



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.

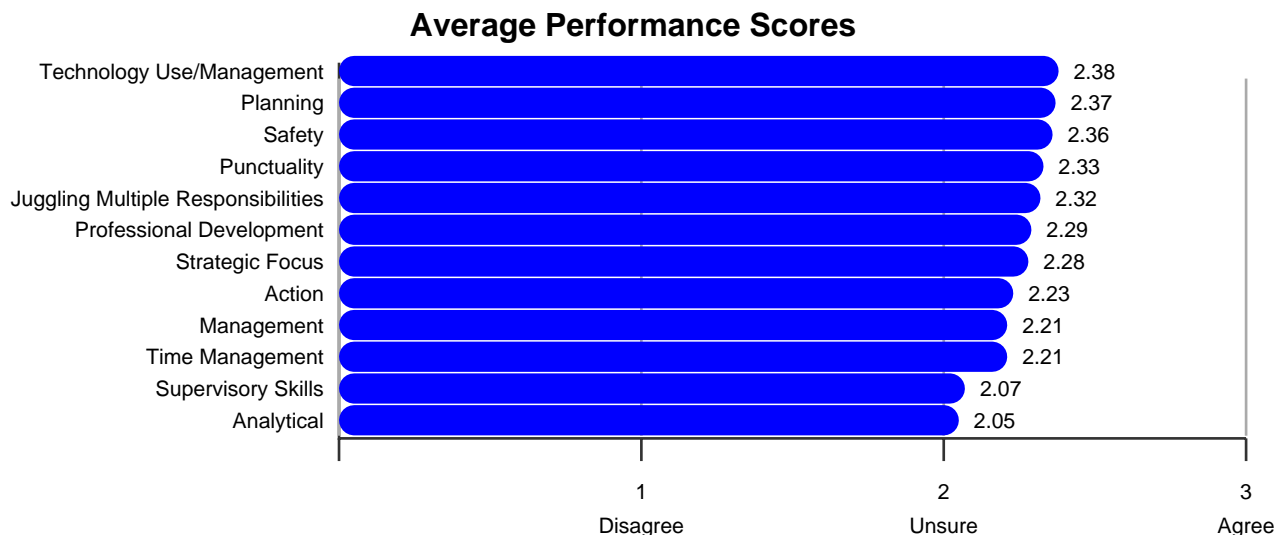
## What to Do with Your Feedback

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

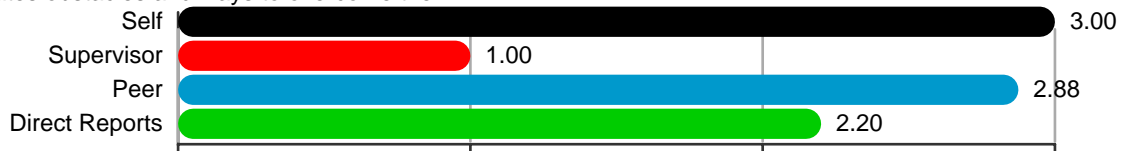
## Summary Scores



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



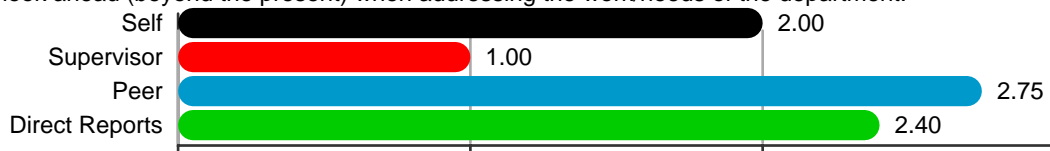
2. Anticipates obstacles and ways to overcome them.



