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.
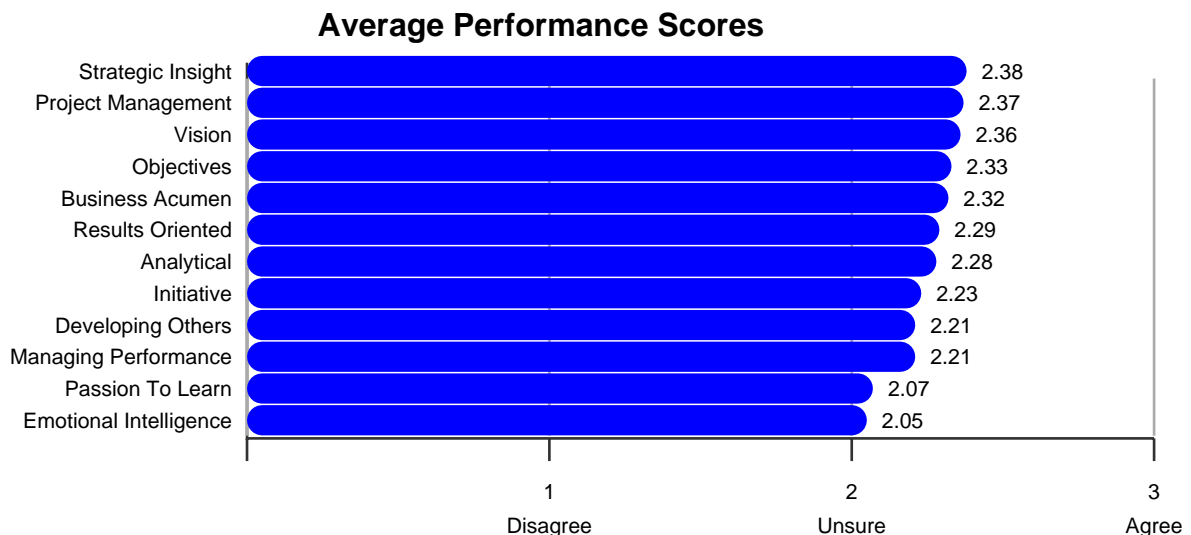
What to Do with Your Feedback

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.
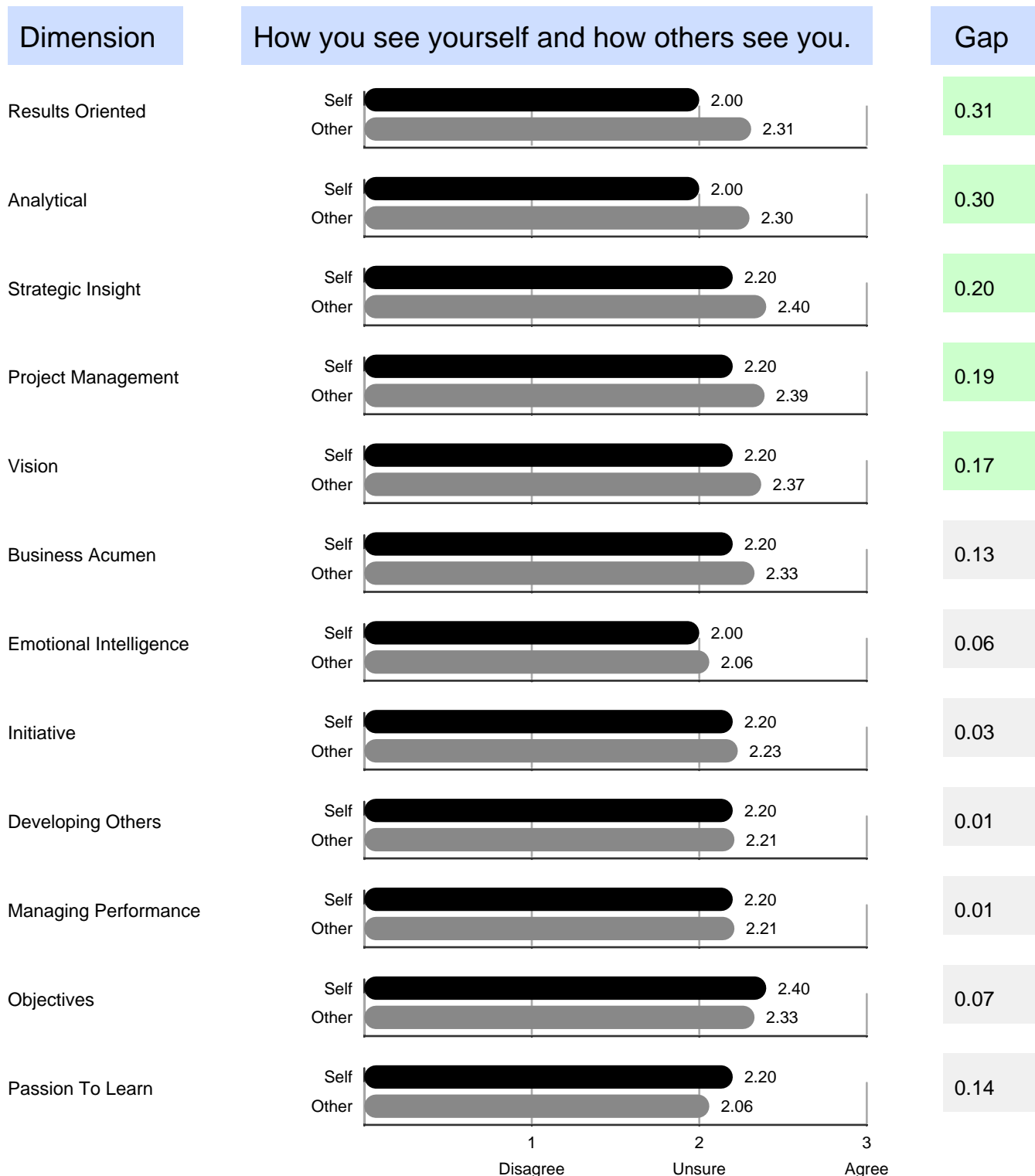
Summary

