



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.

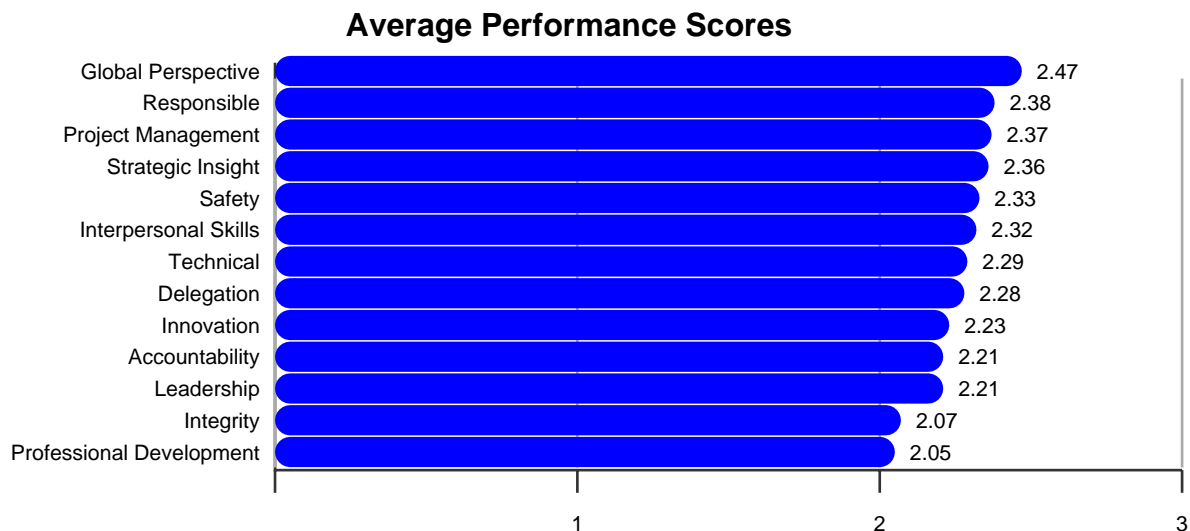
What to Do with Your Feedback

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

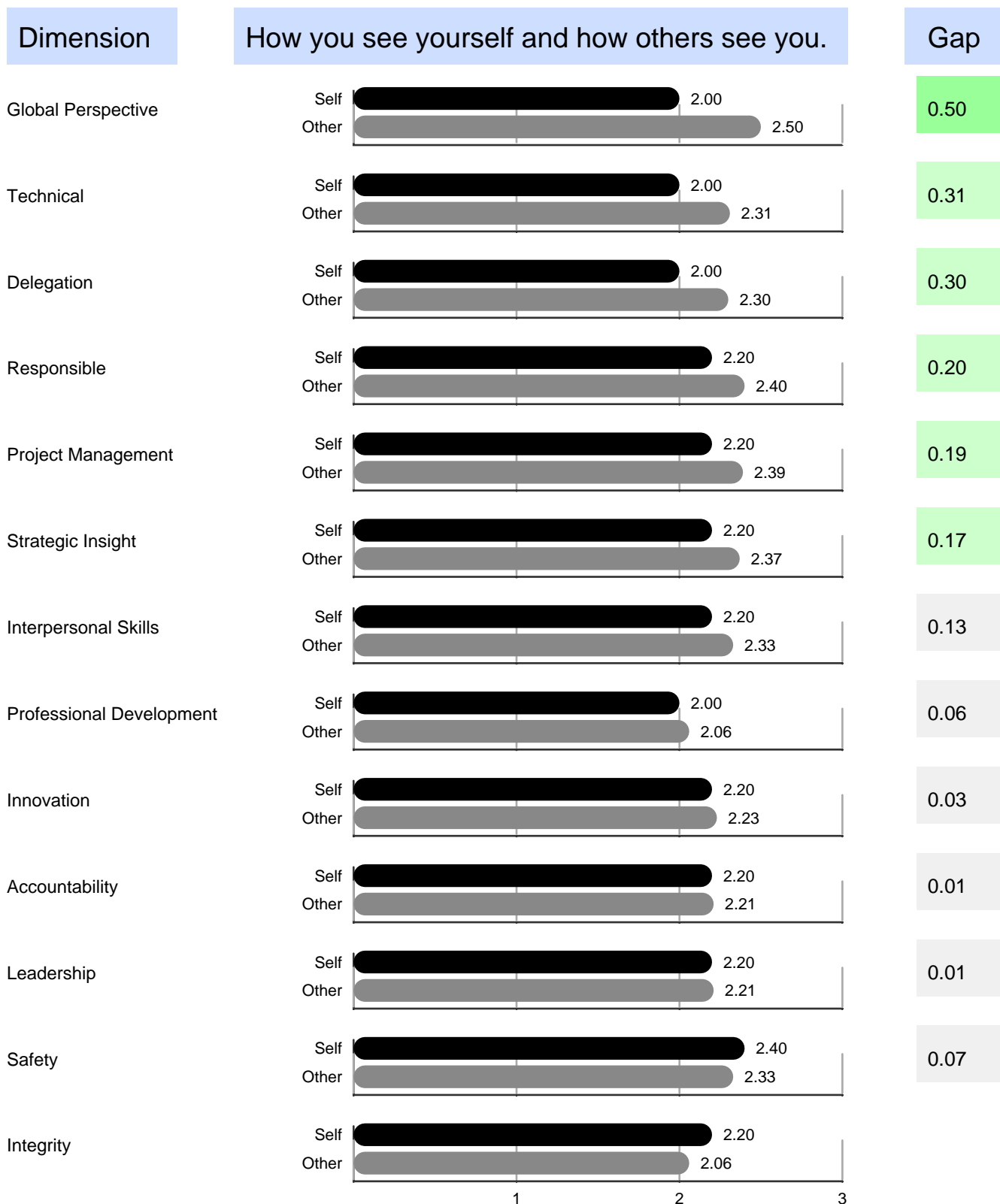
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 13 major dimensions of leadership.