3. Delegates role to team members to accomplish goals.



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



5. Works in an organized manner



## 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Able to identify the needs of the department before a major change.	15	2.27	33.3	7%	60%	33%
2. Anticipates obstacles and ways to overcome them.	15	2.53	73.3	20%	7%	73%
3. Delegates role to team members to accomplish goals.	15	2.33	40.0	7%	53%	40%
4. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	2.47	53.3	7%	40%	53%
5. Works in an organized manner	15	2.27	40.0	13%	47%	40%

### Comments:

- I do see \_\_\_ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- \_\_\_ takes people where they want to go and pushes them to be their own success.
- \_\_\_ is very friendly and expresses genuine care for the staff when she is present.
- Always steps up if help is needed.
- \_\_\_ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- Building relationships of trust to enhance safety is an important part of our approach.

# Strategic Focus

## Summary Scores



### 6. Understands & contributes to development of strategic goals.



### 7. Looks for opportunities to enhance contributions to the bottom line.



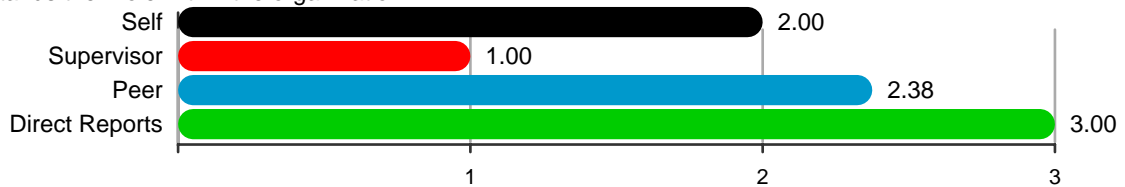
### 8. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.



### 9. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.



### 10. Understands their role within the organization.



## 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 (Disagree) to green (Agree).

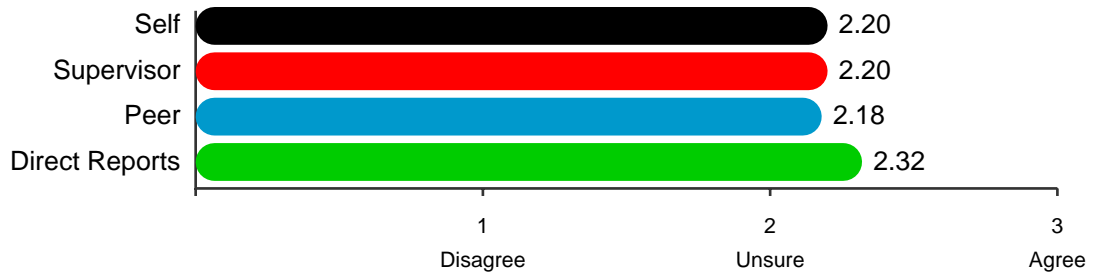
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Understands & contributes to development of strategic goals.	15	2.13	33.3	20%	47%	33%
7. Looks for opportunities to enhance contributions to the bottom line.	15	2.07	26.7	20%	53%	27%
8. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	2.33	40.0	7%	53%	40%
9. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	2.40	53.3	13%	33%	53%
10. Understands their role within the organization.	15	2.47	60.0	13%	27%	60%

### Comments:

- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- \_\_\_ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- Always appreciate \_\_\_'s organized approach to coordinating service opportunities between departments
- I appreciate \_\_\_'s willingness to share her knowledge with our team.
- She involves stakeholders in discussions and values input from others. I respect and value her as a peer.
- \_\_\_ 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.

# Action

## Summary Scores



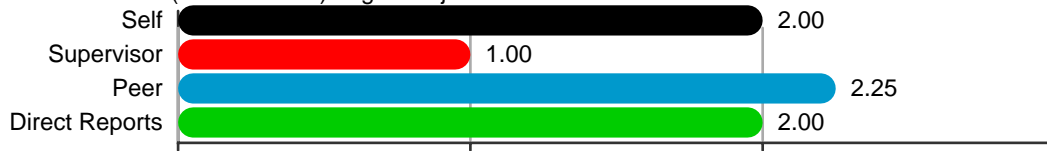
### 11. Gets the job done.



