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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.

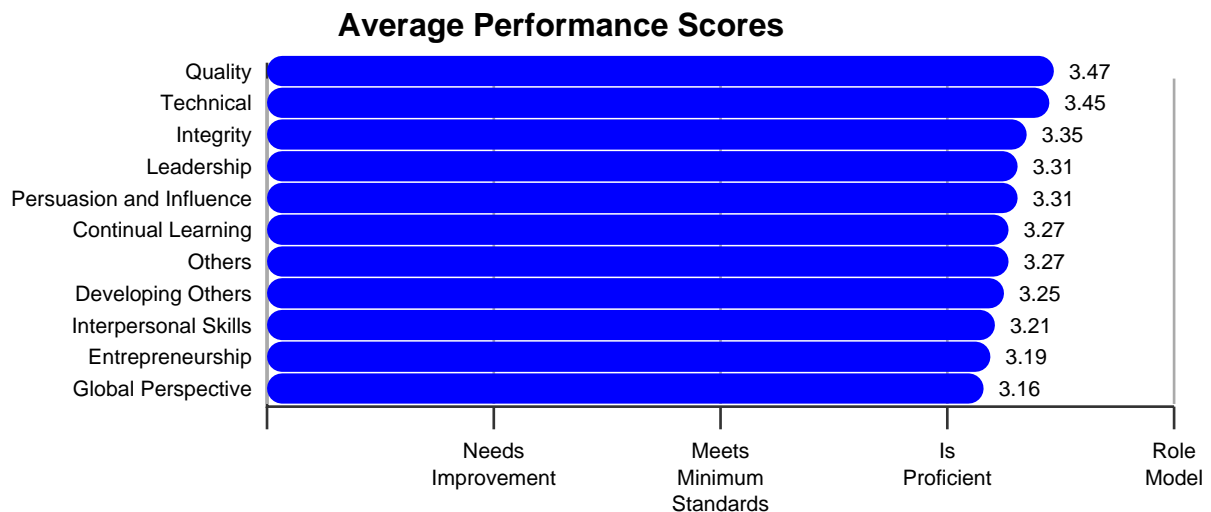
## What to Do with Your Feedback

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.



## Quality

### 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. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	3.20	93.3	7%	67%		27%
2. Holds employees accountable for their quality of work.	15	3.87	100.0	13%	87%		
3. Corrects issues in a timely manner.	15	3.33	93.3	7%	53%		40%
4. Encourages others to produce the highest quality work products.	15	3.60	93.3	7%	27%	67%	
5. Reflects on what is working and what could be improved.	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. Analyze what occurred and re-adjusts accordingly when goals are not met.	3.29	3.20	-0.09 ▼
2. Holds employees accountable for their quality of work.	3.65	3.87	+0.22 ▲
3. Corrects issues in a timely manner.	3.18	3.33	+0.16 ▲
4. Encourages others to produce the highest quality work products.	3.41	3.60	+0.19 ▲
5. Reflects on what is working and what could be improved.	3.24	3.33	+0.10 ▲

### Comments:

- \_\_\_ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- When issues or questions are raised in the department, \_\_\_ follows thru to address them in a timely manner.
- I think \_\_\_ is doing to great job! The learning curve is steep and she is growing to meet the challenge.
- \_\_\_'s job performance exceeds all the elements.
- She consistently helps us in problem solving a variety of issues.

## 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
6. Accepts responsibility for mistakes.	15	3.20	93.3	7%	60%	33%	
7. Demonstrates sincerity in actions with others.	15	3.20	86.7	13%	53%	33%	
8. Does what was promised.	15	3.40	93.3	7%	47%	47%	
9. Fosters a high standard of ethics and integrity.	15	3.47	93.3	7%	40%	53%	
10. Develops trust and confidence from others.	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. Accepts responsibility for mistakes.	3.24	3.20	-0.04 ▼
7. Demonstrates sincerity in actions with others.	3.41	3.20	-0.21 ▼
8. Does what was promised.	3.24	3.40	+0.16 ▲
9. Fosters a high standard of ethics and integrity.	3.18	3.47	+0.29 ▲
10. Develops trust and confidence from others.	3.35	3.47	+0.11 ▲

### Comments:

- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.
- \_\_\_ is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- \_\_\_ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.
- I believe the team greatly values \_\_\_'s visionary capabilities and ideas, which is appropriate for a Vice President, but she is getting too involved in Director level tasks.
- \_\_\_ 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.
- \_\_\_ is very good at recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that \_\_\_ respects their abilities and contributions to the department.

