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.
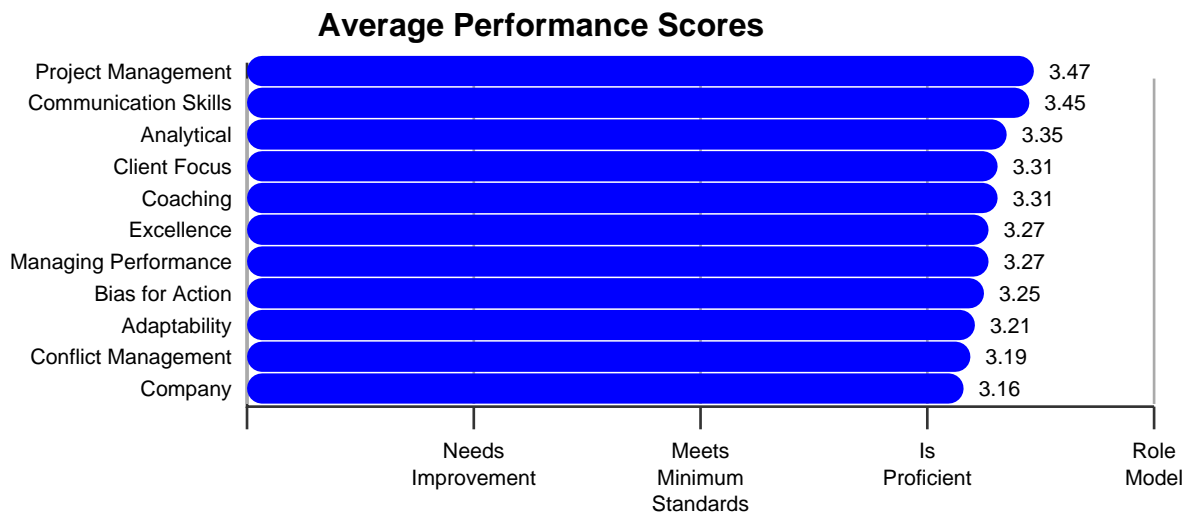
What to Do with Your Feedback

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 11 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
Project Management	3.47
Communication Skills	3.45
Analytical	3.35
Client Focus	3.31
Coaching	3.31
Excellence	3.27
Managing Performance	3.27
Bias for Action	3.25
Adaptability	3.21
Conflict Management	3.19
Company	3.16

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
Coaching	Self	2.60	0.76
	Other	3.36	
Excellence	Self	2.80	0.50
	Other	3.30	
Adaptability	Self	2.80	0.44
	Other	3.24	
Conflict Management	Self	2.80	0.41
	Other	3.21	
Company	Self	2.80	0.39
	Other	3.19	
Analytical	Self	3.00	0.37
	Other	3.37	
Client Focus	Self	3.00	0.33
	Other	3.33	
Project Management	Self	3.20	0.29
	Other	3.49	
Communication Skills	Self	3.20	0.27
	Other	3.47	
Bias for Action	Self	3.00	0.27
	Other	3.27	
Managing Performance	Self	3.20	0.07
	Other	3.27	

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

Project 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
1. You maintain costs and expenses within budget limits.	15	3.20	93.3	7%	67%		27%
2. You work with customers and clients to assess your needs and define project parameters.	15	3.87	100.0		13%	87%	
3. You organize work and sets priorities as needed.	15	3.33	93.3	7%	53%		40%
4. You anticipate potential problems and institute controls and contingency plans to address them.	15	3.60	93.3	7%	27%	67%	
5. You develop performance measures for various aspects of the project.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
1. You maintain costs and expenses within budget limits.	3.29	3.20	-0.09 ▼
2. You work with customers and clients to assess your needs and define project parameters.	3.65	3.87	+0.22 ▲
3. You organize work and sets priorities as needed.	3.18	3.33	+0.16 ▲
4. You anticipate potential problems and institute controls and contingency plans to address them.	3.41	3.60	+0.19 ▲
5. You develop performance measures for various aspects of the project.	3.24	3.33	+0.10 ▲

Comments:
- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- ___ is always professional and demonstrates integrity in her daily work.   She is consistently respectful and values other members of the team.
- ___ has been very supportive for me in my new role as technical specialist.   She has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!
- She is truly dedicated to doing a good job, by helping us do a good job.

