

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.

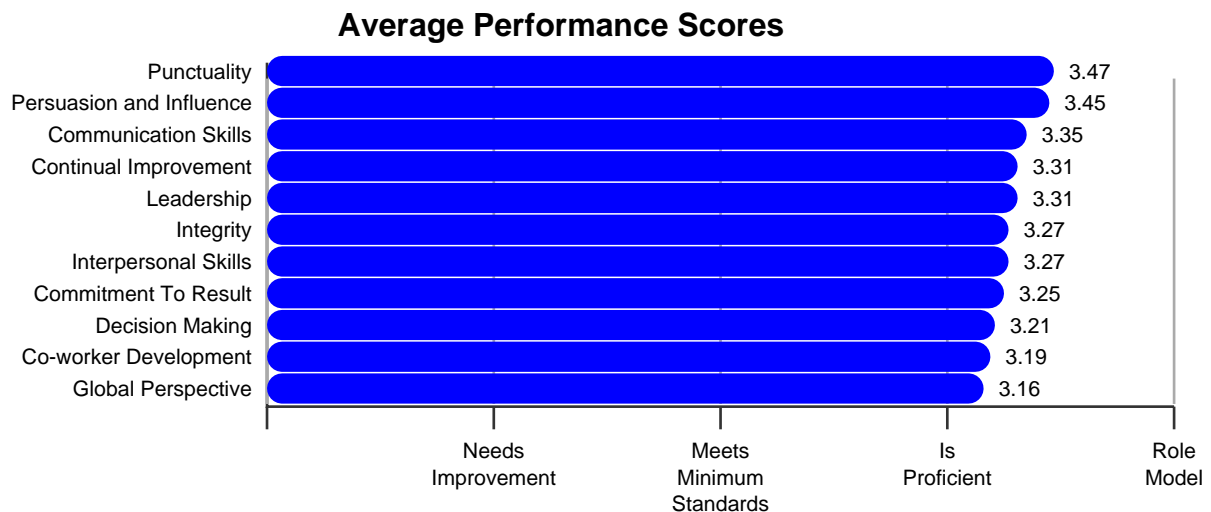
What to Do with Your Feedback

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

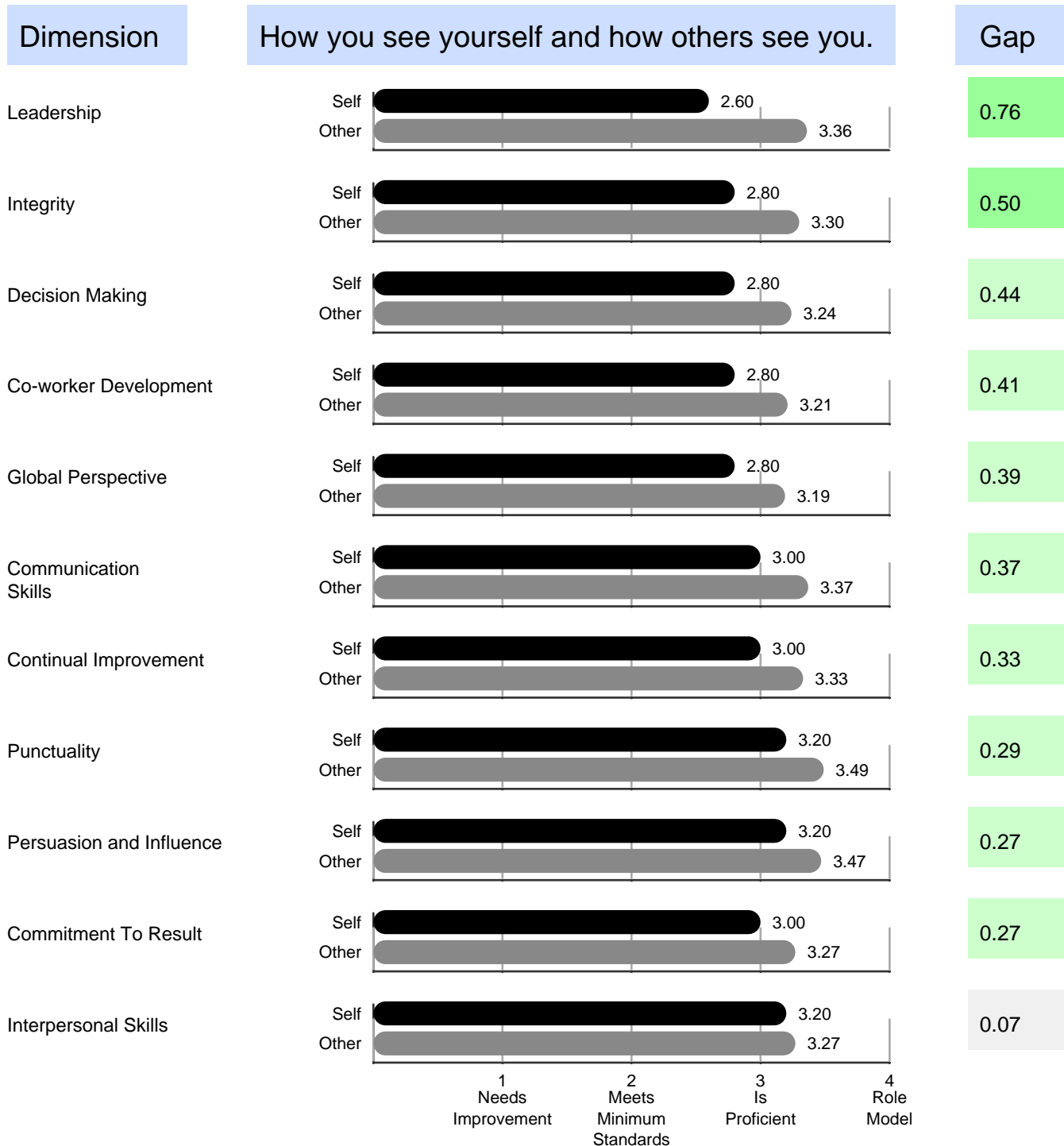
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



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.



Punctuality

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 invoice clients on a timely basis.	15	3.20	93.3	7%	67%		27%
2. You conduct appointments at scheduled start time.	15	3.87	100.0	13%	87%		
3. You start meetings on time.	15	3.33	93.3	7%	53%		40%
4. You start the workday when scheduled.	15	3.60	93.3	7%	27%	67%	
5. You avoid making personal phone calls during working hours.	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 invoice clients on a timely basis.	3.29	3.20	-0.09 ▼
2. You conduct appointments at scheduled start time.	3.65	3.87	+0.22 ▲
3. You start meetings on time.	3.18	3.33	+0.16 ▲
4. You start the workday when scheduled.	3.41	3.60	+0.19 ▲
5. You avoid making personal phone calls during working hours.	3.24	3.33	+0.10 ▲

Comments:

- She is very relatable and I believe it helps with the initial contact with the prospects.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- 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.
- ___ does not shy away from making the tough calls and is respected by many members of our team.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- She is very supportive of us and the job we do.

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
6. You listen to others' points of view with an open mind	15	3.20	93.3	7%	60%		33%
7. You communicate effectively with all levels of the organization.	15	3.20	86.7	13%	53%		33%
8. You coach others and provides feedback on the use of different oral communication styles for different audiences	15	3.40	93.3	7%	47%		47%
9. You ask follow-up questions as needed.	15	3.47	93.3	7%	40%		53%
10. You present issues, ideas, and strategy concisely and clearly.	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 listen to others' points of view with an open mind	3.24	3.20	-0.04 ▼
7. You communicate effectively with all levels of the organization.	3.41	3.20	-0.21 ▼
8. You coach others and provides feedback on the use of different oral communication styles for different audiences	3.24	3.40	+0.16 ▲
9. You ask follow-up questions as needed.	3.18	3.47	+0.29 ▲
10. You present issues, ideas, and strategy concisely and clearly.	3.35	3.47	+0.11 ▲

Comments:

- ___ is a intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- In many cases, not in all, she could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and she approved it.'
- I believe I need to give her a chance to get into her position.
- ___ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.