## Continual Learning

### 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. Is open to new ideas and concepts.	15	3.53	100.0	47%	53%		
12. Improves on their skill sets.	15	3.27	100.0	73%	27%		
13. Participates in regular training offered.	15	3.33	100.0	67%	33%		
14. Seeks opportunities to grow in skills and knowledge.	15	3.13	86.7	13%	60%	27%	
15. Builds on their strengths while addressing their weaknesses.	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. Is open to new ideas and concepts.	3.47	3.53	+0.06 ▲
12. Improves on their skill sets.	3.47	3.27	-0.20 ▼
13. Participates in regular training offered.	3.35	3.33	-0.02 ▼
14. Seeks opportunities to grow in skills and knowledge.	3.18	3.13	-0.04 ▼
15. Builds on their strengths while addressing their weaknesses.	3.00	3.07	+0.07 ▲

### Comments:

- Always available to give us what we need to succeed.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- You could check for clarity in expectations more frequently.
- When \_\_\_ was tapped for the VP position I was very pleased as she was a very good director.
- \_\_\_ is a steady leader who maintains her objectivity during stressful times.
- \_\_\_ is very reliable and collaborates well on projects.

## 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
16. Sets clear goals and objectives for subordinates.	15	3.40	93.3	7%	47%	47%	
17. Expresses clear goals and objectives.	15	3.27	93.3	7%	60%	33%	
18. Sits down regularly with employees to review their job performance.	14	3.00	92.9	7%	79%	14%	
19. Takes ownership and accountability for results	15	3.47	100.0		53%	47%	
20. Gives direct, constructive, and actionable feedback.	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

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

Item	2022	2023	Change
16. Sets clear goals and objectives for subordinates.	3.65	3.40	-0.25 ▼
17. Expresses clear goals and objectives.	3.47	3.27	-0.20 ▼
18. Sits down regularly with employees to review their job performance.	3.12	3.00	-0.12 ▼
19. Takes ownership and accountability for results	3.59	3.47	-0.12 ▼
20. Gives direct, constructive, and actionable feedback.	3.29	3.40	+0.11 ▲

### Comments:

- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- \_\_\_'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- Takes complete ownership of role and looks for ways to assist teammates.
- I love working with her and hope to continue having her as my supervisor!
- I have found that when \_\_\_ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.
- Demonstrates an ability to remain focused on outcomes.

## 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
21. Persuades others to consider alternative points of view.	15	3.53	100.0	47%	53%		
22. Understanding what others need.	15	3.00	80.0	20%	60%	20%	
23. Attempts to persuade others rather than simply control them.	15	2.87	80.0	20%	73%	7%	
24. Seeks to obtain consensus or compromise.	15	3.47	100.0	53%	47%		
25. Develops a good rapport with others.	15	3.67	100.0	33%	67%		

### Time Comparisons by Item

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

Item	2022	2023	Change
21. Persuades others to consider alternative points of view.	3.35	3.53	+0.18 ▲
22. Understanding what others need.	3.00	3.00	
23. Attempts to persuade others rather than simply control them.	2.88	2.87	-0.02 ▼
24. Seeks to obtain consensus or compromise.	3.00	3.47	+0.47 ▲
25. Develops a good rapport with others.	3.76	3.67	-0.10 ▼

### Comments:

- \_\_\_ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- She is excellent at helping/coaching/problem-solving with others.
- \_\_\_ has done a great job of continuing to grow and refine the service lines.
- \_\_\_ is a valuable resource to the organization and the team.
- She uses the strengths of everyone around her to get the best solutions possible.
- In every interaction that I have had with \_\_\_, I have found her to be professional, reliable, and engaged in the process.