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



Gap Analysis

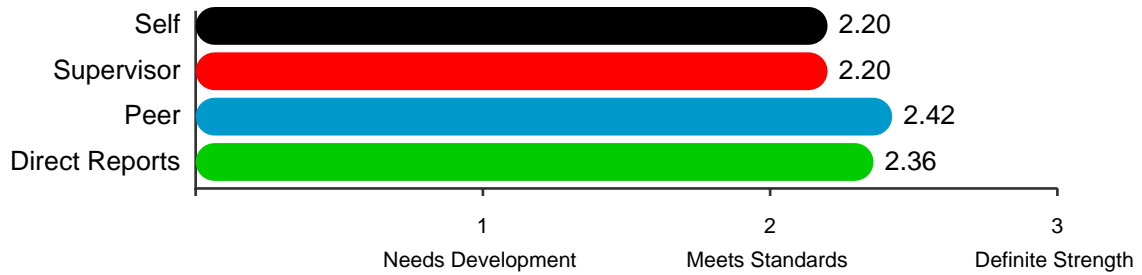
The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more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



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Project Management

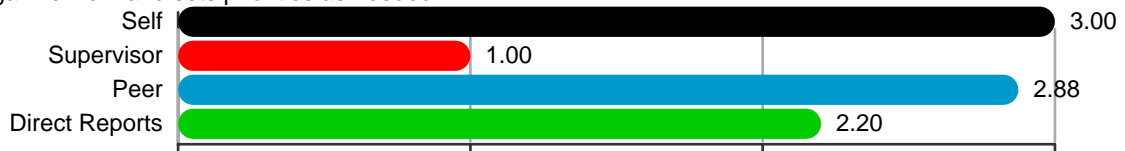
Summary Scores



1. You anticipate potential problems and institute controls and contingency plans to address them.



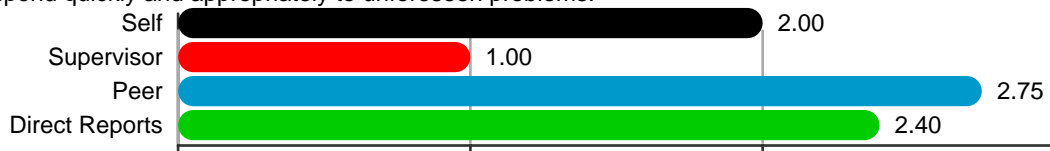
2. You organize work and sets priorities as needed.



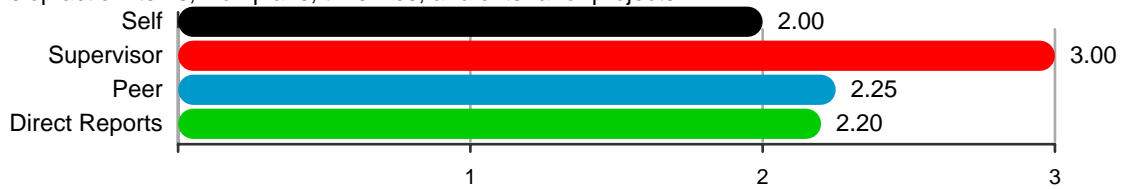
3. You maintain costs and expenses within budget limits.



4. You respond quickly and appropriately to unforeseen problems.



5. You develop action items, workplans, timelines, and criteria for 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 (Needs Development) to green (Definite Strength).

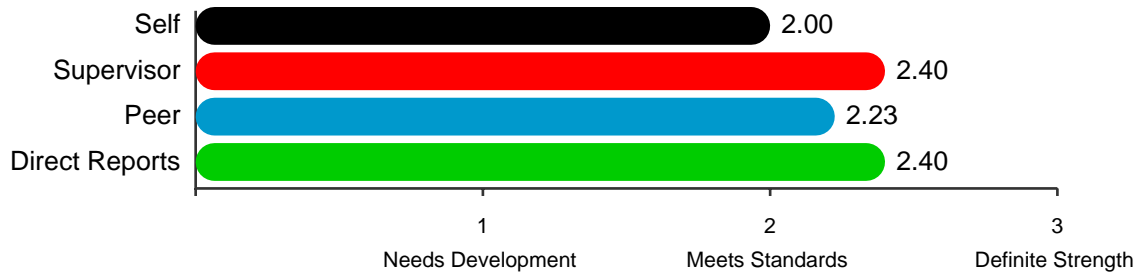
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. You anticipate potential problems and institute controls and contingency plans to address them.	15	2.27	33.3	7%	60%	33%
2. You organize work and sets priorities as needed.	15	2.53	73.3	20%	7%	73%
3. You maintain costs and expenses within budget limits.	15	2.33	40.0	7%	53%	40%
4. You respond quickly and appropriately to unforeseen problems.	15	2.47	53.3	7%	40%	53%
5. You develop action items, workplans, timelines, and criteria for projects.	15	2.27	40.0	13%	47%	40%

Comments:

- ___ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- She encourages individual and professional improvement and provides educational opportunities.
- 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.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- Need to continue to take action when needed, although have improved. . .
- I really appreciate her as a member of the team.