### 12. Makes effective decisions, even when under pressure.



### 13. Does whatever it takes (within reason) to get the job done.



### 14. Motivates & supports others to gain skills



### 15. Is not afraid to take corrective action when necessary.





## 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 (Disagree) to green (Agree).

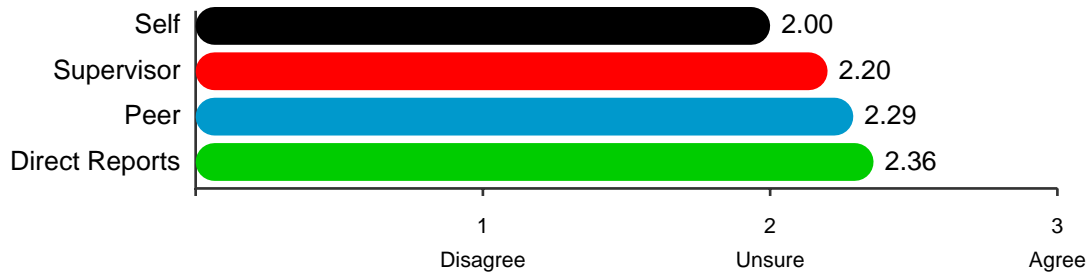
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Gets the job done.	15	2.33	40.0	7%	53%	40%
12. Makes effective decisions, even when under pressure.	15	2.07	20.0	13%	67%	20%
13. Does whatever it takes (within reason) to get the job done.	15	2.07	26.7	20%	53%	27%
14. Motivates & supports others to gain skills	15	2.27	40.0	13%	47%	40%
15. Is not afraid to take corrective action when necessary.	14	2.43	50.0	7%	43%	50%

### Comments:

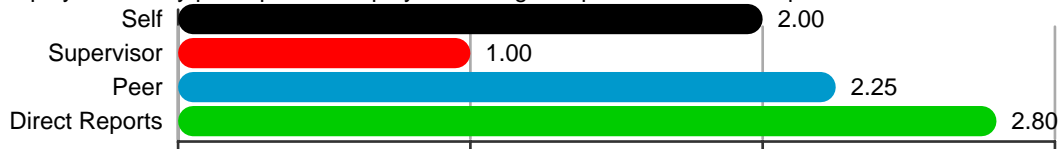
- \_\_\_'s diverse professional experiences allow her to bring new ideas to programs, as well as share past successes with others. She is not afraid to tackle change and strives to improve processes for organizational growth. Her engaging communication style is welcomed by customers and the interdisciplinary team members.
- \_\_\_ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and \_\_\_ will respond to any escalation request or need for strategic planning positively and effectively.
- She is very collaborative and always attempts to work with others.
- She collaborates with all departments and operates under shared governance.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- \_\_\_ needs no improvement

# Professional Development

## Summary Scores



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



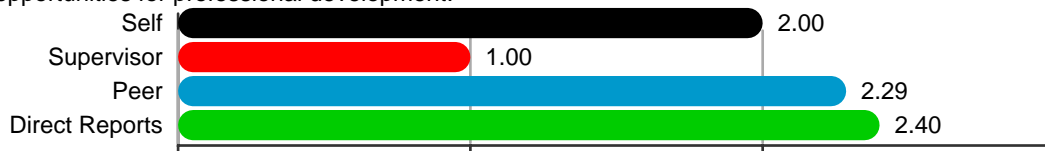
17. Contributing fully to the extent of their skills



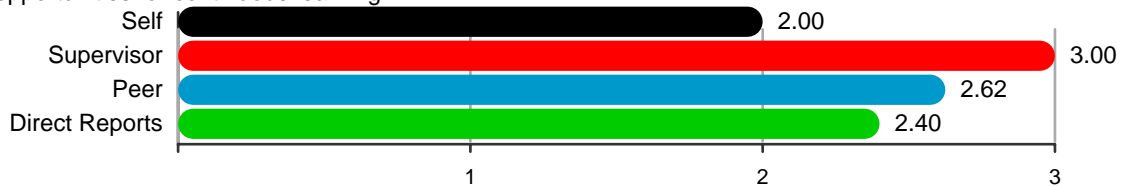
18. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



19. Seeks opportunities for professional development.



20. Seeks opportunities for continuous learning.



## 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Allows employees to fully participate in employee training and professional development.	15	2.33	46.7	13%	40%	47%
17. Contributing fully to the extent of their skills	15	2.33	40.0	7%	53%	40%
18. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	14	2.00	14.3	14%	71%	14%
19. Seeks opportunities for professional development.	14	2.21	42.9	21%	36%	43%
20. Seeks opportunities for continuous learning.	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.
- For reliability, I think \_\_\_ has so much on her plate that she is sometimes seen by staff as unreliable.
- I really appreciate her as a member of the team.
- Sometimes you want a little more direction from \_\_\_, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- I think she is the kind of manager our department has needed and will continue to need.

