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.
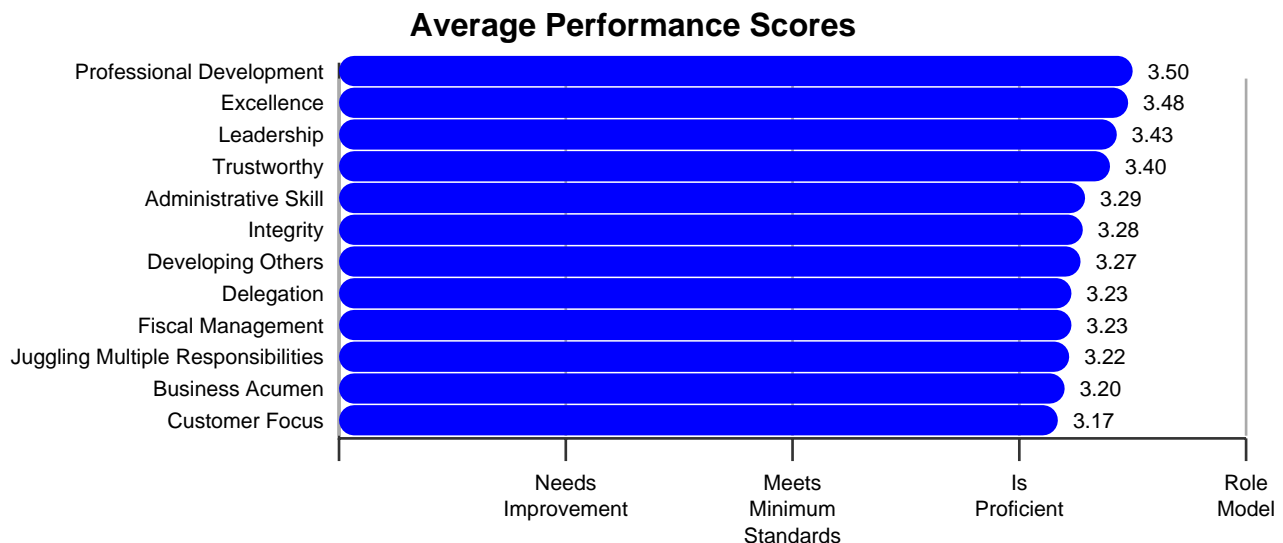
What to Do with Your Feedback