Analytical

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. You ask the "right" questions to size up or evaluate situations.	15	3.20	93.3	7%	60%		33%
7. You identify the root cause of a problem.	15	3.20	86.7	13%	53%		33%
8. You select the appropriate techniques for analysis.	15	3.40	93.3	7%	47%		47%
9. You use appropriate techniques to solve problems.	15	3.47	93.3	7%	40%		53%
10. You prioritize various actions to be taken when solving a problem.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item
Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
6. You ask the "right" questions to size up or evaluate situations.	3.24	3.20	-0.04 ▼
7. You identify the root cause of a problem.	3.41	3.20	-0.21 ▼
8. You select the appropriate techniques for analysis.	3.24	3.40	+0.16 ▲
9. You use appropriate techniques to solve problems.	3.18	3.47	+0.29 ▲
10. You prioritize various actions to be taken when solving a problem.	3.35	3.47	+0.11 ▲

Comments:
- ___ 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.
- Always available to give us what we need to succeed.
- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- She stays in her office, and is largely oblivious to the daily activities of customer service.

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
11. You produce high quality work.	15	3.53	100.0		47%		53%
12. You demonstrate the functional or technical skills necessary to do your job.	15	3.27	100.0		73%		27%
13. You take a lot of pride in your work.	15	3.33	100.0		67%		33%
14. You can be counted on to add value wherever you are involved.	15	3.13	86.7	13%	60%		27%
15. You demonstrate the analytical skills to do your job.	15	3.07	80.0	20%	53%		27%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
11. You produce high quality work.	3.47	3.53	+0.06 ▲
12. You demonstrate the functional or technical skills necessary to do your job.	3.47	3.27	-0.20 ▼
13. You take a lot of pride in your work.	3.35	3.33	-0.02 ▼
14. You can be counted on to add value wherever you are involved.	3.18	3.13	-0.04 ▼
15. You demonstrate the analytical skills to do your job.	3.00	3.07	+0.07 ▲

Comments:
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- Whenever ___ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if ___ was there). She also participated in interviews within my department ans was a valuable member.
- ___ works very well with other departments.
- Always approachable no matter how busy she is.
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.

Client 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
16. You obtain feedback to ensure client needs are being met.	15	3.40	93.3	7%	47%	47%	
17. You form strong client relationships	15	3.27	93.3	7%	60%	33%	
18. You ensure client commitments and requirements are met or exceeded	14	3.00	92.9	7%	79%	14%	
19. You are pro-active in dealing with clients and addressing your needs.	15	3.47	100.0		53%	47%	
20. You maintain strong relationships with clients.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
16. You obtain feedback to ensure client needs are being met.	3.65	3.40	-0.25 ▼
17. You form strong client relationships	3.47	3.27	-0.20 ▼
18. You ensure client commitments and requirements are met or exceeded	3.12	3.00	-0.12 ▼
19. You are pro-active in dealing with clients and addressing your needs.	3.59	3.47	-0.12 ▼
20. You maintain strong relationships with clients.	3.29	3.40	+0.11 ▲

Comments:
- I am glad to have ___ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- She will always be able to state that she did everything she could, she gives this job her all!
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.
- ___ does not shy away from making the tough calls and is respected by many members of our team.
- What I like is her standard line what resources do you need from me to make this work?
- She is continually looking for ways to improve our service to our customers.

Coaching

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. You coach employees in how to strengthen knowledge and skills to improve work performance.	15	3.53	100.0		47%	53%	
22. You help employees to maintain high personal standards.	15	3.00	80.0	20%	60%		20%
23. You help employees to understand responsibilities, authority, and expectations.	15	2.87	80.0	20%	73%		7%
24. You address employee behavior problems effectively.	15	3.47	100.0		53%	47%	
25. You develop the skills and capabilities of others.	15	3.67	100.0		33%	67%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
21. You coach employees in how to strengthen knowledge and skills to improve work performance.	3.35	3.53	+0.18 ▲
22. You help employees to maintain high personal standards.	3.00	3.00	
23. You help employees to understand responsibilities, authority, and expectations.	2.88	2.87	-0.02 ▼
24. You address employee behavior problems effectively.	3.00	3.47	+0.47 ▲
25. You develop the skills and capabilities of others.	3.76	3.67	-0.10 ▼

Comments:
- I think having ___ as a manager is one of the reasons I've been here 10 years.   She has given me great space to grow -- to make mistakes and learn from them.   She's taught me about budgets, evaluations, and policies, among other things.   She's encouraged my strengths and never pointed out my weakenesses (he must know I'm rather sensitive).   I have always enjoyed the times we've worked 1:1 together, that's when she's most engaged and focused on the specific issue before us.
- Where do I even start to articulate how much I value about working with ___ ? I learn something every time I have the opportunity to work with her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as ___ is.
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- Your initiative influences others in a positive way.
- ___ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.

