demonstrates the functional or technical skills necessary to do their job.



### Level of Skill

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

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
56. Can be counted on to add value wherever they are involved.	15	3.87	66.7	33%		47%		20%
57. Produces high quality work.	15	4.07	86.7	13%	67%		20%	
58. Demonstrates the analytical skills to do their job.	15	4.20	93.3	7%	67%		27%	
59. Is planful and organized.	15	4.13	93.3	7%	67%		27%	
60. Demonstrates the functional or technical skills necessary to do their job.	15	4.07	86.7	7%	7%	60%		27%

Comments:

- \_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.
- \_\_\_'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate \_\_\_'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- She has been a great addition to the company.
- \_\_\_ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- She often involves her team in decision making and to determine how to achieve outcomes.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.

## Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

### What would help make you a more effective leader?

- She's a very hard worker and always helping out when needed.
- \_\_\_ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, she has broadened her perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- \_\_\_ has been so busy with her daily work, and filling in the gaps of a shortage of employee's that she has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for her to be able to attend these functions.
- \_\_\_ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- \_\_\_ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- Provide and solicit more frequent feedback.

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

- \_\_\_'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate \_\_\_'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- \_\_\_ is a pleasure to work with.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- I can not say enough good things about \_\_\_.
- \_\_\_ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- She is a great leader.

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

- \_\_\_ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. \_\_\_ continues to work to improve her departments and improve the engagement of her employees.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- Transparency and honesty is important early in the process.
- I admire \_\_\_ for showing courage, compassion and committment during her recent team sessions.
- She exhibits vision, compassion and high integrity in all of her work.
- \_\_\_ has also come down to help our department when we have been very busy and needed help.

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

- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- \_\_\_ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- \_\_\_ continues to develop her knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- \_\_\_ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- \_\_\_ is always willing and routinely seeks opportunities to work with other departments.
- Appreciate \_\_\_'s dedication to making the facilities cleaner. Results are evident.

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

- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- She won't settle for less.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- She communicates with the people involved to resolve the issue. She shows effort to understand each employee's workflow by asking questions. She shares her calendar to us (her subordinates) and tell us that we can talk to her if we have questions or issues to talk about.
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- \_\_\_ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.

### Any final comments?

- \_\_\_ is an excellent communicator and is very open and supportive to her staff.
- \_\_\_ is a great director to work with because she listens to understand and she balances the business and the HR needs before making decisions or rushing to a judgment.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- \_\_\_ leads by example.
- Communication to staff has greatly improved.