Delegation

Summary Scores



6. You set clear and reasonable expectations for others and follows through on your progress.



7. You allow employees to decide how they wish to complete the tasks.



8. You allow subordinates to use their own methods and procedures.



9. You define goals and objectives for subordinates.



10. You delegate tasks, responsibilities, and accountability as appropriate to the level of employee.



Level of Skill

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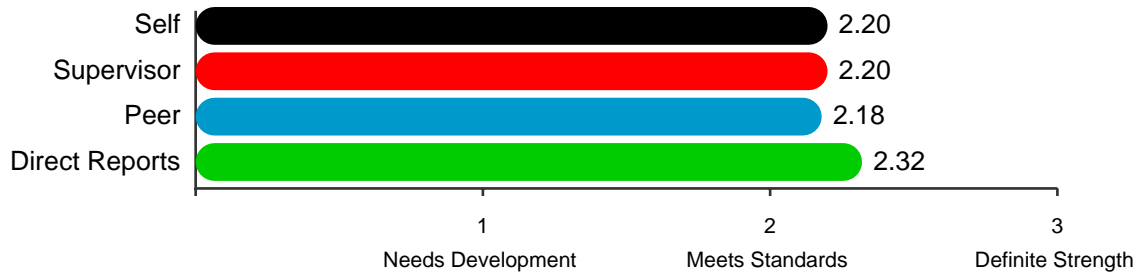
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. You set clear and reasonable expectations for others and follows through on your progress.	15	2.13	33.3	20%	47%	33%
7. You allow employees to decide how they wish to complete the tasks.	15	2.07	26.7	20%	53%	27%
8. You allow subordinates to use their own methods and procedures.	15	2.33	40.0	7%	53%	40%
9. You define goals and objectives for subordinates.	15	2.40	53.3	13%	33%	53%
10. You delegate tasks, responsibilities, and accountability as appropriate to the level of employee.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- ___ is highly professional in her everyday work.
- ___ has my back and breaks down the barriers when I let her know that need her support.
- She removes barriers so that we can do our job to the best of our ability.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- 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.

Innovation

Summary Scores



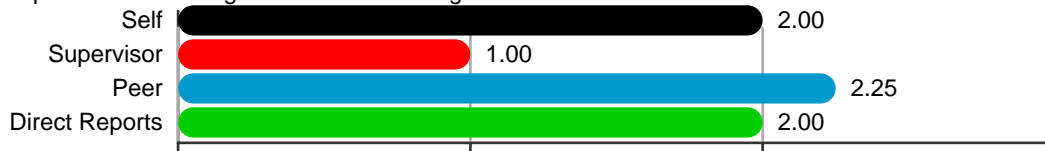
11. You create a safe environment for idea-sharing.



12. You find creative ways to get things done with limited resources.



13. You solve problems with insight and understanding.



14. You create improved methods or solutions for meeting goals and objectives.



15. You suggest new ideas at meetings.



Level of Skill

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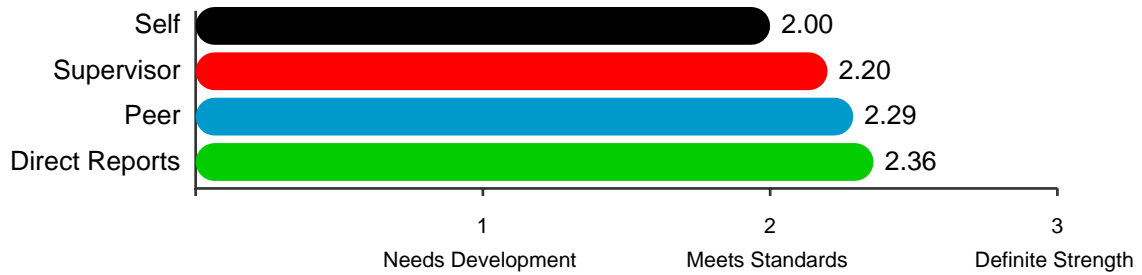
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. You create a safe environment for idea-sharing.	15	2.33	40.0	7%	53%	40%
12. You find creative ways to get things done with limited resources.	15	2.07	20.0	13%	67%	20%
13. You solve problems with insight and understanding.	15	2.07	26.7	20%	53%	27%
14. You create improved methods or solutions for meeting goals and objectives.	15	2.27	40.0	13%	47%	40%
15. You suggest new ideas at meetings.	14	2.43	50.0	7%	43%	50%

Comments:

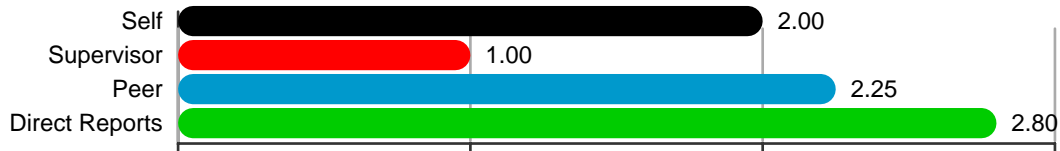
- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- She also works to build and maintain community connections with local law enforcement and other emergency responders.
- Great addition to the department!
- ___ has been the best manager by far we have had in this department. She encourages personal growth with making sure we have time to attend classes offered to us.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- It's a pleasure to work with ___ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.

