



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

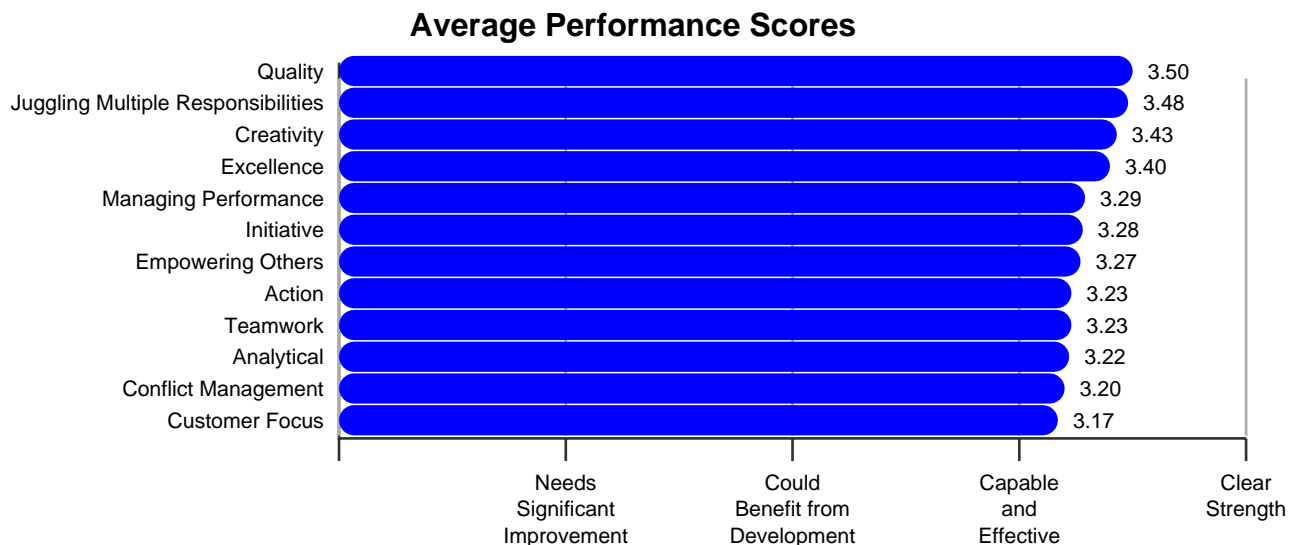
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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



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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. You reflect on what is working and what could be improved.	15	3.20	93.3	7%	67%		27%
2. You encourage others to produce the highest quality work products.	15	3.87	100.0	13%	87%		
3. You correct issues in a timely manner.	15	3.33	93.3	7%	53%		40%
4. You encourage others to achieve high quality standards.	15	3.60	93.3	7%	27%	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
1. You reflect on what is working and what could be improved.	3.29	3.20	-0.09 ▼
2. You encourage others to produce the highest quality work products.	3.65	3.87	+0.22 ▲
3. You correct issues in a timely manner.	3.18	3.33	+0.16 ▲
4. You encourage others to achieve high quality standards.	3.41	3.60	+0.19 ▲

Comments:

- ___ has been excellent about obtaining feedback and our opinions about system and program changes.
- ___ is a strong leader & mentor.
- ___ 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.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- ___ has nothing but [CompanyName]'s best interest at heart.
- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.

Initiative

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
5. You go above and beyond the stated goals.	15	3.33	93.3	7%	53%	40%	
6. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.20	93.3	7%	60%	33%	
7. You prepare for unexpected contingencies.	15	3.20	86.7	13%	53%	33%	
8. You immediately work to complete goals well before your deadline.	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
5. You go above and beyond the stated goals.	3.24	3.33	+0.10 ▲
6. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.24	3.20	-0.04 ▼
7. You prepare for unexpected contingencies.	3.41	3.20	-0.21 ▼
8. You immediately work to complete goals well before your deadline.	3.24	3.40	+0.16 ▲

Comments:

- Charisma, In-depth knowledge, and an ability to train/mentor others.
- Timeliness and accountability of projects.
- ___ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- ___ would be my choice for permanent manager of the department.
- Collaboration and dissemination of information and projects is something ___ does well.
- She is very effective and she has learned so much about our product.