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
Strategic Insight	2.38
Project Management	2.37
Vision	2.36
Objectives	2.33
Business Acumen	2.32
Results Oriented	2.29
Analytical	2.28
Initiative	2.23
Developing Others	2.21
Managing Performance	2.21
Passion To Learn	2.07
Emotional Intelligence	2.05

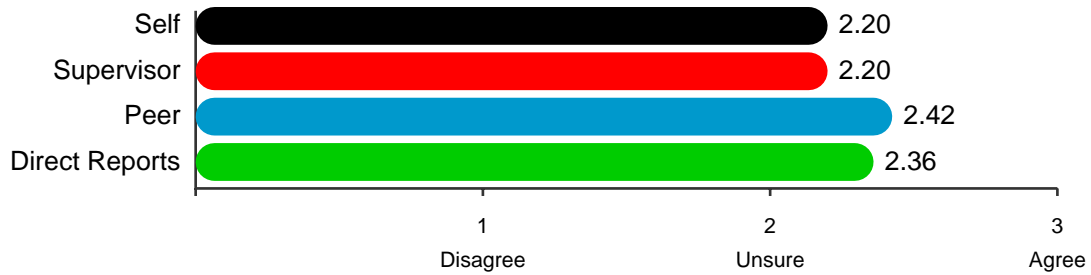Scale: 1 = Disagree, 2 = Unsure, 3 = Agree

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
Results Oriented	Self	2.00	0.31
	Other	2.31	
Analytical	Self	2.00	0.30
	Other	2.30	
Strategic Insight	Self	2.20	0.20
	Other	2.40	
Project Management	Self	2.20	0.19
	Other	2.39	
Vision	Self	2.20	0.17
	Other	2.37	
Business Acumen	Self	2.20	0.13
	Other	2.33	
Emotional Intelligence	Self	2.00	0.06
	Other	2.06	
Initiative	Self	2.20	0.03
	Other	2.23	
Developing Others	Self	2.20	0.01
	Other	2.21	
Managing Performance	Self	2.20	0.01
	Other	2.21	
Objectives	Self	2.40	0.07
	Other	2.33	
Passion To Learn	Self	2.20	0.14
	Other	2.06	

1 — Disagree   2 — Unsure   3 — Agree
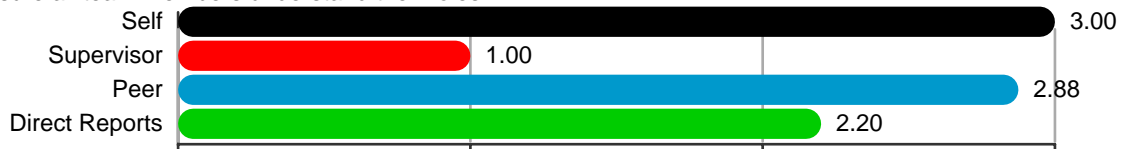
Project Management

Summary Scores

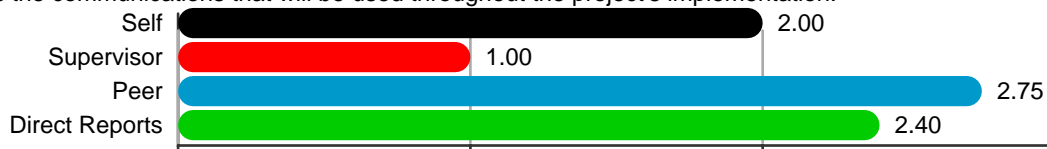1. Procures the resources necessary to complete the project.

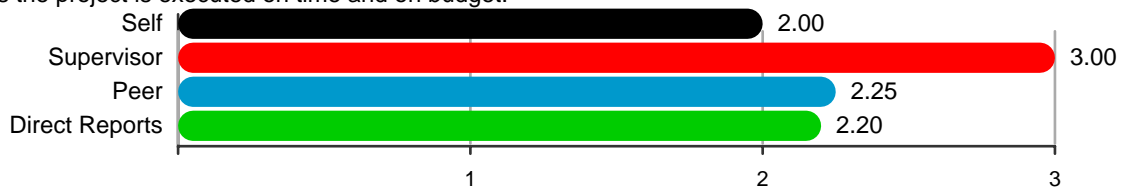2. Makes sure all team members understand their roles.

3. Effective at using video conferencing software to manage remote teams.

4. Creates the communications that will be used throughout the project's implementation.

5. Ensures the project is executed on time and on budget.

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. Procures the resources necessary to complete the project.	15	2.27	33.3	7%	60%	33%
2. Makes sure all team members understand their roles.	15	2.53	73.3	20% 7%		73%
3. Effective at using video conferencing software to manage remote teams.	15	2.33	40.0	7%	53%	40%
4. Creates the communications that will be used throughout the project's implementation.	15	2.47	53.3	7%	40%	53%
5. Ensures the project is executed on time and on budget.	15	2.27	40.0	13%	47%	40%

Comments:
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- ___, more than most, takes what we've learned and implements changes.
- I appreciate how ___ guides, supports, and direct staff.
- ___'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.
- ___ always presents herself in the most professional manner.
- I know that ___ cares about me as a total individual not just as a professional.