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.
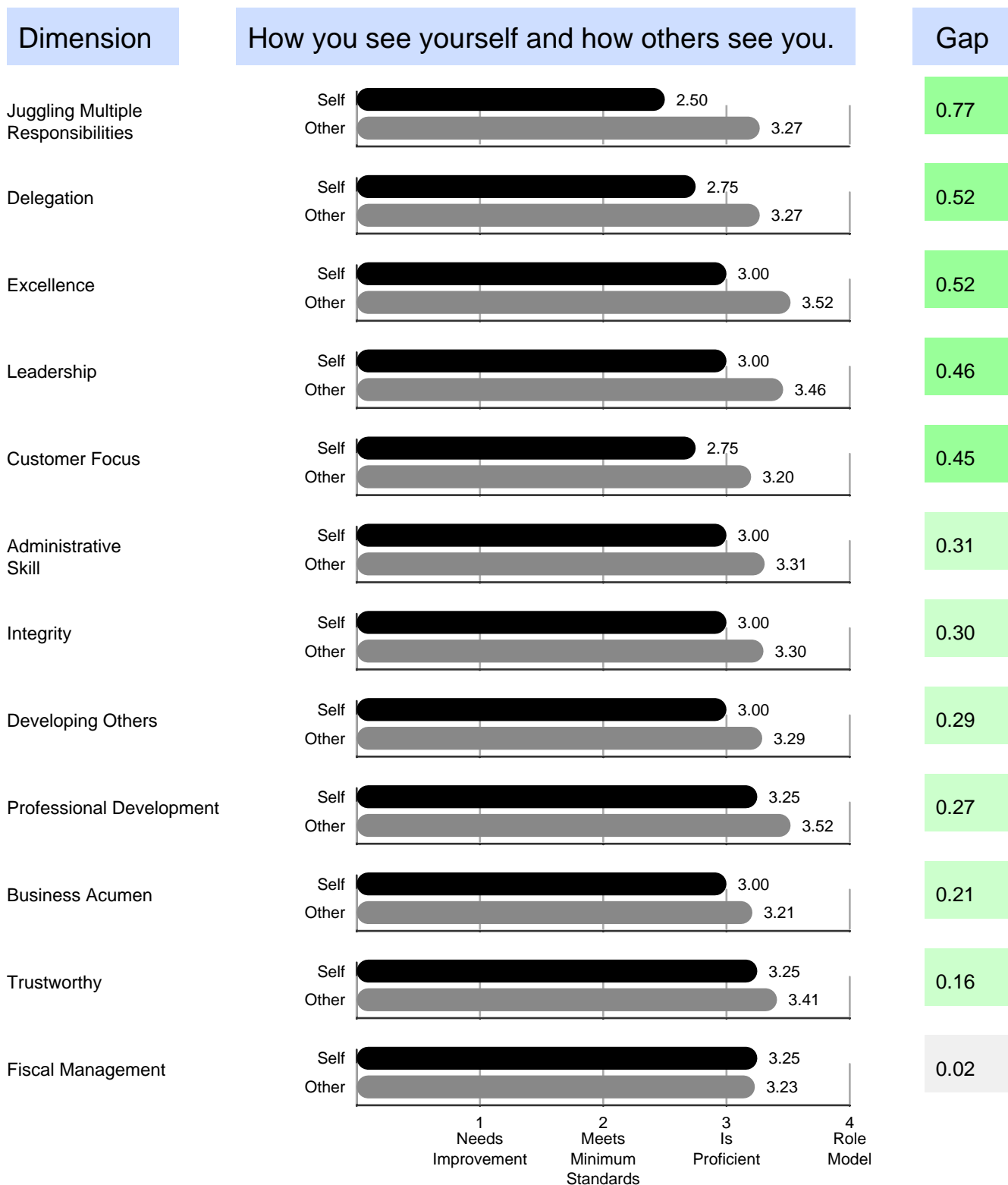
Summary

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.

Average Performance Scores

Dimension	Score
Professional Development	3.50
Excellence	3.48
Leadership	3.43
Trustworthy	3.40
Administrative Skill	3.29
Integrity	3.28
Developing Others	3.27
Delegation	3.23
Fiscal Management	3.23
Juggling Multiple Responsibilities	3.22
Business Acumen	3.20
Customer Focus	3.17

Scale: Needs Improvement — Meets Minimum Standards — Is Proficient — Role Model

Gap Analysis

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

Dimension	How you see yourself and how others see you.	Gap
Juggling Multiple Responsibilities	Self 2.50 / Other 3.27	0.77
Delegation	Self 2.75 / Other 3.27	0.52
Excellence	Self 3.00 / Other 3.52	0.52
Leadership	Self 3.00 / Other 3.46	0.46
Customer Focus	Self 2.75 / Other 3.20	0.45
Administrative Skill	Self 3.00 / Other 3.31	0.31
Integrity	Self 3.00 / Other 3.30	0.30
Developing Others	Self 3.00 / Other 3.29	0.29
Professional Development	Self 3.25 / Other 3.52	0.27
Business Acumen	Self 3.00 / Other 3.21	0.21
Trustworthy	Self 3.25 / Other 3.41	0.16
Fiscal Management	Self 3.25 / Other 3.23	0.02

Scale:
1 Needs Improvement
2 Meets Minimum Standards
3 Is Proficient
4 Role Model

Professional Development

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. Keep themselves up-to-date of technical/professional issues	15	3.20	93.3	7%	67%		27%
2. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.87	100.0		13%	87%	
3. Encourages employees to take courses relevant to their job.	15	3.33	93.3	7%	53%		40%
4. Contributing fully to the extent of their skills	15	3.60	93.3	7%	27%	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	
1. Keep themselves up-to-date of technical/professional issues	3.29	3.20	-0.09	▼
2. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.65	3.87	+0.22	▲
3. Encourages employees to take courses relevant to their job.	3.18	3.33	+0.16	▲
4. Contributing fully to the extent of their skills	3.41	3.60	+0.19	▲

Comments:
- She consistently involves employees in shared decision making.
- 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.
- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.
- ___ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- ___ is a valued member of the department.