Communication Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. You ask follow-up questions as needed.	15	3.40	93.3	7%	47%	47%	
27. You convey ideas confidently and succinctly.	15	3.33	93.3	7%	53%	40%	
28. You are able to deliver presentations.	15	3.53	100.0		47%	53%	
29. You give clear and convincing presentations.	15	3.67	100.0		33%	67%	
30. You check for understanding throughout conversations or group presentations/discussions	15	3.33	100.0		67%	33%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
26. You ask follow-up questions as needed.	3.53	3.40	-0.13 ▼
27. You convey ideas confidently and succinctly.	3.12	3.33	+0.22 ▲
28. You are able to deliver presentations.	3.41	3.53	+0.12 ▲
29. You give clear and convincing presentations.	3.59	3.67	+0.08 ▲
30. You check for understanding throughout conversations or group presentations/discussions	3.41	3.33	-0.08 ▼

Comments:
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- ___ is an expert in process improvement and has moved into a role that will allow her to continuously learn and grow.
- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.
- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.
- ___ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- ___'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.

Adaptability

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. You are proactive and takes steps to prepare for changes in the workplace.	15	3.20	86.7	13%	53%		33%
32. You are able to recognize the potential benefits of change, and create an infrastructure which supports change.	15	3.40	100.0		60%		40%
33. You recognize and implement changes to enhance efficiency and effectiveness.	15	3.20	86.7	13%	53%		33%
34. You are flexible and open minded in dealing with others.	15	3.27	93.3	7%	60%		33%
35. You develop insights and apply innovative solutions to projects and problems.	15	3.00	80.0	20%	60%		20%

Time Comparisons by Item
Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
31. You are proactive and takes steps to prepare for changes in the workplace.	3.18	3.20	+0.02 ▲
32. You are able to recognize the potential benefits of change, and create an infrastructure which supports change.	3.35	3.40	+0.05 ▲
33. You recognize and implement changes to enhance efficiency and effectiveness.	3.18	3.20	+0.02 ▲
34. You are flexible and open minded in dealing with others.	2.88	3.27	+0.38 ▲
35. You develop insights and apply innovative solutions to projects and problems.	3.18	3.00	-0.18 ▼

Comments:
- She is also quick to tap into her past experiences in attempting to find the best solution.
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- ___ is easy to work with and is a positive energy in meetings.   She makes an effort to build and maintain relationships throughout the organization.
- ___ provides opportunities for her staff to grow professionally and encourages them.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- 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.

Bias for Action

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. You seek and utilize opportunities for continuous learning and self-development.	15	3.20	93.3	7%	67%		27%
37. You display high energy and enthusiasm on consistent basis.	15	3.27	93.3	7%	60%		33%
38. You identify ways to simplify work processes and reduce cycle times	15	3.27	86.7	13%	47%		40%
39. You complete work on time	15	3.13	86.7	13%	60%		27%
40. You complete a large volume of work.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
36. You seek and utilize opportunities for continuous learning and self-development.	3.18	3.20	+0.02 ▲
37. You display high energy and enthusiasm on consistent basis.	3.35	3.27	-0.09 ▼
38. You identify ways to simplify work processes and reduce cycle times	3.24	3.27	+0.03 ▲
39. You complete work on time	3.59	3.13	-0.45 ▼
40. You complete a large volume of work.	3.29	3.40	+0.11 ▲

Comments:
- 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.
- ___ is very approachable and always willing to listen.
- 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.
- She makes it very clear what the expectations are and the goals stay consistent.   If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim.   Changes are thought out and logical.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- She leads by example.

Managing 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 (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. You create clear standards that are understandable and fair.	15	3.33	93.3	7%	53%		40%
42. You ensure employees understand the goals of the organization/department.	15	3.33	93.3	7%	53%		40%
43. You plan and set work expectations.	15	3.13	86.7	13%	60%		27%
44. You set specific and measurable goals for others and follows through to completion.	15	3.00	86.7	13%	73%		13%
45. You address poor performance sooner rather than later.	15	3.53	100.0		47%		53%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
41. You create clear standards that are understandable and fair.	3.29	3.33	+0.04 ▲
42. You ensure employees understand the goals of the organization/department.	3.41	3.33	-0.08 ▼
43. You plan and set work expectations.	3.35	3.13	-0.22 ▼
44. You set specific and measurable goals for others and follows through to completion.	3.18	3.00	-0.18 ▼
45. You address poor performance sooner rather than later.	3.35	3.53	+0.18 ▲

Comments:
- ___ takes pride in her department. Her follow through is excellent.   ___ leads be example.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- Look up collaboration and you'll find ___'s picture beside the word.
- ___ 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.
- ___ is a steady leader who maintains her objectivity during stressful times.
- ___ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.