## Technical

### 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. Willingly shares his/her technical expertise; sought out as resource by others	15	3.40	93.3	7%	47%	47%	
27. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.33	93.3	7%	53%	40%	
28. Demonstrates mastery of the technical competencies required in his/her work.	15	3.53	100.0		47%	53%	
29. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.67	100.0		33%	67%	
30. Seeks information from others as needed.	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. Willingly shares his/her technical expertise; sought out as resource by others	3.53	3.40	-0.13 ▼
27. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.12	3.33	+0.22 ▲
28. Demonstrates mastery of the technical competencies required in his/her work.	3.41	3.53	+0.12 ▲
29. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.59	3.67	+0.08 ▲
30. Seeks information from others as needed.	3.41	3.33	-0.08 ▼

### Comments:

- There are times that the customers interest is overlooked because it is the way we have always done it.
- I have worked with \_\_\_ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- \_\_\_ supports each security officer in such a way that you want to grow and improve in what you do.
- \_\_\_ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, she has broadened her perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- What I like is her standard line what resources do you need from me to make this work?

## 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
31. Adapts management style to meet the needs of the individual or situation.	15	3.20	86.7	13%	53%		33%
32. Successfully resolves conflicts and grievances to a win-win solution.	15	3.40	100.0		60%		40%
33. Values the opinions of others.	15	3.20	86.7	13%	53%		33%
34. Expresses appreciation of other's work.	15	3.27	93.3	7%	60%		33%
35. Creates an atmosphere that supports the open expression of ideas	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. Adapts management style to meet the needs of the individual or situation.	3.18	3.20	+0.02 ▲
32. Successfully resolves conflicts and grievances to a win-win solution.	3.35	3.40	+0.05 ▲
33. Values the opinions of others.	3.18	3.20	+0.02 ▲
34. Expresses appreciation of other's work.	2.88	3.27	+0.38 ▲
35. Creates an atmosphere that supports the open expression of ideas	3.18	3.00	-0.18 ▼

### Comments:

- \_\_\_ is a tremendous leader in our organization.
- \_\_\_ has many responsibilities and at times needed direction is delayed as she sorts through her priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- \_\_\_ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- \_\_\_ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- Communication to entire team is excellent and helps engage all staff. \_\_\_'s visibility to her team has been very positive.

## Developing Others

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.20	93.3	7%	67%		27%
37. Recognizes and celebrates accomplishments of others.	15	3.27	93.3	7%	60%		33%
38. Tries to ensure employees are ready to move to the next level.	15	3.27	86.7	13%	47%		40%
39. Provides constructive feedback to others.	15	3.13	86.7	13%	60%		27%
40. Assigns tasks and responsibilities to develop skills of 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
36. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.18	3.20	+0.02 ▲
37. Recognizes and celebrates accomplishments of others.	3.35	3.27	-0.09 ▼
38. Tries to ensure employees are ready to move to the next level.	3.24	3.27	+0.03 ▲
39. Provides constructive feedback to others.	3.59	3.13	-0.45 ▼
40. Assigns tasks and responsibilities to develop skills of others.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_ is a knowledgeable professional committed to improvement and quality. \_\_\_ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- \_\_\_ 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 seems to be well respected from members of her own team as well.
- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit. I must say that I learn a great deal from \_\_\_ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of responsibility.
- She is very effective.
- Has the experience needed.

## Others

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Supports the efforts of other employees in implementing solutions to problems.	15	3.33	93.3	7%	53%	40%	
42. Respects the opinions of other employees.	15	3.33	93.3	7%	53%	40%	
43. ...treats others with respect and dignity.	15	3.13	86.7	13%	60%	27%	
44. Is able to see issues from others' perspectives.	15	3.00	86.7	13%	73%	13%	
45. Works across boundaries within the organization.	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. Supports the efforts of other employees in implementing solutions to problems.	3.29	3.33	+0.04 ▲
42. Respects the opinions of other employees.	3.41	3.33	-0.08 ▼
43. ...treats others with respect and dignity.	3.35	3.13	-0.22 ▼
44. Is able to see issues from others' perspectives.	3.18	3.00	-0.18 ▼
45. Works across boundaries within the organization.	3.35	3.53	+0.18 ▲

#### Comments:

- She is very astute, proactive in problem solving, and a great team member.
- \_\_\_ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on \_\_\_ to stand her ground and take care of her employees / department.
- I have only recently started working with \_\_\_ and therefore do not have comments on some items, but regarding the projects I have worked with \_\_\_ on to date the above applies.
- I honestly cannot think of anything to recommend that would help her to improve at this point.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which \_\_\_ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- I may not always agree with her decisions but I understand why they were made because she takes the time to explain them. The things she does for our department and me are immeasurable