Integrity

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
5. Fosters a high standard of ethics and integrity.	15	3.33	93.3	7%	53%		40%
6. Does what was promised.	15	3.20	93.3	7%	60%		33%
7. Follows tasks to completion.	15	3.20	86.7	13%	53%		33%
8. Demonstrates honesty and truthfulness at all times.	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
5. Fosters a high standard of ethics and integrity.	3.24	3.33	+0.10 ▲
6. Does what was promised.	3.24	3.20	-0.04 ▼
7. Follows tasks to completion.	3.41	3.20	-0.21 ▼
8. Demonstrates honesty and truthfulness at all times.	3.24	3.40	+0.16 ▲

Comments:
- ___ is someone I feel I can talk to about any problem or situation and I value her opinion.
- ___ is a tremendous leader in our organization.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- ___ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development She is extremely customer focused.
- ___ sets high standards for those she works with and expects the same of herself.

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
9. Sets specific, measurable, and challenging goals.	15	3.47	93.3	7%	40%	53%	
10. Is a highly effective supervisor.	15	3.47	93.3	7%	40%	53%	
11. Motivates others to reach and exceed organizational goals and objectives.	15	3.53	100.0		47%	53%	
12. Sets a high level of performance expectations and challenges others to do the same.	15	3.27	100.0		73%		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
9. Sets specific, measurable, and challenging goals.	3.18	3.47	+0.29 ▲
10. Is a highly effective supervisor.	3.35	3.47	+0.11 ▲
11. Motivates others to reach and exceed organizational goals and objectives.	3.47	3.53	+0.06 ▲
12. Sets a high level of performance expectations and challenges others to do the same.	3.47	3.27	-0.20 ▼

Comments:
- ___ is a great boss and director. ___ has been a great resource to me with my struggles as I grow professionally. ___ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- Personality. Great Mentor and Leader. Talented.
- ___ addresses questions/concerns quickly and listens to staffs' needs.
- I have truly appreciated her guidance.
- She exhibits vision, compassion and high integrity in all of her work.
- ___ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.

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
13. Defines goals and objectives for subordinates.	15	3.33	100.0		67%		33%
14. Assigns tasks to create learning opportunities for the employees.	15	3.13	86.7	13%	60%		27%
15. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	3.07	80.0	20%	53%		27%
16. Entrusts subordinates with important tasks.	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
13. Defines goals and objectives for subordinates.	3.35	3.33	-0.02 ▼
14. Assigns tasks to create learning opportunities for the employees.	3.18	3.13	-0.04 ▼
15. Defines the roles, responsibilities, required actions, and deadlines for team members.	3.00	3.07	+0.07 ▲
16. Entrusts subordinates with important tasks.	3.65	3.40	-0.25 ▼

Comments:
- ___ embraces the idea of being pro active in a situation, instead of reactive.   She is very supportive of the organizations Core Competency transition.
- ___ is thorough with her candidate screenings and really focuses on hiring for talent and experience.   I know what she expects from me.   She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- I honestly cannot think of of anything to recommend that would help her to improve at this point.
- I look forward to learning and improving with her and the other members in the division.

Administrative Skill

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
17. Implements and uses performance measures.	15	3.27	93.3	7%	60%		33%
18. High attention to detail.	14	3.00	92.9	7%	79%		14%
19. Accurately implements contract provisions.	15	3.47	100.0		53%		47%
20. Strong organizational skills to keep the workspace and department in order	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
17. Implements and uses performance measures.	3.47	3.27	-0.20 ▼
18. High attention to detail.	3.12	3.00	-0.12 ▼
19. Accurately implements contract provisions.	3.59	3.47	-0.12 ▼
20. Strong organizational skills to keep the workspace and department in order	3.29	3.40	+0.11 ▲

Comments:
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- She is both the manager and the interim director for the service line.
- ___ does a great job investigating an issue thinking it through before she takes action.
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- She is trustworthy, dependable, positive attitude, and team focused.
- ___ sometimes doesn't answer   emails in a timely manner.   Some people have come into our office commenting on this.   One person said they have been waiting a month for a response.