Technical

Summary Scores



16. You seek information from others as needed.



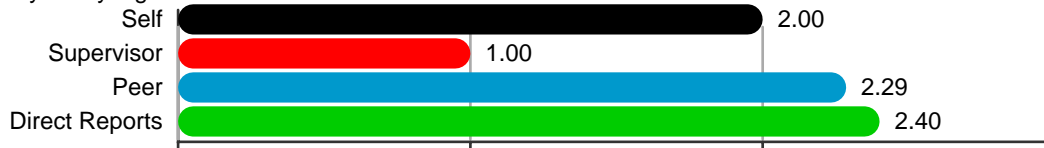
17. You willingly share information and expertise; sought out as resource by others



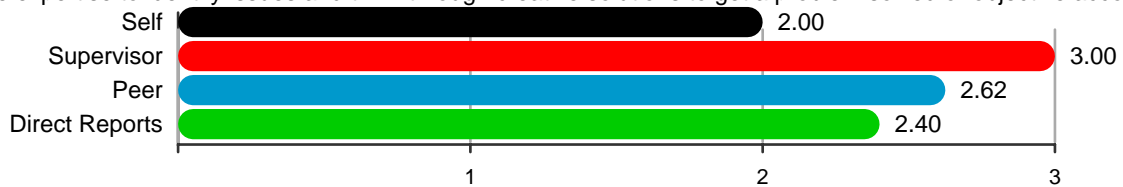
18. You know how to produce high quality products/work.



19. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.



20. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



Level of Skill

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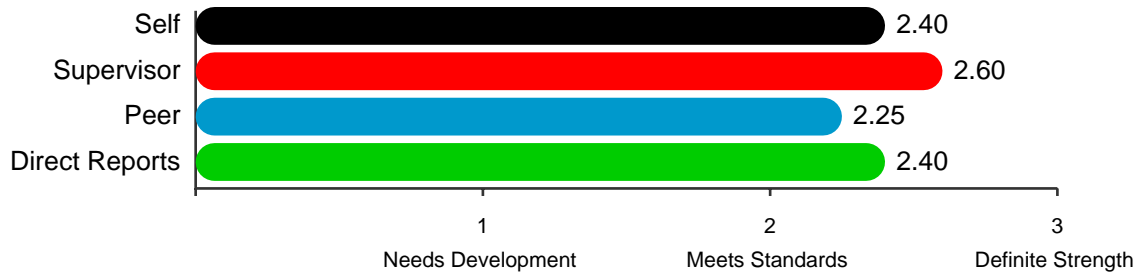
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. You seek information from others as needed.	15	2.33	46.7	13%	40%	47%
17. You willingly share information and expertise; sought out as resource by others	15	2.33	40.0	7%	53%	40%
18. You know how to produce high quality products/work.	14	2.00	14.3	14%	71%	14%
19. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	14	2.21	42.9	21%	36%	43%
20. You use expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	2.53	60.0	7%	33%	60%

Comments:

- I am impressed with her commitment to task and job knowledge.
- She has great sense of vision and purpose for the division and organization as a whole.
- She engages the staff and I feel the department is in the best shape it ever has been in.
- She is, quite simply, the best boss I've ever had.
- ___ is a steady leader who maintains her objectivity during stressful times.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.

Safety

Summary Scores



21. You develop a sustainable safety culture.



22. You seek to reduce the likelihood of accidents.



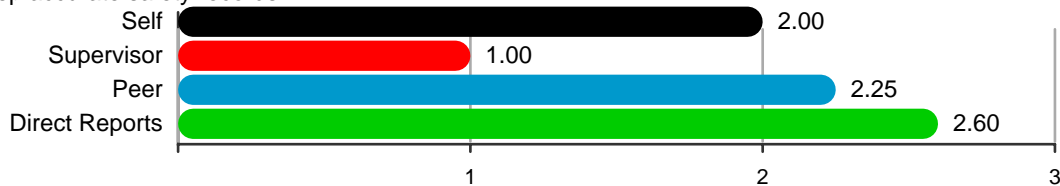
23. You develop safety guidelines for the department.