Integrity

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. You are consistently open and honest with others.	15	3.53	100.0	47%	53%		
12. You foster a high standard of ethics and integrity.	15	3.27	100.0	73%	27%		
13. You protect the integrity and confidentiality of information	15	3.33	100.0	67%	33%		
14. You do the right thing even when negative consequence may result.	15	3.13	86.7	13%	60%	27%	
15. You maintain the confidentiality of others.	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 are consistently open and honest with others.	3.47	3.53	+0.06 ▲
12. You foster a high standard of ethics and integrity.	3.47	3.27	-0.20 ▼
13. You protect the integrity and confidentiality of information	3.35	3.33	-0.02 ▼
14. You do the right thing even when negative consequence may result.	3.18	3.13	-0.04 ▼
15. You maintain the confidentiality of others.	3.00	3.07	+0.07 ▲

Comments:

- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- 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.
- I feel that ___ has skills that are underutilized because she is a content expert in one function of the organization; however, her skills are far beyond human resources and should be used to help push the organization forward.
- ___ is very cognizant of areas for improvement. She has made a huge impact on how the department functions.
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- She encourages individual and professional improvement and provides educational opportunities.

Continual Improvement

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 promote training and development opportunities to enhance job performance.	15	3.40	93.3	7%	47%	47%	
17. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	15	3.27	93.3	7%	60%	33%	
18. You analyze processes to determine areas for improvement.	14	3.00	92.9	7%	79%	14%	
19. You are open to the suggestions from others.	15	3.47	100.0		53%	47%	
20. You pursue efforts to improve by seeking feedback from others.	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 promote training and development opportunities to enhance job performance.	3.65	3.40	-0.25 ▼
17. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	3.47	3.27	-0.20 ▼
18. You analyze processes to determine areas for improvement.	3.12	3.00	-0.12 ▼
19. You are open to the suggestions from others.	3.59	3.47	-0.12 ▼
20. You pursue efforts to improve by seeking feedback from others.	3.29	3.40	+0.11 ▲

Comments:

- She is highly engaged in her work and passionate about connecting with others in a meaningful way.
- ___ is very responsive and provides great support service.
- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- She could benefit from becoming more comfortable challenging others.
- I may not know all that is going on behind the scenes, however there are times when she may need to take more action with some employees to help provide a more positive environment overall for the entire team.

Leadership

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. You are a highly effective supervisor.	15	3.53	100.0	47%	53%		
22. You consistently follow the commitments to communication in dealing with others	15	3.00	80.0	20%	60%	20%	
23. You give inspiring presentations or discussions.	15	2.87	80.0	20%	73%	7%	
24. You are accessible and approachable to associates.	15	3.47	100.0	53%	47%		
25. You are able to increase the performance of under-performing employees.	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 are a highly effective supervisor.	3.35	3.53	+0.18 ▲
22. You consistently follow the commitments to communication in dealing with others	3.00	3.00	
23. You give inspiring presentations or discussions.	2.88	2.87	-0.02 ▼
24. You are accessible and approachable to associates.	3.00	3.47	+0.47 ▲
25. You are able to increase the performance of under-performing employees.	3.76	3.67	-0.10 ▼

Comments:

- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- While encouraging folks to continue with their education, she is also continuing with her education.
- She won't settle for less.
- She is always looking to and listening to the staff for their and needs.
- She cares deeply about the engagement of her staff and has concern for those in need.
- ___ 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.