Juggling Multiple Responsibilities

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. Completes multiple tasks simultaneously.	15	3.53	100.0		47%	53%	
22. Plans and organizes continuously while performing all other responsibilities and activities.	15	3.00	80.0	20%	60%		20%
23. Uses a scheduler/planner to keep tasks organized and on time.	15	2.87	80.0	20%	73%		7%
24. Builds in extra time in the schedule for unplanned events/occurrences.	15	3.47	100.0		53%	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
21. Completes multiple tasks simultaneously.	3.35	3.53	+0.18 ▲
22. Plans and organizes continuously while performing all other responsibilities and activities.	3.00	3.00	
23. Uses a scheduler/planner to keep tasks organized and on time.	2.88	2.87	-0.02 ▼
24. Builds in extra time in the schedule for unplanned events/occurrences.	3.00	3.47	+0.47 ▲

Comments:
- She also has always been thankful for any help that I have given her.
- She easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- ___ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- Having had minimal interaction with ___'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- My only constructive feedback would be better communication on what she's doing and why and how it may impact others would be appreciated.
- ___ has improved in her interaction with other departments.   But this is an area that she could continue to work on.

Excellence

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
25. Is planful and organized.	15	3.67	100.0		33%		67%
26. Demonstrates the analytical skills to do their job.	15	3.40	93.3	7%	47%		47%
27. Demonstrates the functional or technical skills necessary to do their job.	15	3.33	93.3	7%	53%		40%
28. Keeps themselves and others focused on constant improvement.	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
25. Is planful and organized.	3.76	3.67	-0.10 ▼
26. Demonstrates the analytical skills to do their job.	3.53	3.40	-0.13 ▼
27. Demonstrates the functional or technical skills necessary to do their job.	3.12	3.33	+0.22 ▲
28. Keeps themselves and others focused on constant improvement.	3.41	3.53	+0.12 ▲

Comments:
- 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.
- 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.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- Based on her customer satisfaction scores it is clear she has a strong team in place.
- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- She keeps focused on things that are important for her department to run smoothly.

Trustworthy

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
29. Demonstrates congruence between statements and actions.	15	3.67	100.0			33%	67%
30. Is trustworthy; is someone I can trust.	15	3.33	100.0			67%	33%
31. Consistently keeps commitments.	15	3.20	86.7	13%		53%	33%
32. Demonstrates a sense of responsibility and commitment to public trust.	15	3.40	100.0			60%	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
29. Demonstrates congruence between statements and actions.	3.59	3.67	+0.08 ▲
30. Is trustworthy; is someone I can trust.	3.41	3.33	-0.08 ▼
31. Consistently keeps commitments.	3.18	3.20	+0.02 ▲
32. Demonstrates a sense of responsibility and commitment to public trust.	3.35	3.40	+0.05 ▲

Comments:
- Our desire to improve loss rates has been encouraged and supported by ___.
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- ___ does a great job in letting me know what is expected.   She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- ___ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development She is extremely customer focused.
- ___ is a great asset to the team. We are grateful to have her.

Customer Focus

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
33. Consistently models positive customer service attitudes.	15	3.20	86.7	13%	53%		33%
34. Considers customers point of view when making decisions.	15	3.27	93.3	7%	60%		33%
35. Develops good rapport and trust with the customer.	15	3.00	80.0	20%	60%		20%
36. Develops strong customer relationships.	15	3.20	93.3	7%	67%		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
33. Consistently models positive customer service attitudes.	3.18	3.20	+0.02 ▲
34. Considers customers point of view when making decisions.	2.88	3.27	+0.38 ▲
35. Develops good rapport and trust with the customer.	3.18	3.00	-0.18 ▼
36. Develops strong customer relationships.	3.18	3.20	+0.02 ▲

Comments:
- I know I can always count on ___ to consistently encourage collaboration and system perspective.
- 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.
- Communicate regularly with the whole company, not just one department.
- ___ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- She knows her material and obviously loves the continued learning that defines best practices.