# Punctuality

## Summary Scores



### 21. Starts meetings on time.



### 22. Arrives to meetings on time.



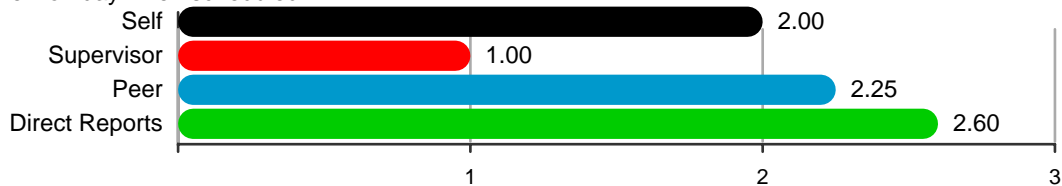
### 23. Responds to requests for information in a timely manner.



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



### 25. Starts the workday when scheduled.



## 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Starts meetings on time.	15	2.60	66.7	7%	27%	67%
22. Arrives to meetings on time.	15	2.33	40.0	7%	53%	40%
23. Responds to requests for information in a timely manner.	15	2.07	20.0	13%	67%	20%
24. Invoices clients on a timely basis.	15	2.40	53.3	13%	33%	53%
25. Starts the workday when scheduled.	15	2.27	53.3	27%	20%	53%

### Comments:

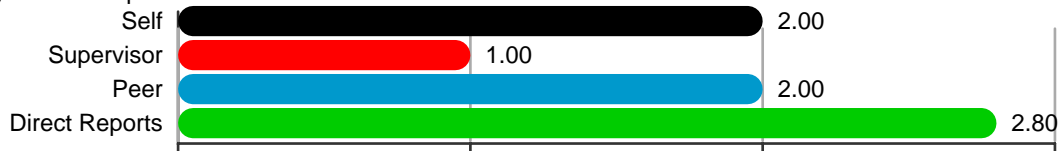
- \_\_\_ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- Increase in confidence. Being willing to lean into the uncomfortable.
- She is a team player and willing to help other departments and staff when needed.
- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.
- \_\_\_ is a wonderful team member. . .has the gift of empathy and encouragement. She has a can do attitude when faced with projects/issues.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.

# Management

## Summary Scores



### 26. Is ready to offer help



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



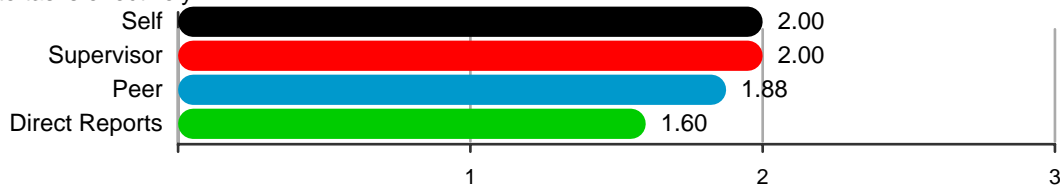
### 28. Sets an example for others to follow