## Entrepreneurship

### 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. Devotes a certain amount of time and effort to developing new business opportunities.	15	3.00	86.7	13%	73%		13%
47. Excellent at managing relationships with stakeholders.	15	3.20	93.3	7%	60%		33%
48. Can work effectively in an environment of uncertainty.	15	3.20	93.3	7%	67%		27%
49. Seeks and utilizes mentors to help guide professional development.	15	3.40	93.3	7%	47%		47%
50. Takes the initiative to complete tasks.	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. Devotes a certain amount of time and effort to developing new business opportunities.	3.24	3.00	-0.24 ▼
47. Excellent at managing relationships with stakeholders.	3.00	3.20	+0.20 ▲
48. Can work effectively in an environment of uncertainty.	3.18	3.20	+0.02 ▲
49. Seeks and utilizes mentors to help guide professional development.	3.35	3.40	+0.05 ▲
50. Takes the initiative to complete tasks.	3.29	3.13	-0.16 ▼

#### Comments:

- \_\_\_ appropriately utilizes the resources of other team members to meet the needs of the organization.
- Cannot think of anything
- She is a real advocate for the customers. Excellent department and computer skills
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- \_\_\_ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- Demonstrates a focus on the business goals through task prioritization.

## 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. Sets the example for team on importance of cultural awareness.	14	3.14	92.9	7%	71%		21%
52. Is able to work with individuals having different backgrounds and cultures.	14	3.21	85.7	14%	50%		36%
53. Exemplifies the skills of a global worker.	15	3.27	86.7	13%	47%		40%
54. Communicates effectively on a multi-lingual basis.	15	3.13	86.7	13%	60%		27%
55. Facilitates open communication with individuals from other countries.	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. Sets the example for team on importance of cultural awareness.	3.24	3.14	-0.09 ▼
52. Is able to work with individuals having different backgrounds and cultures.	3.06	3.21	+0.16 ▲
53. Exemplifies the skills of a global worker.	3.59	3.27	-0.32 ▼
54. Communicates effectively on a multi-lingual basis.	2.94	3.13	+0.19 ▲
55. Facilitates open communication with individuals from other countries.	2.88	3.07	+0.18 ▲

### Comments:

- \_\_\_ is a great team player for our organization as a whole and for the Department itself.
- \_\_\_ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- She quickly addresses any challenges that may arise.
- Positive attitude.
- \_\_\_ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about \_\_\_ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.
- 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.

## 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?

- \_\_\_ is willing to tackle performance situations and solicits feedback on how her team is doing.
- She has grown as a manager in the last few months and it shows.
- \_\_\_ analyzes all situations before making a decision.
- She is very effective.
- She sets a good example for personal growth.
- I respect \_\_\_ and have turned to her for advice.

### What do you like best about working with this individual?

- I appreciate \_\_\_'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- \_\_\_ pulls from the strengths of each of her staff. She utilizes them to the benefit of the department and to empower her employees to stay engaged and feel valued.
- She could improve with a take charge attitude.
- \_\_\_ is an excellent manager.
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.

### What do you like least about working with this individual?

- \_\_\_ is a great leader and supports her staff.
- Provide more frequent development feedback.
- Provide regular updates on the progress of work/tasks/projects.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- \_\_\_ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- \_\_\_ has always made herself available to help out in the department as needed, even willing to be there on weekends!

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

- I think \_\_\_ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when \_\_\_ took over and I feel \_\_\_ has risen to the occasion and handled herself well.
- \_\_\_ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- She correctly sets limits, and expectations of her managers.
- \_\_\_ is a dynamic and busy individual. At times she over commits herself and then has to cancel her participation as she cannot be in two places at once. It can inadvertently give off the aura that she is not engaged in the project meeting that was missed.
- \_\_\_ is very approachable. She is able to get people to follow through and engage in their daily work.

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

- \_\_\_ is willing to tackle performance situations and solicits feedback on how her team is doing.
- \_\_\_ exemplifies all of these qualities.
- \_\_\_ is a very effective communicator and I always felt very well informed as her direct report.
- \_\_\_ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- I can't think of a single thing \_\_\_ could improve upon.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.

### Any final comments?

- She is very astute, proactive in problem solving, and a great team member.
- She is truly dedicated to doing a good job, by helping us do a good job.
- Her team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- \_\_\_ is highly professional in her everyday work.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- Personality. Great Mentor and Leader. Talented.