24. You support safety programs and procedures.



25. You keep accurate safety records.



Level of Skill

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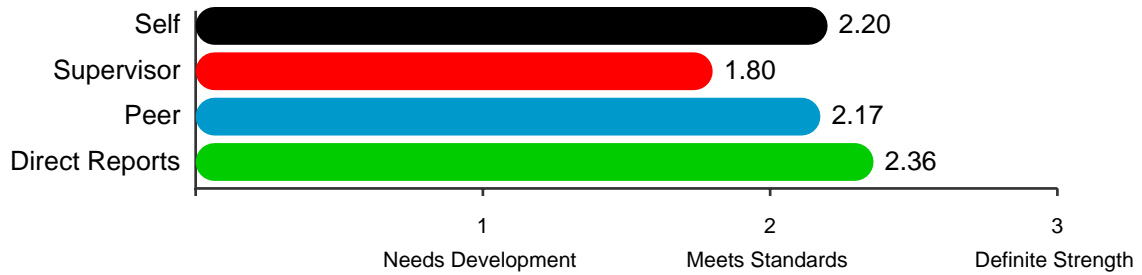
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. You develop a sustainable safety culture.	15	2.60	66.7	7%	27%	67%
22. You seek to reduce the likelihood of accidents.	15	2.33	40.0	7%	53%	40%
23. You develop safety guidelines for the department.	15	2.07	20.0	13%	67%	20%
24. You support safety programs and procedures.	15	2.40	53.3	13%	33%	53%
25. You keep accurate safety records.	15	2.27	53.3	27%	20%	53%

Comments:

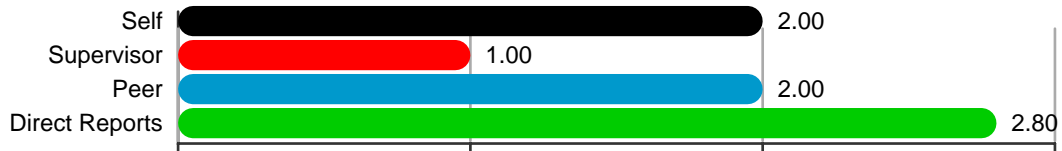
- I have felt her support since the minute I came to [CompanyName] and appreciate her more every day.
- ___ is able to problem solve very well.
- She could benefit from becoming more comfortable challenging others.
- ___ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.
- Additional feedback and communication.
- She is a strength that supports department morale and work flow.

Accountability

Summary Scores



26. You tackle issues head on and finds solutions.



27. You hold team accountable to meeting goals.



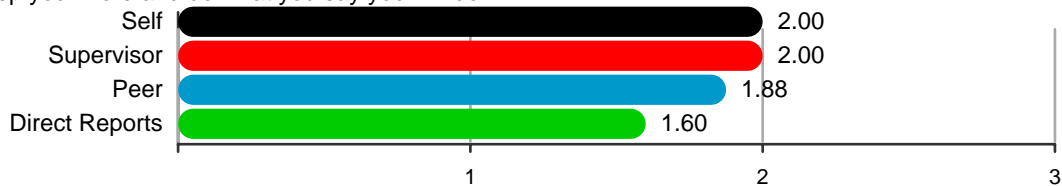
28. You keep you supervisor informed of recent events.



29. You are aware of problems or issues that may affect the organization.



30. You keep your word and do what you say you will do.



Level of Skill

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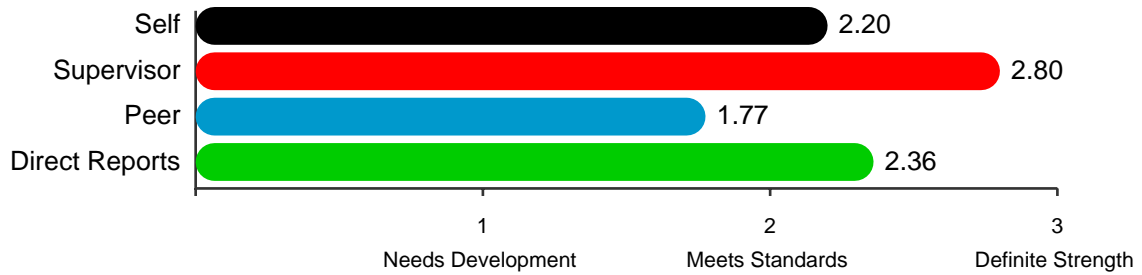
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. You tackle issues head on and finds solutions.	15	2.20	33.3	13%	53%	33%
27. You hold team accountable to meeting goals.	15	2.00	26.7	27%	47%	27%
28. You keep you supervisor informed of recent events.	15	2.47	53.3	7%	40%	53%
29. You are aware of problems or issues that may affect the organization.	15	2.60	60.0		40%	60%
30. You keep your word and do what you say you will do.	15	1.80	13.3	33%	53%	13%

Comments:

- Transparency and honesty is important early in the process.
- Overall I think she does a great job and she is very approachable.
- ___ is an excellent leader. She seeks input from everyone involved to solve an issue.
- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- I truly enjoy working with ___ on a daily basis.
- She knows her material and obviously loves the continued learning that defines best practices.

Integrity

Summary Scores



31. You do what was promised.



32. You maintain strong relationships with others.



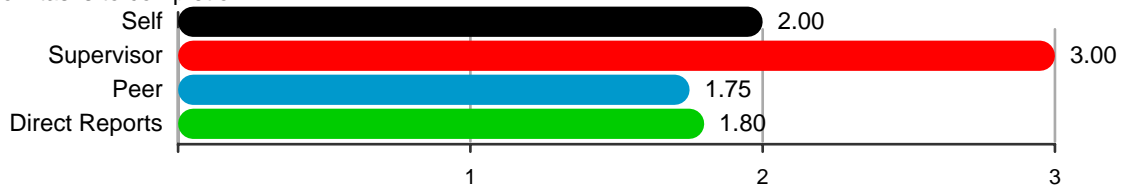
33. You accept responsibility for mistakes.