### 29. Makes you feel enthusiastic about your work



### 30. Delegate tasks effectively



## 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 (Disagree) to green (Agree).

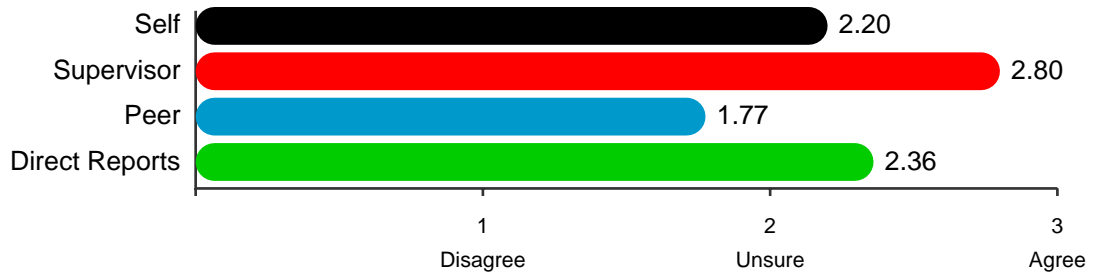
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Is ready to offer help	15	2.20	33.3	13%	53%	33%
27. Takes responsibility for things that go wrong	15	2.00	26.7	27%	47%	27%
28. Sets an example for others to follow	15	2.47	53.3	7%	40%	53%
29. Makes you feel enthusiastic about your work	15	2.60	60.0		40%	60%
30. Delegate tasks effectively	15	1.80	13.3	33%	53%	13%

### Comments:

- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- \_\_\_ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.
- \_\_\_ 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 definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- Everyone who works with \_\_\_ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- 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).
- \_\_\_ is a great manager and has nothing but the greatest interest for her employees and customers.

# Supervisory Skills

## Summary Scores



### 31. Treats all staff equitably.



### 32. Appropriately recognizes and rewards employees.



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



### 34. Delegates effectively.



### 35. Provides constructive, ongoing feedback.





## 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 (Disagree) to green (Agree).

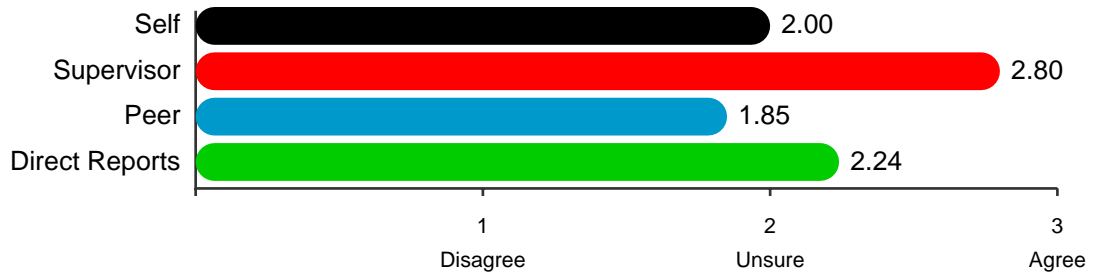
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Treats all staff equitably.	15	2.13	33.3	20%	47%	33%
32. Appropriately recognizes and rewards employees.	15	2.13	33.3	20%	47%	33%
33. Is aware of the unique strengths of each employee.	15	2.07	33.3	27%	40%	33%
34. Delegates effectively.	15	2.13	26.7	13%	60%	27%
35. Provides constructive, ongoing feedback.	15	1.87	20.0	33%	47%	20%

### Comments:

- \_\_\_'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.
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- It doesn't feel like \_\_\_'s been at her best this year. She seems disconnected from the work of her group.
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.
- \_\_\_ has demonstrated the ability to manage significant changes in her area with great skill.
- She presents a clear picture of where the department is now and where we need to be headed.

# Analytical

## Summary Scores



36. Uses appropriate techniques to solve problems.



37. Identifies problems and issues needing resolution.



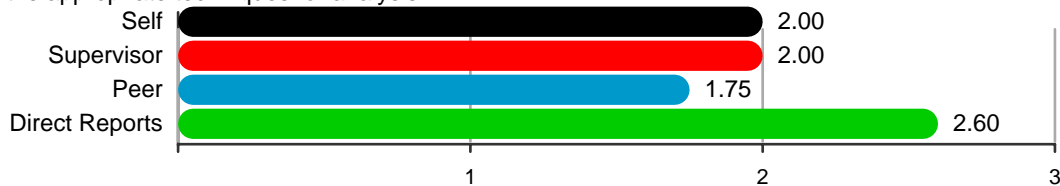
38. Implements data validation techniques and methods.