Analytical

Summary Scores
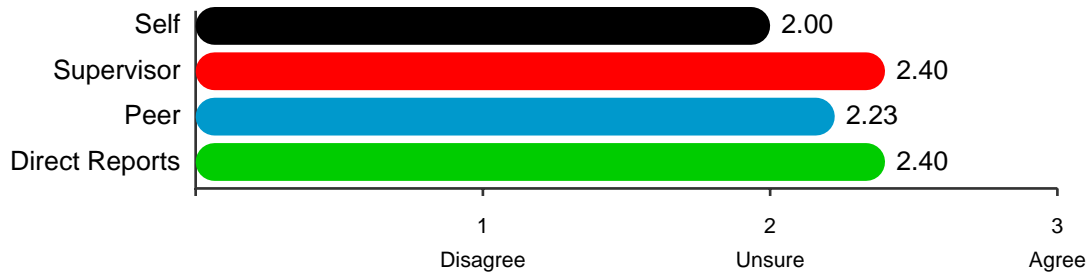
6. Identifies the root cause of a problem.

7. Analyzes data and information from several sources and arrives at logical conclusions.
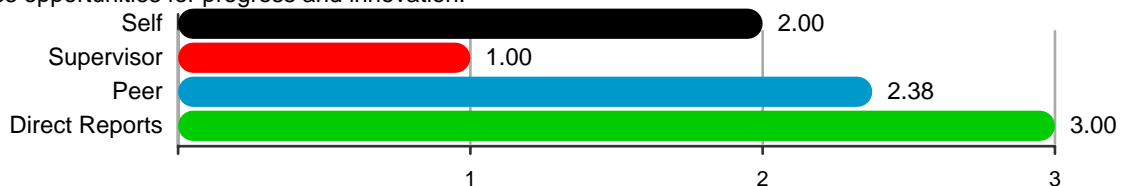

8. Balances risks and costs with the rewards and probabilities of success when decisions.

9. Selects the appropriate techniques for analysis.

10. Identifies opportunities for progress and innovation.

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. Identifies the root cause of a problem.	15	2.13	33.3	20%	47%	33%
7. Analyzes data and information from several sources and arrives at logical conclusions.	15	2.07	26.7	20%	53%	27%
8. Balances risks and costs with the rewards and probabilities of success when decisions.	15	2.33	40.0	7%	53%	40%
9. Selects the appropriate techniques for analysis.	15	2.40	53.3	13%	33%	53%
10. Identifies opportunities for progress and innovation.	15	2.47	60.0	13%	27%	60%

Comments:

- She consistently helps us in problem solving a variety of issues.
- I have also had the pleasure of partnering with ___ in our Core Competency leader learning. ___ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.
- 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.
- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.

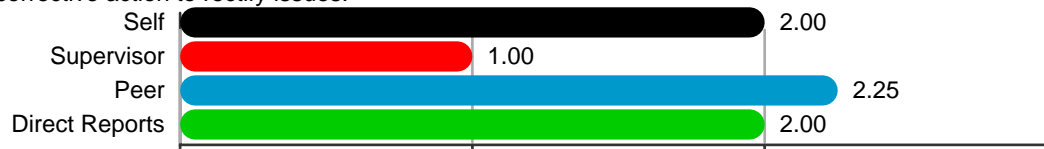# Initiative

Summary Scores
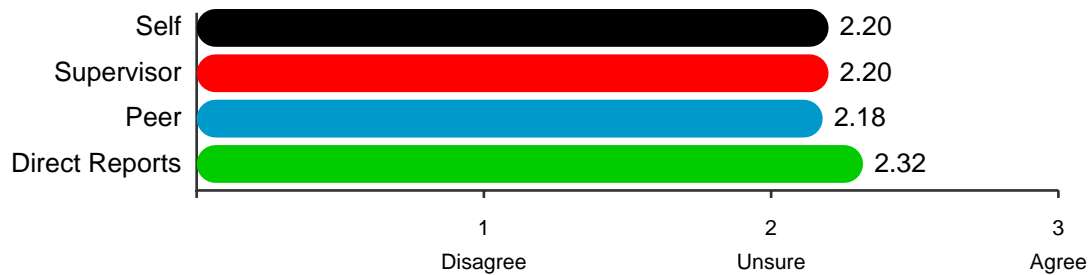
11. Initiates new projects for the department.

12. Volunteers time and effort toward the completion of important goals.

13. Takes corrective action to rectify issues.

14. Begins immediate action on projects.

15. Takes on extra projects after required work is completed.

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. Initiates new projects for the department.	15	2.33	40.0	7%	53%	40%
12. Volunteers time and effort toward the completion of important goals.	15	2.07	20.0	13%	67%	20%
13. Takes corrective action to rectify issues.	15	2.07	26.7	20%	53%	27%
14. Begins immediate action on projects.	15	2.27	40.0	13%	47%	40%
15. Takes on extra projects after required work is completed.	14	2.43	50.0	7%	43%	50%

Comments:
- I think ___ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.
- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- Positive attitude.
- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- Over the past year I've noticed that ___ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.