34. You demonstrate sincerity in actions with others.



35. You follow tasks to completion.



Level of Skill

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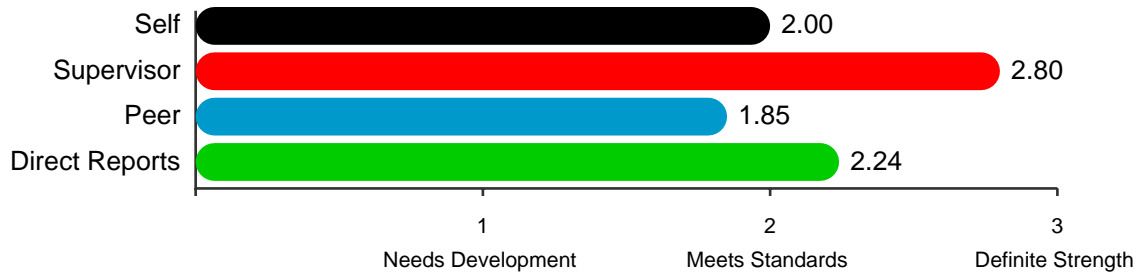
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. You do what was promised.	15	2.13	33.3	20%	47%	33%
32. You maintain strong relationships with others.	15	2.13	33.3	20%	47%	33%
33. You accept responsibility for mistakes.	15	2.07	33.3	27%	40%	33%
34. You demonstrate sincerity in actions with others.	15	2.13	26.7	13%	60%	27%
35. You follow tasks to completion.	15	1.87	20.0	33%	47%	20%

Comments:

- The only area I feel ___ needs improvement is that when she gives a project she often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- Great to have you on the team!
- ___ has supported me through some tough contract negotiations and she is the consummate professional.
- I admire her ability to think constructively and to always wanting to make sure what she is doing is the right thing and yet open to small tests of change, when warranted.
- She sees things that others don't and always have valuable feedback for whomever she is talking/working with.

Professional Development

Summary Scores



36. You keep yourself up-to-date of technical/professional issues



37. You demonstrate enthusiasm and a willingness to learn new skills and knowledge



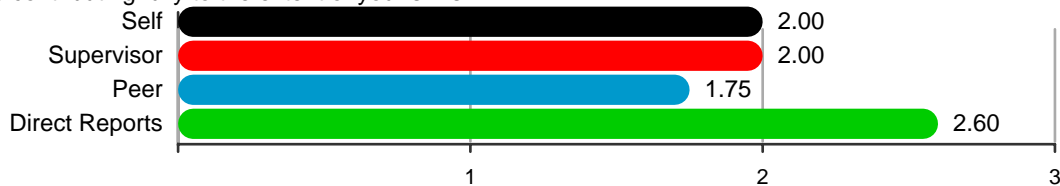
38. You encourage employees to take courses relevant to their job.



39. You seek opportunities for professional development.



40. You are contributing fully to the extent of your skills



Level of Skill

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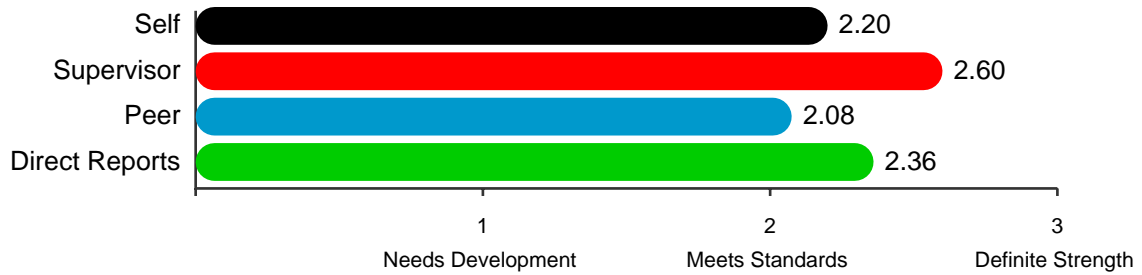
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. You keep yourself up-to-date of technical/professional issues	15	1.87	20.0	33%	47%	20%
37. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	1.93	13.3	20%	67%	13%
38. You encourage employees to take courses relevant to their job.	15	2.07	33.3	27%	40%	33%
39. You seek opportunities for professional development.	15	2.33	33.3		67%	33%
40. You are contributing fully to the extent of your skills	15	2.07	33.3	27%	40%	33%

Comments:

- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- 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 stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- 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.