Creativity

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
9. You are creative and inspirational.	15	3.47	93.3	7%	40%	53%	
10. You conceive, implement and evaluate ideas.	15	3.47	93.3	7%	40%	53%	
11. You add value to the department/organization.	15	3.53	100.0		47%	53%	
12. You are creative.	15	3.27	100.0		73%		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
9. You are creative and inspirational.	3.18	3.47	+0.29 ▲
10. You conceive, implement and evaluate ideas.	3.35	3.47	+0.11 ▲
11. You add value to the department/organization.	3.47	3.53	+0.06 ▲
12. You are creative.	3.47	3.27	-0.20 ▼

Comments:

- Always has the company's best interest at heart.
- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- ___'s management style is excellent.
- ___ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- She communicates clearly and responds to request without unnecessary delay.
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.

Action

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
13. You display high energy and enthusiasm on consistent basis.	15	3.33	100.0		67%		33%
14. You make effective decisions, even when under pressure.	15	3.13	86.7	13%	60%		27%
15. You work quickly when faced with difficult problems.	15	3.07	80.0	20%	53%		27%
16. You get the job done.	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
13. You display high energy and enthusiasm on consistent basis.	3.35	3.33	-0.02 ▼
14. You make effective decisions, even when under pressure.	3.18	3.13	-0.04 ▼
15. You work quickly when faced with difficult problems.	3.00	3.07	+0.07 ▲
16. You get the job done.	3.65	3.40	-0.25 ▼

Comments:

- She exceeded all of my expectations. The outcome of this work was very successful, in great part to ___'s work.
- ___ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- ___ is a role model of a leader and I feel privileged to have ___ as a leader and a mentor.
- I am glad to have ___ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.

Managing Performance

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
17. You align individual and team goals with the organization's goals and objectives.	15	3.27	93.3	7%	60%	33%	
18. You recognize and value good performance.	14	3.00	92.9	7%	79%	14%	
19. You present performance feedback in a clear and concise manner.	15	3.47	100.0		53%	47%	
20. You ensure employees understand how work is to be completed.	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
17. You align individual and team goals with the organization's goals and objectives.	3.47	3.27	-0.20 ▼
18. You recognize and value good performance.	3.12	3.00	-0.12 ▼
19. You present performance feedback in a clear and concise manner.	3.59	3.47	-0.12 ▼
20. You ensure employees understand how work is to be completed.	3.29	3.40	+0.11 ▲

Comments:

- I really enjoy working with _____. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- _____ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- _____ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- 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.
- Dedicated to the customer and community, she is worth her weight in gold.
- _____ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.

Analytical

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. You analyze data and information from several sources and arrives at logical conclusions.	15	3.53	100.0	47%		53%	
22. You use appropriate techniques to solve problems.	15	3.00	80.0	20%	60%		20%
23. You balance risks and costs with the reward and probabilities of success when decisions.	15	2.87	80.0	20%	73%		7%
24. You identify opportunities for progress and innovation.	15	3.47	100.0	53%		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
21. You analyze data and information from several sources and arrives at logical conclusions.	3.35	3.53	+0.18 ▲
22. You use appropriate techniques to solve problems.	3.00	3.00	
23. You balance risks and costs with the reward and probabilities of success when decisions.	2.88	2.87	-0.02 ▼
24. You identify opportunities for progress and innovation.	3.00	3.47	+0.47 ▲

Comments:

- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- She not only clearly communicates her desired outcomes but also follows up with her team members to ensure they understand. She is open for questions or feedback by everyone.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- I will always welcome ___'s direct, honest, caring feedback.
- She is continually looking for ways to improve our service to our customers.
- ___ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and ___ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.