Results Oriented

Summary Scores
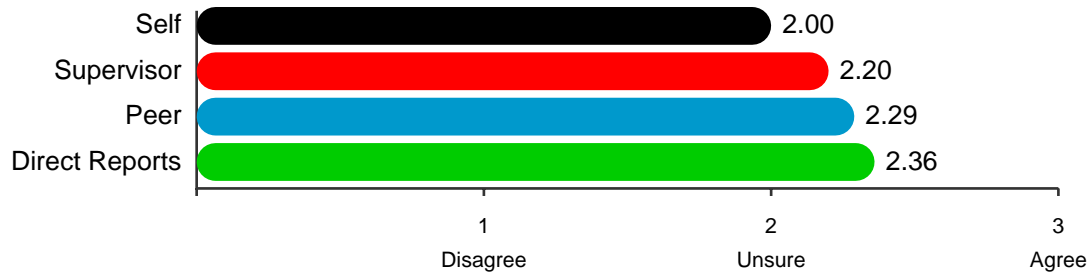
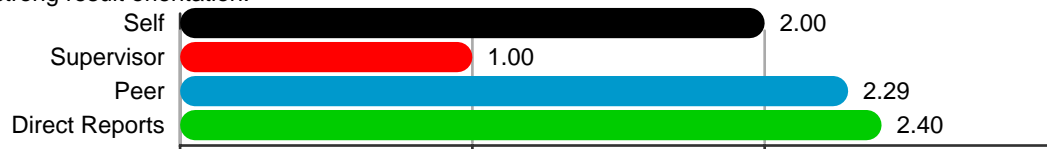16. Identifies the steps needed to accomplish the results.
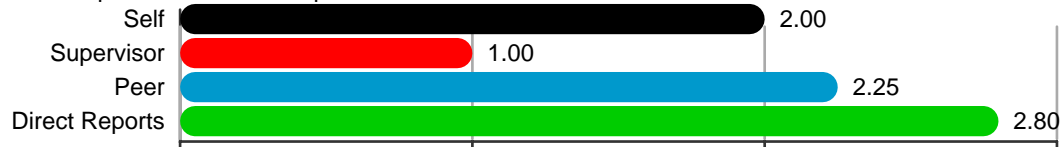
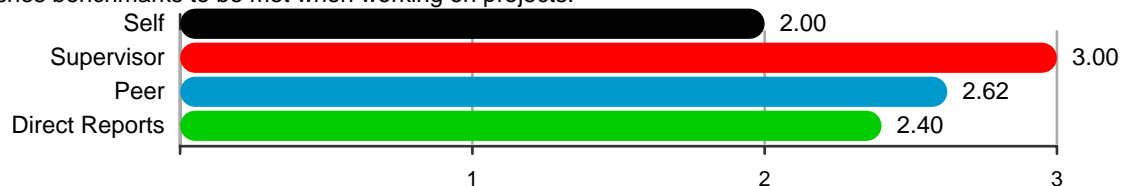17. Responds to changing events to maintain progress toward achieving results.

18. Has a positive attitude that encourages others to continue supporting the production goals.

19. Has a strong result orientation.

20. Establishes benchmarks to be met when working on projects.

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. Identifies the steps needed to accomplish the results.	15	2.33	46.7	13%	40%	47%
17. Responds to changing events to maintain progress toward achieving results.	15	2.33	40.0	7%	53%	40%
18. Has a positive attitude that encourages others to continue supporting the production goals.	14	2.00	14.3	14%	71%	14%
19. Has a strong result orientation.	14	2.21	42.9	21%	36%	43%
20. Establishes benchmarks to be met when working on projects.	15	2.53	60.0	7%	33%	60%

Comments:
- Effective communication.   If I am not executing a task in a timely fashion, I am not held accountable for it.
- I feel as though I have a shared decision making relationship with ___ which makes me feel valued.   She supports me and values my opinion.
- ___ is a great asset to our department.   She is always available when issues arise & help is needed to solve problems.
- She strives for self improvement and is heavily invested in the same for others.
- ___ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.

Objectives

Summary Scores

	Score
Self	2.40
Supervisor	2.60
Peer	2.25
Direct Reports	2.40

1 — Disagree　　2 — Unsure　　3 — Agree

21. Sets long-term and short-term goals.

	Score
Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	3.00

22. Works toward achieving established goals and objectives.

	Score
Self	3.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

23. Consistently provides me with timely feedback for improving my performance.

	Score
Self	3.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

24. Ability to establish realistic goals.

	Score
Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

25. Able to organize work.

	Score
Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.60
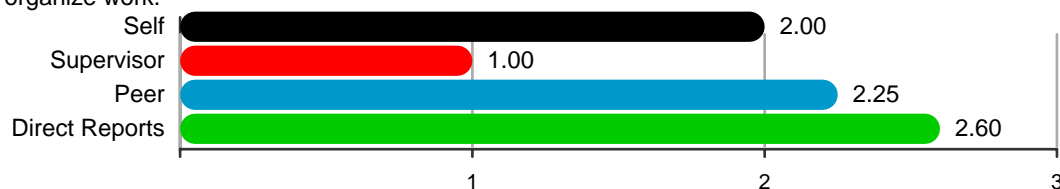
Level of Skill