Persuasion and Influence

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 ensure stakeholders are involved in the decision making process.	15	3.40	93.3	7%	47%	47%	
27. You persuade others to consider alternative points of view.	15	3.33	93.3	7%	53%	40%	
28. You are able to express own goals and needs.	15	3.53	100.0		47%	53%	
29. You understand what others need.	15	3.67	100.0		33%	67%	
30. You attempt to persuade others rather than simply control them.	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 ensure stakeholders are involved in the decision making process.	3.53	3.40	-0.13 ▼
27. You persuade others to consider alternative points of view.	3.12	3.33	+0.22 ▲
28. You are able to express own goals and needs.	3.41	3.53	+0.12 ▲
29. You understand what others need.	3.59	3.67	+0.08 ▲
30. You attempt to persuade others rather than simply control them.	3.41	3.33	-0.08 ▼

Comments:

- ___ has made good judgements in hiring top notch employees.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- Is very upbeat and quick to contribute to the team.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- 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.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.

Decision Making

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 seek input from key people who should be involved in, or will be affected by, decisions	15	3.20	86.7	13%	53%	33%	
32. You ask for additional information when making critical decisions.	15	3.40	100.0		60%	40%	
33. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.20	86.7	13%	53%	33%	
34. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	15	3.27	93.3	7%	60%	33%	
35. You are able to make decisions quickly.	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 seek input from key people who should be involved in, or will be affected by, decisions	3.18	3.20	+0.02 ▲
32. You ask for additional information when making critical decisions.	3.35	3.40	+0.05 ▲
33. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action	3.18	3.20	+0.02 ▲
34. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	2.88	3.27	+0.38 ▲
35. You are able to make decisions quickly.	3.18	3.00	-0.18 ▼

Comments:

- When there are any issues, I can take them to ___ and together we are able to work out the issues.
- ___ leads by example. Great Employee engagement.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- ___'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.
- ___ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- ___ 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.

Commitment To Result

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 create a sense of urgency among the store team members to complete activities, which drive sales.	15	3.20	93.3	7%	67%		27%
37. You take immediate action toward goals.	15	3.27	93.3	7%	60%		33%
38. You are willing to do whatever it takes-not afraid to have to put in extra effort.	15	3.27	86.7	13%	47%		40%
39. You coordinate all department activities into a cohesive team effort.	15	3.13	86.7	13%	60%		27%
40. You are committed to the team.	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 create a sense of urgency among the store team members to complete activities, which drive sales.	3.18	3.20	+0.02 ▲
37. You take immediate action toward goals.	3.35	3.27	-0.09 ▼
38. You are willing to do whatever it takes-not afraid to have to put in extra effort.	3.24	3.27	+0.03 ▲
39. You coordinate all department activities into a cohesive team effort.	3.59	3.13	-0.45 ▼
40. You are committed to the team.	3.29	3.40	+0.11 ▲

Comments:

- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- I appreciate her helpful and cheerful outlook!
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- ___ collaborates well with other departments and managers.

Interpersonal 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
41. You are open and approachable	15	3.33	93.3	7%	53%	40%	
42. You express appreciation of other's work.	15	3.33	93.3	7%	53%	40%	
43. You work cooperatively with others in the department.	15	3.13	86.7	13%	60%	27%	
44. You successfully mediate conflicts and disagreements.	15	3.00	86.7	13%	73%	13%	
45. You display positive interactions.	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 are open and approachable	3.29	3.33	+0.04 ▲
42. You express appreciation of other's work.	3.41	3.33	-0.08 ▼
43. You work cooperatively with others in the department.	3.35	3.13	-0.22 ▼
44. You successfully mediate conflicts and disagreements.	3.18	3.00	-0.18 ▼
45. You display positive interactions.	3.35	3.53	+0.18 ▲

Comments:

- ___ is an amazing manager. She genuinely cares about her staff.
- ___ is always working to include staff in a shared decision making processes.
- ___ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- Timeliness and accountability of projects.
- ___ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. ___ also helps her team recognize areas of improvement and works to improve those areas as well.
- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.