Juggling Multiple Responsibilities

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
25. You use a scheduler/planner to keep tasks organized and on time.	15	3.67	100.0	33%	67%		
26. You build in extra time in the schedule for unplanned events/occurrences.	15	3.40	93.3	7%	47%	47%	
27. You ensure that assignments are prioritized according to the needs of the department/company.	15	3.33	93.3	7%	53%	40%	
28. You assess current capabilities before committing to new requests from customers.	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
25. You use a scheduler/planner to keep tasks organized and on time.	3.76	3.67	-0.10 ▼
26. You build in extra time in the schedule for unplanned events/occurrences.	3.53	3.40	-0.13 ▼
27. You ensure that assignments are prioritized according to the needs of the department/company.	3.12	3.33	+0.22 ▲
28. You assess current capabilities before committing to new requests from customers.	3.41	3.53	+0.12 ▲

Comments:

- I really enjoy working with ___ and I respect her as a leader and role model.
- She is very supportive and easily approachable.
- She is an excellent communicator. The only real opportunity I see is around translating her data and observations into solid action plans to drive improvement.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.
- I appreciate ___'s willingness to share her knowledge with our team.
- she continues to make improvements in core competencies.

Excellence

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
29. You demonstrate the functional or technical skills necessary to do your job.	15	3.67	100.0	33%	67%		
30. You can be counted on to add value wherever you are involved.	15	3.33	100.0		67%		33%
31. You keep yourself and others focused on constant improvement.	15	3.20	86.7	13%	53%		33%
32. You take a lot of pride in your work.	15	3.40	100.0		60%		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
29. You demonstrate the functional or technical skills necessary to do your job.	3.59	3.67	+0.08 ▲
30. You can be counted on to add value wherever you are involved.	3.41	3.33	-0.08 ▼
31. You keep yourself and others focused on constant improvement.	3.18	3.20	+0.02 ▲
32. You take a lot of pride in your work.	3.35	3.40	+0.05 ▲

Comments:

- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- Each member feels they are a part of the team and knows their contribution is valued.
- She is very knowledgeable and is always willing to lend a helping hand!
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- She recognized where I needed help and supported me in making the case to get it.

Customer Focus

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
33. You develop good rapport and trust with the customer.	15	3.20	86.7	13%	53%	33%	
34. You do not hesitate to address customer concerns or complaints.	15	3.27	93.3	7%	60%	33%	
35. You consistently model positive customer service attitudes.	15	3.00	80.0	20%	60%	20%	
36. You maintain positive customer relationships.	15	3.20	93.3	7%	67%	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
33. You develop good rapport and trust with the customer.	3.18	3.20	+0.02 ▲
34. You do not hesitate to address customer concerns or complaints.	2.88	3.27	+0.38 ▲
35. You consistently model positive customer service attitudes.	3.18	3.00	-0.18 ▼
36. You maintain positive customer relationships.	3.18	3.20	+0.02 ▲

Comments:

- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- She can ask a question and truly listen to the answer before giving feedback.
- She always steps up and gets what needs to be done completed.
- She walks the walk and talks the talk.
- ___ enjoys sharing knowledge and teaching her subordinates about their roles in the department. She regularly would spend 30 minutes sharing her insights on a topic. She also facilitated numerous training sessions when I started my job a year ago.
- I have great respect and appreciation for ___. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.

Empowering 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
37. You let employees make their own decisions.	15	3.27	93.3	7%	60%	33%	
38. You support the decisions of others.	15	3.27	86.7	13%	47%	40%	
39. You set clear goals for others to accomplish.	15	3.13	86.7	13%	60%	27%	
40. You are confident in the abilities of employees assigned important tasks.	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
37. You let employees make their own decisions.	3.35	3.27	-0.09 ▼
38. You support the decisions of others.	3.24	3.27	+0.03 ▲
39. You set clear goals for others to accomplish.	3.59	3.13	-0.45 ▼
40. You are confident in the abilities of employees assigned important tasks.	3.29	3.40	+0.11 ▲

Comments:

- I appreciate her commitment in this area.
- You can always count on ___ to respond to emails and telephone calls and follow through with commitments.
- She is open to feedback and actively tries to improve.
- I honestly cannot think of anything that she could improve on.
- Always conducts herself in a professional manner.
- She leads by example, not reputation.