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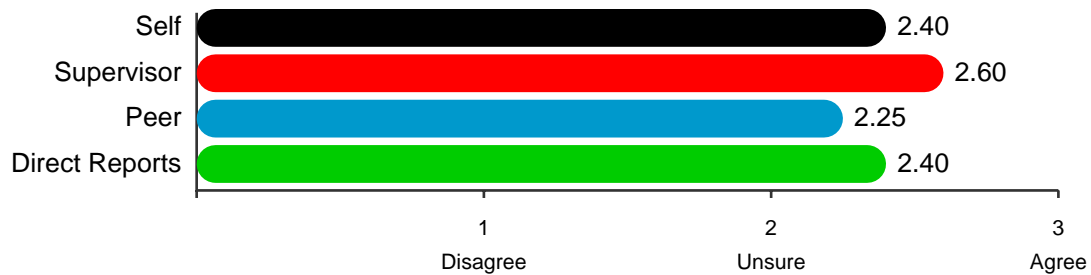
| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Sets long-term and short-term goals.	15	2.60	66.7	7%	27%	67%
22. Works toward achieving established goals and objectives.	15	2.33	40.0	7%	53%	40%
23. Consistently provides me with timely feedback for improving my performance.	15	2.07	20.0	13%	67%	20%
24. Ability to establish realistic goals.	15	2.40	53.3	13%	33%	53%
25. Able to organize work.	15	2.27	53.3	27%	20%	53%

Comments:

- ___ is a great leader.   She provides guidance and sets expectations to ensure desired outcomes.
- Demonstrates a focus on the business goals through task prioritization.
- Always conducts herself in a professional manner.
- ___ has been very supportive as a supervisor.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.

Developing Others

Summary Scores
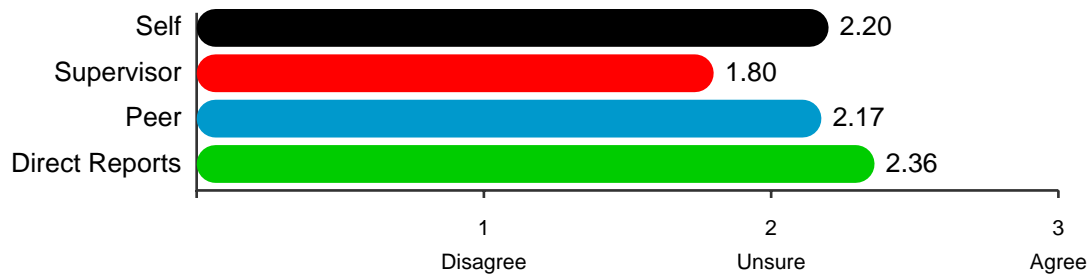
26. Encourages employees through recognition of positive changes in behavior.
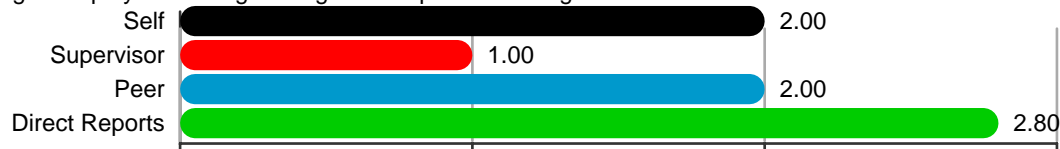
27. Provides constructive feedback to others.

28. Recognizes and celebrates accomplishments of others.

29. Supports the successes of other employees.

30. Creates opportunities for 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Encourages employees through recognition of positive changes in behavior.	15	2.20	33.3	13%	53%	33%
27. Provides constructive feedback to others.	15	2.00	26.7	27%	47%	27%
28. Recognizes and celebrates accomplishments of others.	15	2.47	53.3	7%	40%	53%
29. Supports the successes of other employees.	15	2.60	60.0		40%	60%
30. Creates opportunities for professional development.	15	1.80	13.3	33%	53%	13%

Comments:
- A willingness and flexibility to pitch in help where needed is important.
- ___ has great communication skills and is a dependable member of the team.
- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- Always conducts herself in a professional manner.
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- ___ is able to manage an ever-changing work load.   Her time management has improved over the last year, to promote a work-life balance.

Passion To Learn

Summary Scores

Self	2.20
Supervisor	2.80
Peer	1.77
Direct Reports	2.36

1 — Disagree   2 — Unsure   3 — Agree

31. Inspires others to learn new things.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

32. Constantly enhances product knowledge through experimentation and play.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.40

33. Embraces new technology and procedures.

Self	3.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.40

34. Is open minded and curious about learning new skills.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

35. Exhibits willingness to upgrade skills through additional training and education.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	1.80
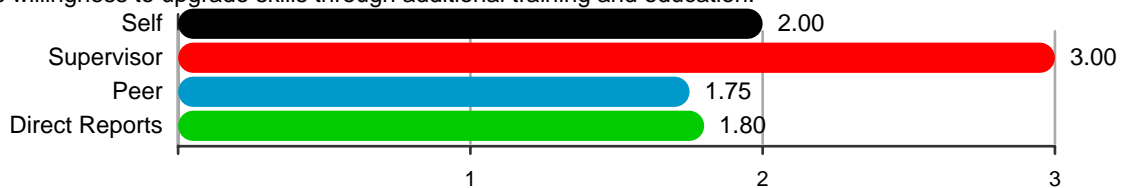
Level of Skill