39. Asks the "right" questions to size up or evaluate situations.



40. Selects the appropriate techniques for analysis.



## 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 (Disagree) to green (Agree).

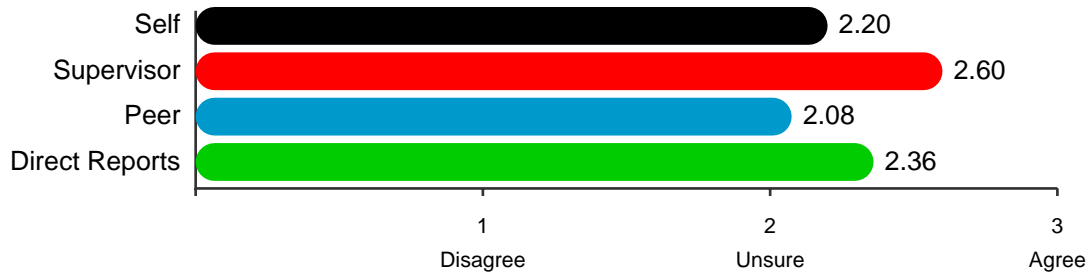
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Uses appropriate techniques to solve problems.	15	1.87	20.0	33%	47%	20%
37. Identifies problems and issues needing resolution.	15	1.93	13.3	20%	67%	13%
38. Implements data validation techniques and methods.	15	2.07	33.3	27%	40%	33%
39. Asks the "right" questions to size up or evaluate situations.	15	2.33	33.3		67%	33%
40. Selects the appropriate techniques for analysis.	15	2.07	33.3	27%	40%	33%

### Comments:

- Your initiative influences others in a positive way.
- She desires to do great work.
- 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.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- \_\_\_ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- She is such a positive person and always willing to pitch in where help is needed.

# Time Management

## Summary Scores



41. Leaves time in the schedule for unplanned contingencies.



42. Uses agendas when chairing or facilitating meetings.



43. Prioritizes new tasks according to their relative importance.



44. Does not procrastinate.



45. Does not become flustered by deadlines and timelines.



## 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 (Disagree) to green (Agree).

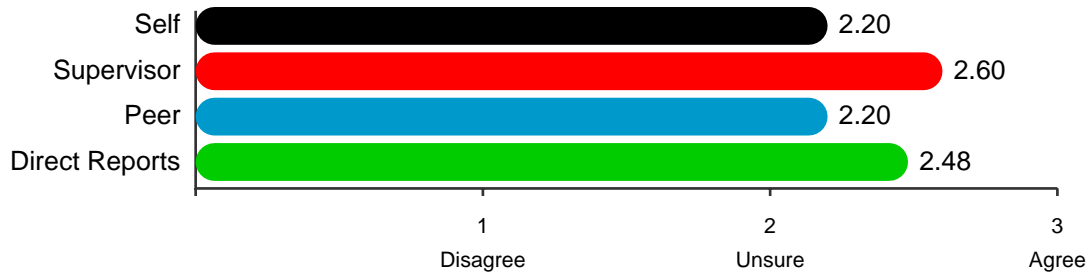
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Leaves time in the schedule for unplanned contingencies.	15	2.00	26.7	27%	47%	27%
42. Uses agendas when chairing or facilitating meetings.	15	2.13	33.3	20%	47%	33%
43. Prioritizes new tasks according to their relative importance.	15	2.20	40.0	20%	40%	40%
44. Does not procrastinate.	15	2.20	26.7	7%	67%	27%
45. Does not become flustered by deadlines and timelines.	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_ is a wonderful person to work for.
- \_\_\_ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- She has a very engaging style which generates trust and respect.
- She will always be able to state that she did everything she could, she gives this job her all!
- \_\_\_ is a very solid manager who meets or exceeds expectations of her role.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.