Conflict Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. You try to understand others' point of view before making judgments	15	3.33	93.3	7%	53%	40%	
42. You identify and takes steps to prevent potential confrontations.	15	3.33	93.3	7%	53%	40%	
43. You assist team members by helping them see the other point of view.	15	3.13	86.7	13%	60%	27%	
44. You help employees to think through alternative ways to resolve conflict situations.	15	3.00	86.7	13%	73%	13%	

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 try to understand others' point of view before making judgments	3.29	3.33	+0.04 ▲
42. You identify and takes steps to prevent potential confrontations.	3.41	3.33	-0.08 ▼
43. You assist team members by helping them see the other point of view.	3.35	3.13	-0.22 ▼
44. You help employees to think through alternative ways to resolve conflict situations.	3.18	3.00	-0.18 ▼

Comments:

- I like that she challenges me.
- 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.
- ___ has been using more shared decision making and has allowed the department to enact recommendations that she personally may not have agreed with. That gave her a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- Her open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.

Teamwork

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
45. You encourage teamwork and collaboration.	15	3.53	100.0		47%	53%	
46. You carry your share of the workload	15	3.00	86.7	13%	73%		13%
47. You create a culture that fosters and values collaboration.	15	3.20	93.3	7%	60%		33%
48. You communicate a clear message that teamwork and collaboration are expected.	15	3.20	93.3	7%	67%		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
45. You encourage teamwork and collaboration.	3.35	3.53	+0.18 ▲
46. You carry your share of the workload	3.24	3.00	-0.24 ▼
47. You create a culture that fosters and values collaboration.	3.00	3.20	+0.20 ▲
48. You communicate a clear message that teamwork and collaboration are expected.	3.18	3.20	+0.02 ▲

Comments:

- Your initiative influences others in a positive way.
- ___ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- Her communication style can also come across as very directive at times to peers and subordinates.
- ___ has the talent to use different Leadership styles to fit the situation.
- ___ is an excellent manager.
- ___ has been excellent about obtaining feedback and our opinions about system and program changes.

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?

- She is open to suggestions given her that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to her attention.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- I look forward to learning and improving with her and the other members in the division.
- ___ teams with others to improve communication and process.
- Provide regular updates on the progress of work/tasks/projects.
- ___ 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.

What do you like best about working with this individual?

- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- ___ is very reliable, respectful and ethical in her leadership.
- It's been great working with her.
- ___ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- ___ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.
- 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 like least about working with this individual?

- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- ___ is always professional and demonstrates integrity in her daily work. She is consistently respectful and values other members of the team.
- My only constructive feedback would be better communication on what she's doing and why and how it may impact others would be appreciated.
- She is very customer focused and this reflects in her division leadership and performance.
- You can always count on ___ to respond to emails and telephone calls and follow through with commitments.
- ___ is a strong leader and passionate about her customers, staff and safety.

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

- She knows her subject matter!
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- Her communication style can also come across as very directive at times to peers and subordinates.
- ___ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.

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

- She seems to be well respected from members of her own team as well.
- She translated the creative thinking into real change and solution that advanced our department.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- ___ is a strong leader & mentor.
- ___ is able to problem solve very well.
- From my perspective, ___ is a very effective leader. I have seen ___ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. ___ is always open and is a great collaborator.

Any final comments?

- ___ is a "One of a kind" She is a great manager.
- 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.
- I have truly appreciated her guidance.
- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- Our department continues to have a very low loss rate.
- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!