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).
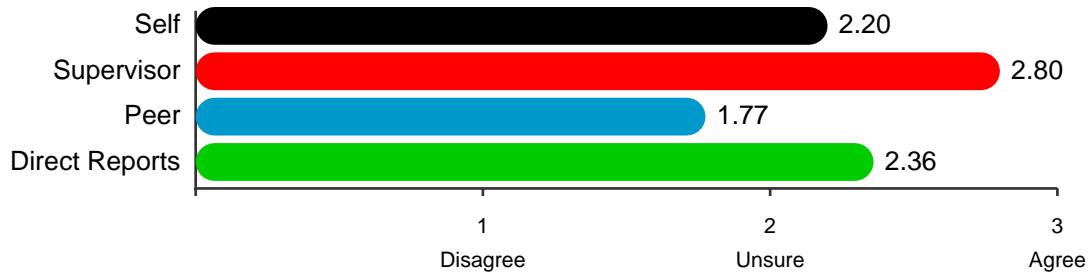
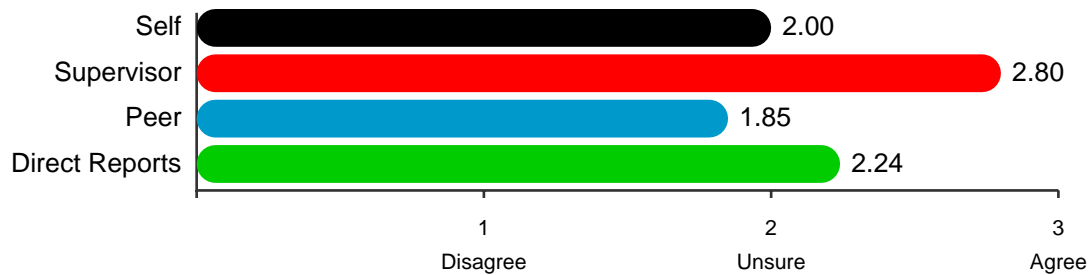| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Inspires others to learn new things.	15	2.13	33.3	20%	47%	33%
32. Constantly enhances product knowledge through experimentation and play.	15	2.13	33.3	20%	47%	33%
33. Embraces new technology and procedures.	15	2.07	33.3	27%	40%	33%
34. Is open minded and curious about learning new skills.	15	2.13	26.7	13%	60%	27%
35. Exhibits willingness to upgrade skills through additional training and education.	15	1.87	20.0	33%	47%	20%

Comments:
- I am proud to say that ____ has greatly made so many improvements to our department, that were so desperately needed.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- She frequently misses meetings which sends a message that it's not important to her and sets her apart from the rest of the team, who are just as busy.
- She is very collaborative and always attempts to work with others.
- She challenges me every day to be my best and I appreciate that.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work

Emotional Intelligence

Summary Scores

Self	2.00
Supervisor	2.80
Peer	1.85
Direct Reports	2.24

1 — Disagree
2 — Unsure
3 — Agree

36. Able to understand others' points of view.

Self	2.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.00

37. Is able to express themselves clearly.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.00

38. Is able to manage their own emotions.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.20

39. Is attentive to emotional cues and interprets others' feelings correctly.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

40. Accurately perceives the emotional reactions of others.

Self	2.00
Supervisor	2.00
Peer	1.75
Direct Reports	2.60

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).
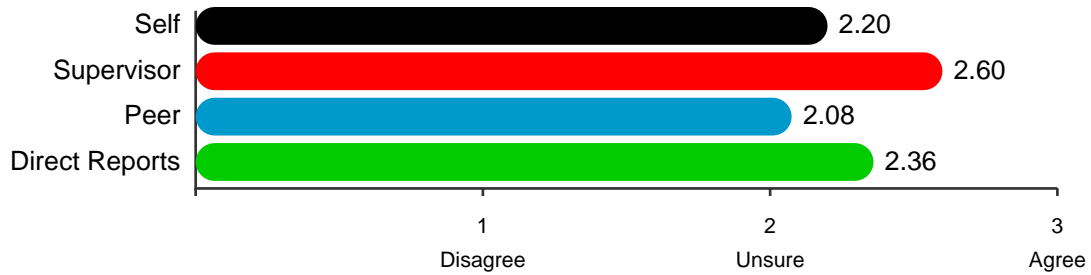
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Able to understand others' points of view.	15	1.87	20.0	33%	47%	20%
37. Is able to express themselves clearly.	15	1.93	13.3	20%	67%	13%
38. Is able to manage their own emotions.	15	2.07	33.3	27%	40%	33%
39. Is attentive to emotional cues and interprets others' feelings correctly.	15	2.33	33.3		67%	33%
40. Accurately perceives the emotional reactions of others.	15	2.07	33.3	27%	40%	33%

Comments:
- ___ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- ___ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- ___'s dedication and leadership in the management development program is evident.
- Set clear expectations for others.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- I enjoy working with ___ very much.