Leadership

Summary Scores



41. You set specific, measurable, and challenging goals.



42. You give inspiring presentations or discussions.



43. You give direct, constructive, and actionable feedback.



44. You motivate and challenges employees to attain a shared vision.



45. You set a high level of performance expectations and challenges others to do the same.



Level of Skill

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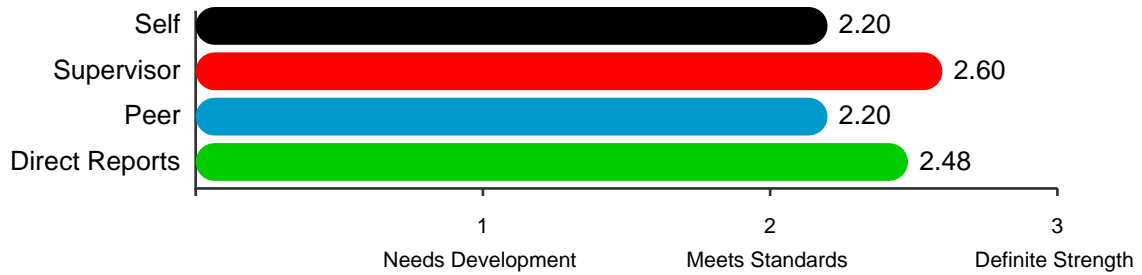
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. You set specific, measurable, and challenging goals.	15	2.00	26.7	27%	47%	27%
42. You give inspiring presentations or discussions.	15	2.13	33.3	20%	47%	33%
43. You give direct, constructive, and actionable feedback.	15	2.20	40.0	20%	40%	40%
44. You motivate and challenges employees to attain a shared vision.	15	2.20	26.7	7%	67%	27%
45. You set a high level of performance expectations and challenges others to do the same.	15	2.53	60.0	7%	33%	60%

Comments:

- She is open to feedback and actively tries to improve.
- 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.
- ___ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- I think ___ is very good at identifying processes she observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- She has positive energy, leads by example, and cares about teammates.

Interpersonal Skills

Summary Scores



46. You are open and approachable



47. You strive for win/win solutions



48. You are trusted by peers and co-workers; others are willing to confide in him/her



49. You are able to work with individuals at all levels of the company.



50. You apply appropriate communication techniques to the situation.



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 Development) to green (Definite Strength).

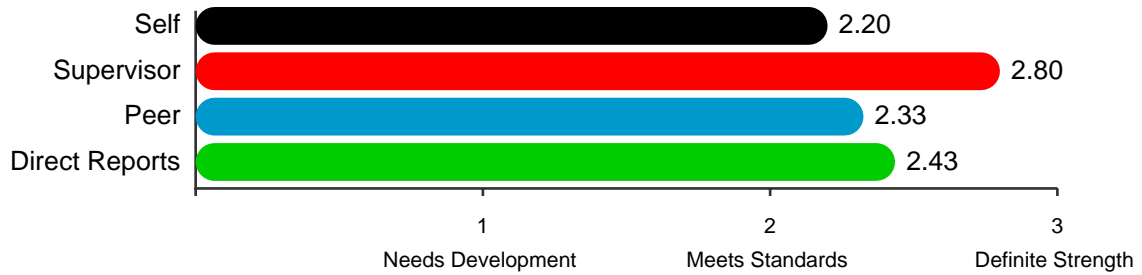
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. You are open and approachable	15	2.27	26.7		73%	27%
47. You strive for win/win solutions	15	2.13	26.7	13%	60%	27%
48. You are trusted by peers and co-workers; others are willing to confide in him/her	15	2.40	40.0		60%	40%
49. You are able to work with individuals at all levels of the company.	15	2.47	46.7		53%	47%
50. You apply appropriate communication techniques to the situation.	15	2.33	46.7	13%	40%	47%

Comments:

- She maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.
- Her quality of work is good.
- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- ___ has done a great job in most of the areas above. She has really moved our services team forward in a very positive way.
- She had done amazingly well considering all of the global threats to the product line.

Responsible

Summary Scores



51. You set high personal standards of performance.



52. You are a person others can trust.



53. You set a good example



54. You complete assigned work tasks.



55. You hold yourself accountable to goals / objectives



Level of Skill

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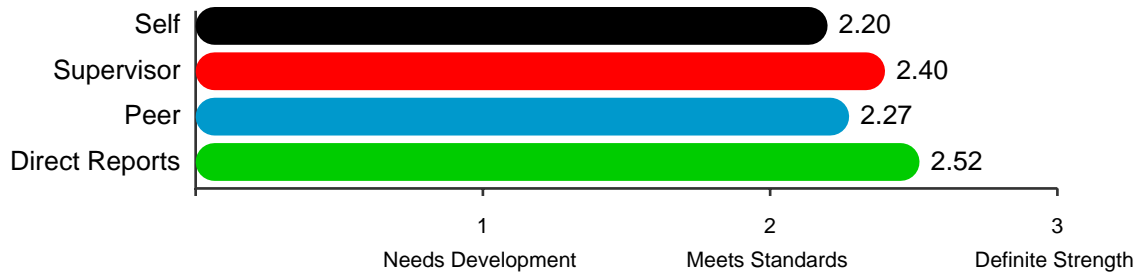
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. You set high personal standards of performance.	14	2.21	28.6	7%	64%	29%
52. You are a person others can trust.	14	2.29	42.9	14%	43%	43%
53. You set a good example	15	2.53	53.3		47%	53%
54. You complete assigned work tasks.	15	2.47	46.7		53%	47%
55. You hold yourself accountable to goals / objectives	15	2.40	40.0		60%	40%

Comments:

- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.
- ___ is a valuable resource to the organization and the team.
- ___ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.

Strategic Insight

Summary Scores



56. You maintain knowledge of current trends in the industry.



57. You identify root causes of problems.



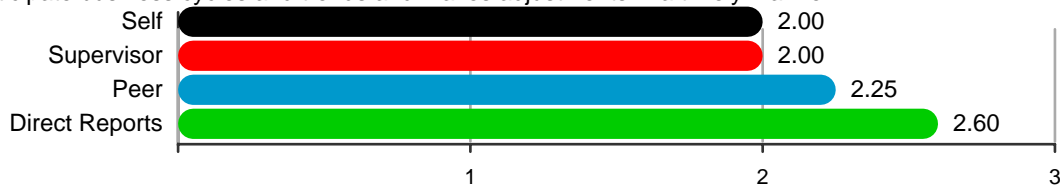
58. You identify potential problems before they become critical incidents.