Co-worker Development

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. You give others development opportunities through project assignments and increased job responsibilities	15	3.00	86.7	13%	73%		13%
47. You provide ongoing feedback to co-workers on your development progress	15	3.20	93.3	7%	60%		33%
48. You set and clearly communicate expectations, performance goals, and measurements to others	15	3.20	93.3	7%	67%		27%
49. You adapt coaching and mentoring approach to meet the style or needs of individuals	15	3.40	93.3	7%	47%		47%
50. You monitor and assess the performance levels of individuals and team, measuring them against targets	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 give others development opportunities through project assignments and increased job responsibilities	3.24	3.00	-0.24 ▼
47. You provide ongoing feedback to co-workers on your development progress	3.00	3.20	+0.20 ▲
48. You set and clearly communicate expectations, performance goals, and measurements to others	3.18	3.20	+0.02 ▲
49. You adapt coaching and mentoring approach to meet the style or needs of individuals	3.35	3.40	+0.05 ▲
50. You monitor and assess the performance levels of individuals and team, measuring them against targets	3.29	3.13	-0.16 ▼

Comments:

- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- ___ always makes decisions based on what is best for the department or organization.
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- She is highly engaged in her work and passionate about connecting with others in a meaningful way.
- ___ is very friendly and expresses genuine care for the staff when she is present.

Global Perspective

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 have positive interactions with individuals from different cultures and backgrounds.	14	3.14	92.9	7%	71%		21%
52. You apply knowledge of overseas markets.	14	3.21	85.7	14%	50%		36%
53. You demonstrate working knowledge of global transactions.	15	3.27	86.7	13%	47%		40%
54. You are aware of the culture, behaviors, identities and beliefs of others.	15	3.13	86.7	13%	60%		27%
55. You align personal vision with global strategies.	15	3.07	86.7	13%	67%		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
51. You have positive interactions with individuals from different cultures and backgrounds.	3.24	3.14	-0.09 ▼
52. You apply knowledge of overseas markets.	3.06	3.21	+0.16 ▲
53. You demonstrate working knowledge of global transactions.	3.59	3.27	-0.32 ▼
54. You are aware of the culture, behaviors, identities and beliefs of others.	2.94	3.13	+0.19 ▲
55. You align personal vision with global strategies.	2.88	3.07	+0.18 ▲

Comments:

- She always steps up and gets what needs to be done completed.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- ___ is a good leader because she gives examples through her own behavior.
- Provides coaching for developing team leaders to help them meet their goals.
- When ___ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team She was able to raise the departments moral while implementing those changes. ___ is an engaged Leader.

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?

- You can always count on ___ to respond to emails and telephone calls and follow through with commitments.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- She also works to build and maintain community connections with local law enforcement and other emergency responders.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- When in need, she picks the appropriate person to conquer a task or assignment. She delegates well and seems to know who best to direct projects, questions and or initiatives to.
- ___ has been so busy with her daily work, and filling in the gaps of a shortage of employee's that she has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for her to be able to attend these functions.

What do you like best about working with this individual?

- More opportunities to share knowledge with the team.
- I appreciate that ___ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- ___ 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!
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- She is a charismatic leader. Really the best!!
- Provide more clarity. Increase your technical knowledge.

What do you like least about working with this individual?

- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.
- She can ask a question and truly listen to the answer before giving feedback.
- I have seen improvement and will try to encourage even more growth.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- 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 weaknesses (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.
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.

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

- ___ has demonstrated excellent leadership and organizational qualities. She keeps her team focused and is open to all ideas. She certainly makes us feel included in all aspects that pertain to our department.
- Norm made an excellent choice by selecting ___ to lead [CompanyName].
- ___ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- More opportunities to share knowledge with the team.
- ___'s team loves and respects her, the organization highly values her, others outside of HR seek her out for assistance, and I think even those outside of [CompanyName] look to her for guidance. I don't know how she does it!

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

- Take charge without feeling like you need approval.
- 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.
- ___ is the shining example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- Always looking for ways to grow as a person. Inspires others to do the same.
- Experience, mentoring and self-confidence.

Any final comments?

- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- ___ is very approachable and ensures the best for all employees in the department.
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.