Managing Performance

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.08
Direct Reports	2.36

```
          1              2              3
       Disagree       Unsure        Agree
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41. Sets long and short term goals.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

42. Establishes indicators to measure levels of performance.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

43. Addresses performance issues as soon as possible.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.20

44. Acknowledges employee contributions that support the bottom line.

Self	2.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.60

45. Provides additional responsibilities for employees that exceed performance standards.

Self	3.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.60

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          1              2              3
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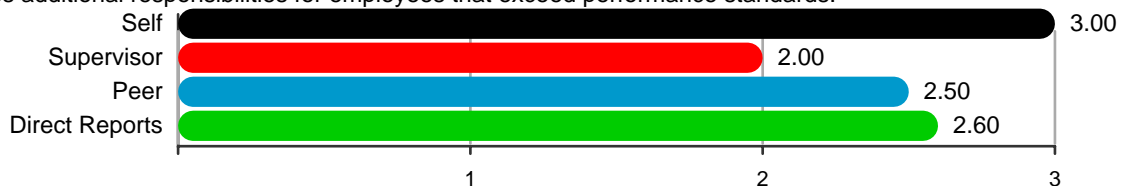
Level of Skill

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).
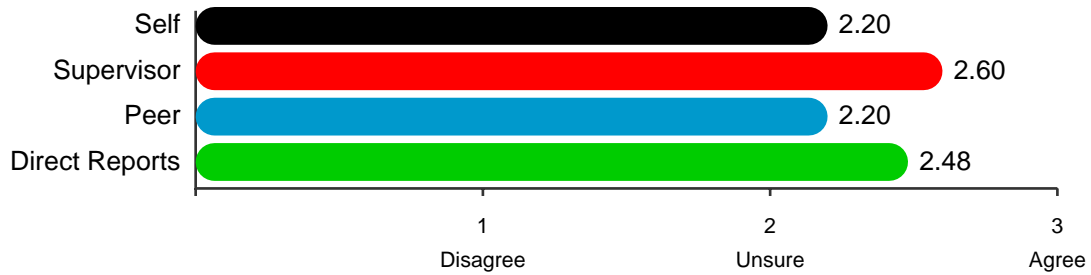
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Sets long and short term goals.	15	2.00	26.7	27%	47%	27%
42. Establishes indicators to measure levels of performance.	15	2.13	33.3	20%	47%	33%
43. Addresses performance issues as soon as possible.	15	2.20	40.0	20%	40%	40%
44. Acknowledges employee contributions that support the bottom line.	15	2.20	26.7	7%	67%	27%
45. Provides additional responsibilities for employees that exceed performance standards.	15	2.53	60.0	7%	33%	60%

Comments:
- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.
- She could be more challenging at times with teammates and deliver critical feedback when necessary.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.

Business Acumen

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.20
Direct Reports	2.48

1 Disagree   2 Unsure   3 Agree

46. Able to correctly assess current/estimated valuations.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

47. Maintains currency with laws, regulations, policies, procedures, trends, and developments.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

48. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

49. Asks the 'right' questions to size up or evaluate situations.

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.40

50. Understands impacts of domestic & global market events & issues.

Self	3.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.80

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).
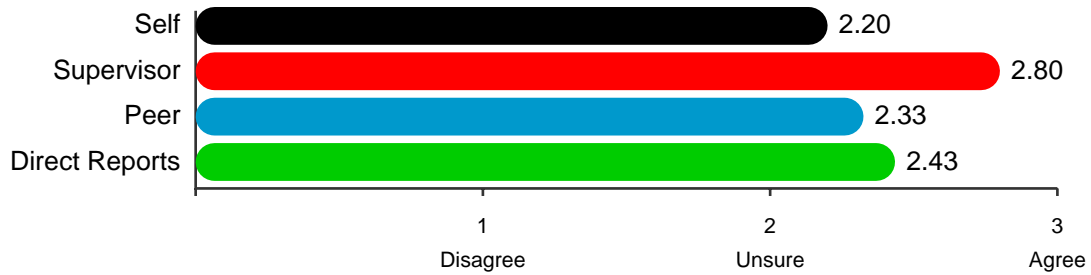
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Able to correctly assess current/estimated valuations.	15	2.27	26.7		73%	27%
47. Maintains currency with laws, regulations, policies, procedures, trends, and developments.	15	2.13	26.7	13%	60%	27%
48. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	2.40	40.0		60%	40%
49. Asks the 'right' questions to size up or evaluate situations.	15	2.47	46.7		53%	47%
50. Understands impacts of domestic & global market events & issues.	15	2.33	46.7	13%	40%	47%

Comments:
- ___ came to [CompanyName] and has done a wonderful job of getting the message out.
- Is viewed by many as a strong organizational resource.
- ___ 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.
- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- ___ exemplifies all of the above.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.

Strategic Insight

Summary Scores

Self 2.20
Supervisor 2.80
Peer 2.33
Direct Reports 2.43

1 2 3
Disagree Unsure Agree

51. Communicates with employees to find out their needs.

Self 3.00
Supervisor 2.00
Peer 2.25
Direct Reports 2.00

52. Identifies potential problems before they become critical incidents.

Self 2.00
Supervisor 3.00
Peer 2.00
Direct Reports 2.75

53. Identifies root causes of problems.

Self 2.00
Supervisor 3.00
Peer 2.62
Direct Reports 2.40

54. Analyzes unique issues or problems impacting the Company.

Self 2.00
Supervisor 3.00
Peer 2.38
Direct Reports 2.60

55. Understands how to strategically grow the business and increase customers.

Self 2.00
Supervisor 3.00
Peer 2.38
Direct Reports 2.40

1 2 3
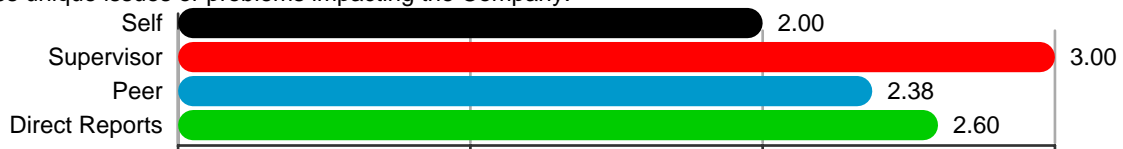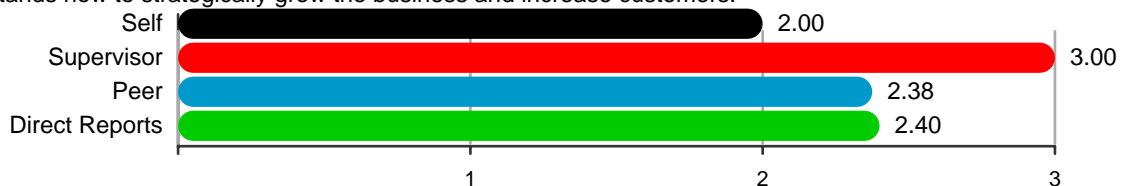
Level of Skill

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).
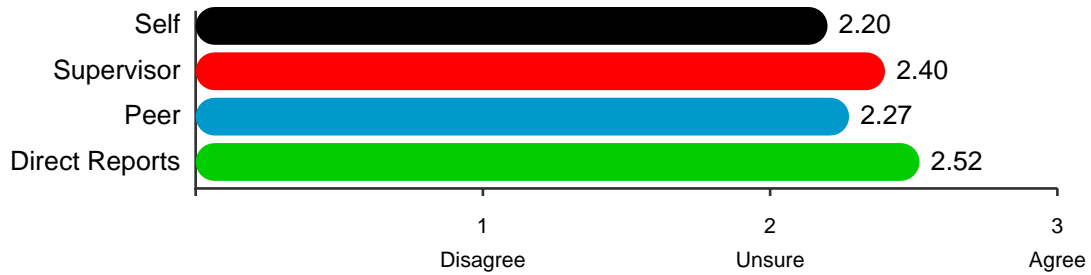
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. Communicates with employees to find out their needs.	14	2.21	28.6	7%	64%	29%
52. Identifies potential problems before they become critical incidents.	14	2.29	42.9	14%	43%	43%
53. Identifies root causes of problems.	15	2.53	53.3		47%	53%
54. Analyzes unique issues or problems impacting the Company.	15	2.47	46.7		53%	47%
55. Understands how to strategically grow the business and increase customers.	15	2.40	40.0		60%	40%

Comments:
- ___ does not shy away from making the tough calls and is respected by many members of our team.
- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- Great addition to the department!
- 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.