# Juggling Multiple Responsibilities

## Summary Scores



46. Assigns tasks based on skills of team members.



47. Assesses current capabilities before committing to new requests from customers.



48. Ranks the importance of tasks to make sure critical tasks are completed first.



49. Uses a scheduler/planner to keep tasks organized and on time.



50. Ensures that assignments are prioritized according to the needs of the department/company.



## 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 (Disagree) to green (Agree).

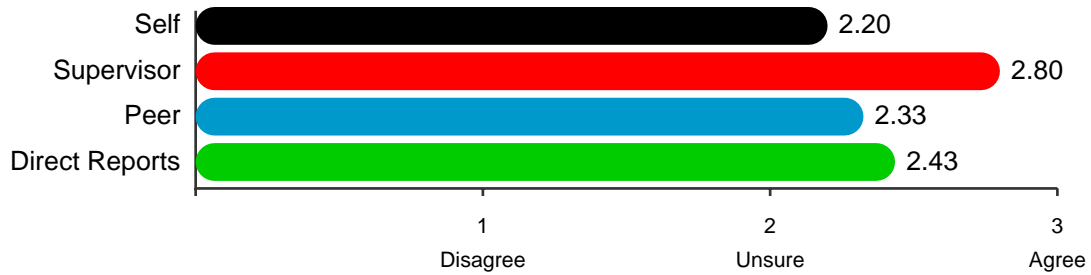
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Assigns tasks based on skills of team members.	15	2.27	26.7		73%	27%
47. Assesses current capabilities before committing to new requests from customers.	15	2.13	26.7	13%	60%	27%
48. Ranks the importance of tasks to make sure critical tasks are completed first.	15	2.40	40.0		60%	40%
49. Uses a scheduler/planner to keep tasks organized and on time.	15	2.47	46.7		53%	47%
50. Ensures that assignments are prioritized according to the needs of the department/company.	15	2.33	46.7	13%	40%	47%

### Comments:

- I admire \_\_\_ for her vision and ability to think outside the box to better meet our organization's needs.
- I would recommend that \_\_\_ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- \_\_\_ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- She has taken the initiative to always be finding new ways to grow both professionally and personally.
- She has always encouraged others and provided tools for the employee to do so.

# Technology Use/Management

## Summary Scores



51. Adopts the implementation of new technology into the workplace.



52. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



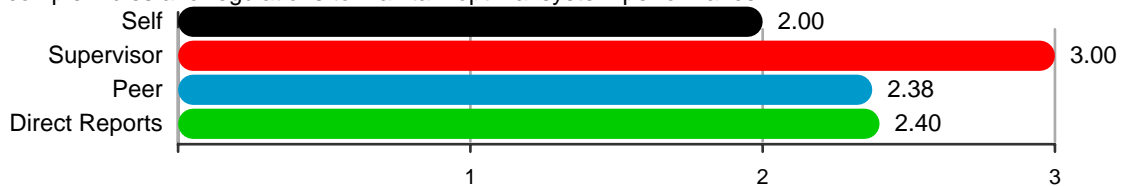
53. Proficient in the use of technical systems and processes.



54. Uses technology in decision making and problem solving.



55. Applies complex rules and regulations to maintain optimal system performance.





## 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 (Disagree) to green (Agree).

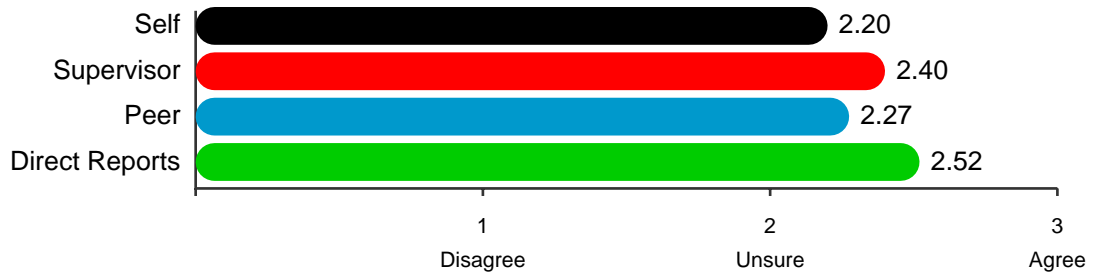
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. Adopts the implementation of new technology into the workplace.	14	2.21	28.6	7%	64%	29%
52. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	14	2.29	42.9	14%	43%	43%
53. Proficient in the use of technical systems and processes.	15	2.53	53.3		47%	53%
54. Uses technology in decision making and problem solving.	15	2.47	46.7		53%	47%
55. Applies complex rules and regulations to maintain optimal system performance.	15	2.40	40.0		60%	40%