Developing Others

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
37. Creates a work environment that fosters positive feedback to employees.	15	3.27	93.3	7%	60%		33%
38. Supports the successes of other employees.	15	3.27	86.7	13%	47%		40%
39. Assigns tasks and responsibilities to develop skills of others.	15	3.13	86.7	13%	60%		27%
40. Is open to receiving feedback.	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
37. Creates a work environment that fosters positive feedback to employees.	3.35	3.27	-0.09 ▼
38. Supports the successes of other employees.	3.24	3.27	+0.03 ▲
39. Assigns tasks and responsibilities to develop skills of others.	3.59	3.13	-0.45 ▼
40. Is open to receiving feedback.	3.29	3.40	+0.11 ▲

Comments:
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- ___ has been so helpful to me as a new manager.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- ___ is a great resource to me when I have HR or professional development issues.   I count on her for her support and sound advice.
- 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.

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
41. Considers impact of actions on other areas of the organization.	15	3.33	93.3	7%	53%	40%	
42. Applies the knowledge of work processes to influence the achievement of business goals	15	3.33	93.3	7%	53%	40%	
43. Understands complex issues and problems.	15	3.13	86.7	13%	60%	27%	
44. Asks the 'right' questions to size up or evaluate situations.	15	3.00	86.7	13%	73%	13%	

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. Considers impact of actions on other areas of the organization.	3.29	3.33	+0.04 ▲
42. Applies the knowledge of work processes to influence the achievement of business goals	3.41	3.33	-0.08 ▼
43. Understands complex issues and problems.	3.35	3.13	-0.22 ▼
44. Asks the 'right' questions to size up or evaluate situations.	3.18	3.00	-0.18 ▼

Comments:
- She always steps up and gets what needs to be done completed.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- I appreciate her openness and availability to all the staff.
- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.
- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear.   I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us.   I really appreciate ___ !
- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.

Fiscal Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
45. Monitors spending.	15	3.53	100.0		47%	53%	
46. Effective in using Company's resources.	15	3.00	86.7	13%	73%		13%
47. Develops budgets and plans for various programs and initiatives.	15	3.20	93.3	7%	60%	33%	
48. Develops of the department's annual budget.	15	3.20	93.3	7%	67%	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
45. Monitors spending.	3.35	3.53	+0.18 ▲
46. Effective in using Company's resources.	3.24	3.00	-0.24 ▼
47. Develops budgets and plans for various programs and initiatives.	3.00	3.20	+0.20 ▲
48. Develops of the department's annual budget.	3.18	3.20	+0.02 ▲

Comments:
- She is quick and willing to aid.
- Please know that stress can occasionally slow down progress.
- ___ is a great asset to our department.   She is always available when issues arise & help is needed to solve problems.
- ___ continually is analyzing our current states and identifying areas that we can improve.
- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- I trust that I can go to her in confidence and she will really listen to what I am saying.

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 is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- 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.
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- I do very much appreciate that ___ will support me in a decision when needed.

What do you like best about working with this individual?

- Her communication is precise and at times short when some would prefer a greater detailed account.
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff.   The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- 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.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.
- Taking everything into consideration, ___ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.

What do you like least about working with this individual?

- She can ask a question and truly listen to the answer before giving feedback.
- ___ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- I have enjoyed working with ___ and will miss her support and direction.
- ___ has been an excellent assistant manager.
- Completes variance analysis and identifies corrective actions.
- ___ continues to develop her knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.

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

- She encourages each staff member to understand each other and to work together in a very positive manner.
- ___ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- She could benefit from becoming more comfortable challenging others.
- ___ not only values and listens to her staff she also gives them the support they need.
- She has made my job so much easier just having her in the facility and present to field questions/work related issues.
- I have always respected her concern for stakeholder input and her efforts to put her customers first.

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

- Manager engages in all categories described above as marked.
- Definitely goes out of her way to involve the entire office in decisions that will affect us all.
- I enjoy working with ___; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.
- ___ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.
- ___ does not always follow through with things (ordering equipment).
- ___'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.

Any final comments?

- ___ is a great leader. Her team has been through a lot of change. ___ is focused on building her team and helping them through the change.
- ___ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- Her view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.
- She is an excellent teammate, great attitude, effort, and energy.
- 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.