- ___ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- ___ has improved on her quick assessment of situations and as a result it has helped me improve also

Vision

Summary Scores

Self	2.20
Supervisor	2.40
Peer	2.27
Direct Reports	2.52

1 — Disagree 2 — Unsure 3 — Agree

56. Creates a common vision for others.

Self	2.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.80

57. Develops action plans to align his/her work with the goals of the organization

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

58. Communicates a vision of where the Company needs to be in the future.

Self	3.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.40

59. Persuades others to follow the Company's vision.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	2.40

60. Behaves in a way that is consistent with business values & code of conduct

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	2.60
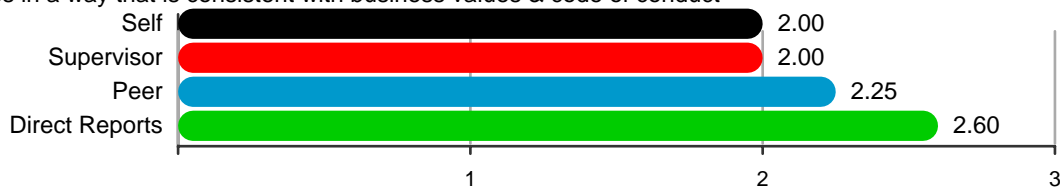
Level of Skill

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. Creates a common vision for others.	15	2.53	53.3		47%	53%
57. Develops action plans to align his/her work with the goals of the organization	15	2.33	33.3		67%	33%
58. Communicates a vision of where the Company needs to be in the future.	15	2.33	33.3		67%	33%
59. Persuades others to follow the Company's vision.	15	2.27	26.7		73%	27%
60. Behaves in a way that is consistent with business values & code of conduct	15	2.33	33.3		67%	33%

Comments:

- ___ is an amazing manager to work under. She has taught me a ton on how to be an associate manager this past year.
- I think ___ is an excellent addition to the manager team.   As a new manager, she seems to be doing a great job!
- She is a pleasure to work with and an asset to [CompanyName].
- ___ has also come down to help our department when we have been very busy and needed help.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- Great to have you on the team!

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?

- ___ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- She holds everyone to such a high standard, you don't want to disappoint her.
- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate.   I always appreciate her candor and feedback.
- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.

What do you like best about working with this individual?

- I have observed that ___ has made some very good decisions with her leadership team this year.   She values her team and sets clear expectations.   She is a team player when working on projects or issues and she always responds promptly to requests for assitance.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- I can depend on her with whatever is needed.
- I've only had the pleasure of working with ___ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.

What do you like least about working with this individual?

- I appreciate her commitment in this area.
- Need to take in all opinions, not just those of employees who are not always truthful....
- There have been many changes in management over the last 5 years. I can truly say that ___ is an exceptional manager. Our dept has made some truly good changes under ___.
- Before ___ came into the position it seemed that the department was a dump.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- ___ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. ___ has shown marked improvement in being present when needed in the department.

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

- She supports each and every one of us and was very sensitive to how this was effecting every staff member.
- Communication to entire team is excellent and helps engage all staff.   ___'s visibility to her team has been very positive.
- ___ is highly skilled and remains focused despite the many directions in which she is pulled. She is calm, easy to work with and makes decisions only after being fully informed.
- She is very customer focused and this reflects in her division leadership and performance.
- ___ has also come down to help our department when we have been very busy and needed help.
- She often uses lengthy power points distributed at the last minute which is not effective.   Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.

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

- ___ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! ___ has been a great addition to our team!
- Always approachable no matter how busy she is.
- She holds herself to an even higher standard than she expects of her team, and that is respected throughout the organization.
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- Difficult to reach sometimes and often does not respond to messages at all.
- ___ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.

Any final comments?

- Dependability, with whatever is needed.
- ___ demonstrates excellent skills at approaching employees that need correction action.   My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- ___ works very well with other departments.
- ___ is a true asset to [CompanyName].
- I think she is an asset to the department.
- ___ is a very effective leader and a role model for other leaders.