59. You analyze unique issues or problems impacting the Company.



60. You anticipate business cycles and trends and makes adjustments in a timely manner.



Level of Skill

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

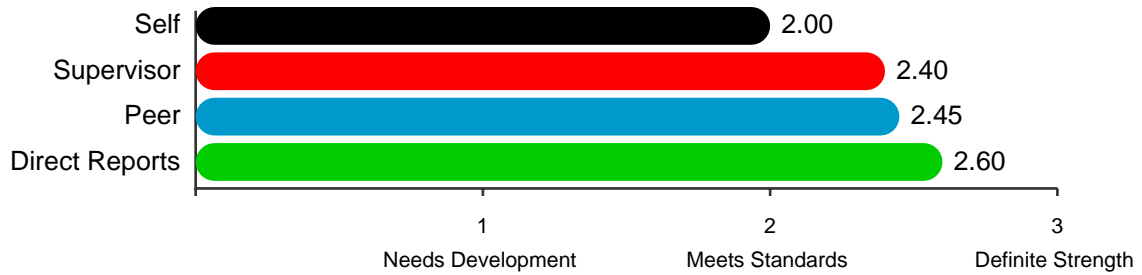
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
56. You maintain knowledge of current trends in the industry.	15	2.53	53.3	47%	53%	
57. You identify root causes of problems.	15	2.33	33.3	67%		33%
58. You identify potential problems before they become critical incidents.	15	2.33	33.3	67%		33%
59. You analyze unique issues or problems impacting the Company.	15	2.27	26.7	73%		27%
60. You anticipate business cycles and trends and makes adjustments in a timely manner.	15	2.33	33.3	67%		33%

Comments:

- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- ___ is a great team player with an employee safety and satisfaction focus.
- Has a "go getter" attitude!
- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- ___ is a wonderful collaborator and leader. It is a treat to be able to work with her.

Global Perspective

Summary Scores



61. You cooperate with others on a global scale.



62. You facilitate open communication with individuals from other countries.



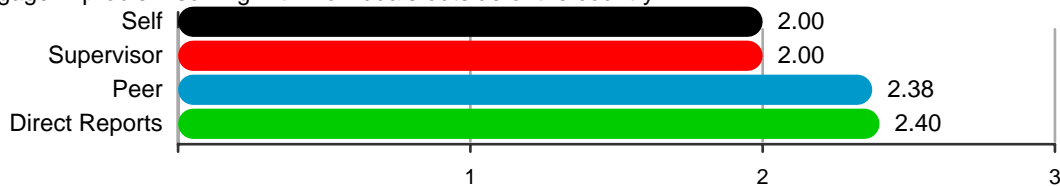
63. You have positive interactions with individuals from different cultures and backgrounds.



64. You analyze global issues/problems that are having a large impact on the Company.



65. You engage in problem solving with individuals outside of the country.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
61. You cooperate with others on a global scale.	15	2.47	46.7	53%	47%	
62. You facilitate open communication with individuals from other countries.	15	2.47	46.7	53%	47%	
63. You have positive interactions with individuals from different cultures and backgrounds.	15	2.47	46.7	53%	47%	
64. You analyze global issues/problems that are having a large impact on the Company.	15	2.60	60.0	40%	60%	
65. You engage in problem solving with individuals outside of the country.	15	2.33	40.0	7%	53%	40%

Comments:

- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- ___ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- I truly enjoy working with ___ on a daily basis.
- ___ is respected by the team and they openly seek out her advise or opinion.

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?

- ___ helped to keep us positively focus in the right direction, while keeping us well informed.
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- ___ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.

What do you like best about working with this individual?

- ___, more than anyone, takes what she's learned with Core Competencies and implements them.
- Expectations are not always clearly communicated/outlined.
- Our department continues to have a very low loss rate.
- She is always available to listen, lend a hand, or guide the staff when needed.
- I don't often get a chance to see ___ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.
- I think ___ should learn to be more concise and focused in her comments. She can consume a lot of meeting time with commentary that is lengthy and not always on point.

What do you like least about working with this individual?

- I really enjoy her mentorship.
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- Completes variance analysis and identifies corrective actions.
- Despite the fact that ___ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.

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

- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- She has taken her team to the next level.
- The role of interim director is new to ___ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however ___ surpasses anyone I met before.
- ___ is highly professional in her everyday work.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.

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

- On occasion ___'s point may be lost or made unclear due to her not having organized her thoughts sufficiently before speaking. If she were more succinct her point would often be made clearer.
- Employees were not encouraged to do anything besides come to work.
- She is an excellent teammate, great attitude, effort, and energy.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- ___ has done tremendous work this past year in the Finance team.
- She has grown as a manager in the last few months and it shows.

Any final comments?

- Even tempered with a wealth of experience, she has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- ___ takes people where they want to go and pushes them to be their own success.
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- ___ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- ___ is very clear about her expectations and I appreciate this.
- ___ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.