Conflict 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
46. You deal effectively with employee grievances.	15	3.00	86.7	13%	73%		13%
47. You assist team members by helping them see the other point of view.	15	3.20	93.3	7%	60%		33%
48. You try to understand others' point of view before making judgments	15	3.20	93.3	7%	67%		27%
49. You discuss conflict situations with supervisor.	15	3.40	93.3	7%	47%		47%
50. You clearly express expectations to others.	15	3.13	80.0	7% 13%	40%		40%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
46. You deal effectively with employee grievances.	3.24	3.00	-0.24 ▼
47. You assist team members by helping them see the other point of view.	3.00	3.20	+0.20 ▲
48. You try to understand others' point of view before making judgments	3.18	3.20	+0.02 ▲
49. You discuss conflict situations with supervisor.	3.35	3.40	+0.05 ▲
50. You clearly express expectations to others.	3.29	3.13	-0.16 ▼

Comments:
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- ___'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.
- It is often difficult to contact ___ and email communication may take a long period for a reply.
- I think she is the kind of manager our department has needed and will continue to need.
- She is very responsive when asked for input or her assistance is requested.
- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.

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 (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
51. You attend [Company] gatherings and social events.	14	3.14	92.9	7%	71%		21%
52. You understand how decisions impact other business units beyond your immediate department of work group.	14	3.21	85.7	14%	50%		36%
53. You follow existing procedures and processes.	15	3.27	86.7	13%	47%		40%
54. You understand the "basics" as to how [Company] functions/operates.	15	3.13	86.7	13%	60%		27%
55. You express loyalty and dedication to [Company] in interactions with others.	15	3.07	86.7	13%	67%		20%

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
51. You attend [Company] gatherings and social events.	3.24	3.14	-0.09 ▼
52. You understand how decisions impact other business units beyond your immediate department of work group.	3.06	3.21	+0.16 ▲
53. You follow existing procedures and processes.	3.59	3.27	-0.32 ▼
54. You understand the "basics" as to how [Company] functions/operates.	2.94	3.13	+0.19 ▲
55. You express loyalty and dedication to [Company] in interactions with others.	2.88	3.07	+0.18 ▲

Comments:
- She is such a model for leaders throughout our organization.
- 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.
- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.
- I appreciate ___'s willingness to share her knowledge with our team.
- She is very customer focused and this reflects in her division leadership and performance.
- ___ applied her strong analytical skills to problem solving.

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?

- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- Improve on providing feedback.
- ___ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.
- By applying vision, strategy and activation in her day to day decisions she aspires us to be the best leaders we can be.
- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- ___ makes great hiring choices.   she is clear on what needs to be done.

What do you like best about working with this individual?

- I so appreciate that ___ is so on top of everything that we do in payroll.
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- She consistently helps us in problem solving a variety of issues.
- ___ has implemented using certain times of the day for email.   She is consistently encouraging staff to keep emails brief and too the point.
- ___ is a very effective leader and excellent communicator.
- Always conducts herself in a professional manner.

What do you like least about working with this individual?

- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- She is a great teammate.
- ___ is an excellent employee, I do not know of any areas that need improvement.
- Gets the job organized and in time.   Makes sure all are on the same page and communicates very well.
- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- I know she is busy, but the information requests or answers to emailed questions can slow things down.   Communicate more directly and more often.

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

- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- I think ___ is off to a very good start with the new division.   She is engaging key players and helping form vision with her leadership team.
- Participates in training to learn Core Competency processes.
- She has great sense of vision and purpose for the division and organization as a whole.
- I believe ___ has done a very good job in developing her team members and providing guidance for the respect growth of each person.   While her time is precious, she is always open to discussing a problem. I really like working with ___ and I apppreciate her style and understanding and support of the work that I do.
- She's a good and reliable team member.

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

- ___ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- I enjoy working with ___. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- ___ has excellent communication skills.
- ___ is always working to include staff in a shared decision making processes.
- She seems to be well respected from members of her own team as well.
- ___ excels at customer service and keeping our team focused on the customer.

Any final comments?

- ___ takes pride in her department. Her follow through is excellent. ___ leads be example.
- ___ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- She is the only manager in the department to help us when we are short.
- I garner ideas from her regularly and look to her as a mentor.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- She is always available to listen, lend a hand, or guide the staff when needed.