### Comments:

- Ready to tackle any given problem and help others finish 1st
- \_\_\_ has made great visible improvements in her roles of communication, teamwork and engagement. She is creating a great presence in her position currently.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- Sometimes I feel like I need to check on \_\_\_ and make sure that read an email/understands that I need her input on a project.
- \_\_\_ is a great asset to the team. We are grateful to have her.
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.

# Safety

## Summary Scores



56. Points out behaviors in others that may be unsafe.



57. Develops a sustainable safety culture.



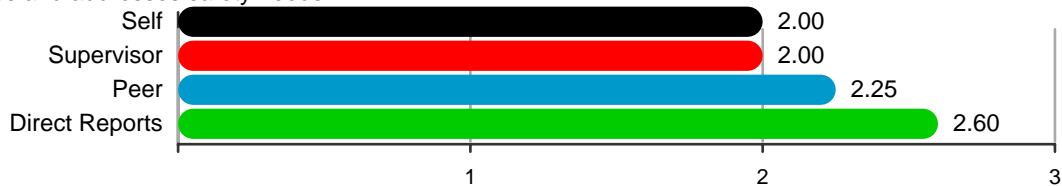
58. Is aware of OSHA safety guidelines.



59. Creates accurate and effective measures of safety.



60. Identifies and addresses safety needs.



## Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
56. Points out behaviors in others that may be unsafe.	15	2.53	53.3	47%	53%	
57. Develops a sustainable safety culture.	15	2.33	33.3	67%	33%	
58. Is aware of OSHA safety guidelines.	15	2.33	33.3	67%	33%	
59. Creates accurate and effective measures of safety.	15	2.27	26.7	73%	27%	
60. Identifies and addresses safety needs.	15	2.33	33.3	67%	33%	

### Comments:

- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.
- In one word I can summarize \_\_\_ in leadership skill. WOW!
- She is a joy to work for.
- I can't think of a single thing \_\_\_ could improve upon.
- \_\_\_'s job performance exceeds all the elements.
- \_\_\_ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.

## 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 has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.
- \_\_\_ is someone I feel I can talk to about any problem or situation and I value her opinion.
- She is a fantastic resource.
- She is well respected.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- She involves our team and holds us accountable out of respect.

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

- \_\_\_ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- I have seen improvement and will try to encourage even more growth.
- Great to have you on the team!
- I think \_\_\_ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- \_\_\_ is very reliable, respectful and ethical in her leadership.
- \_\_\_ has high expectation of staff, but provides the support needed for success. She is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.

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

- She is effective and her knowledge of processes is invaluable.
- I don't often get a chance to see \_\_\_ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.
- I think that \_\_\_ is making good strides in setting expectations through clear communication.
- She always answers my questions even if she's having a busy day or isn't the right person to be asking.
- Personality. Great Mentor and Leader. Talented.
- Her years of experience and wisdom are generously shared and appreciated.

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

- \_\_\_ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!
- \_\_\_ has excellent job and people skills.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- Provide regular updates on the progress of work/tasks/projects.
- Information is given concisely at meetings, and her explanations of all information is very clear.

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

- \_\_\_ does a great job at demonstrating the value of her team to the organization.
- \_\_\_ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- \_\_\_'s priority is our customers and community.
- \_\_\_ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- \_\_\_'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.

### Any final comments?

- Her communication is precise and at times short when some would prefer a greater detailed account.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.
- She is very effective and she has learned so much about our product.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of her and areas that our work touches.
- \_\_\_ is a great leader. She has excellent communication skills and has a wonderful leadership style.
- \_\_\_ always remains professional in her interactions and I appreciate her direct style of communication.