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.
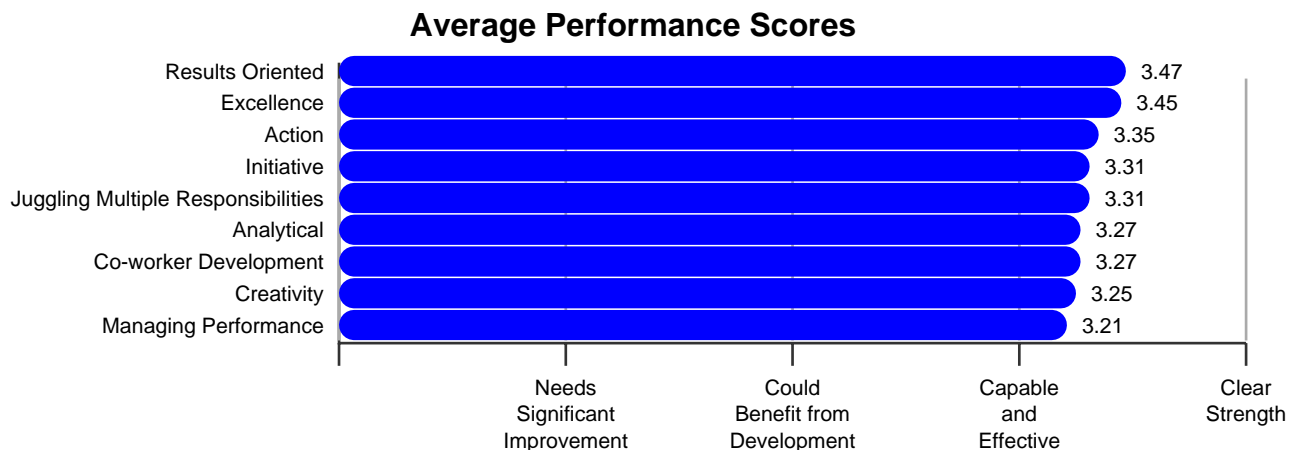
What to Do with Your Feedback

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.
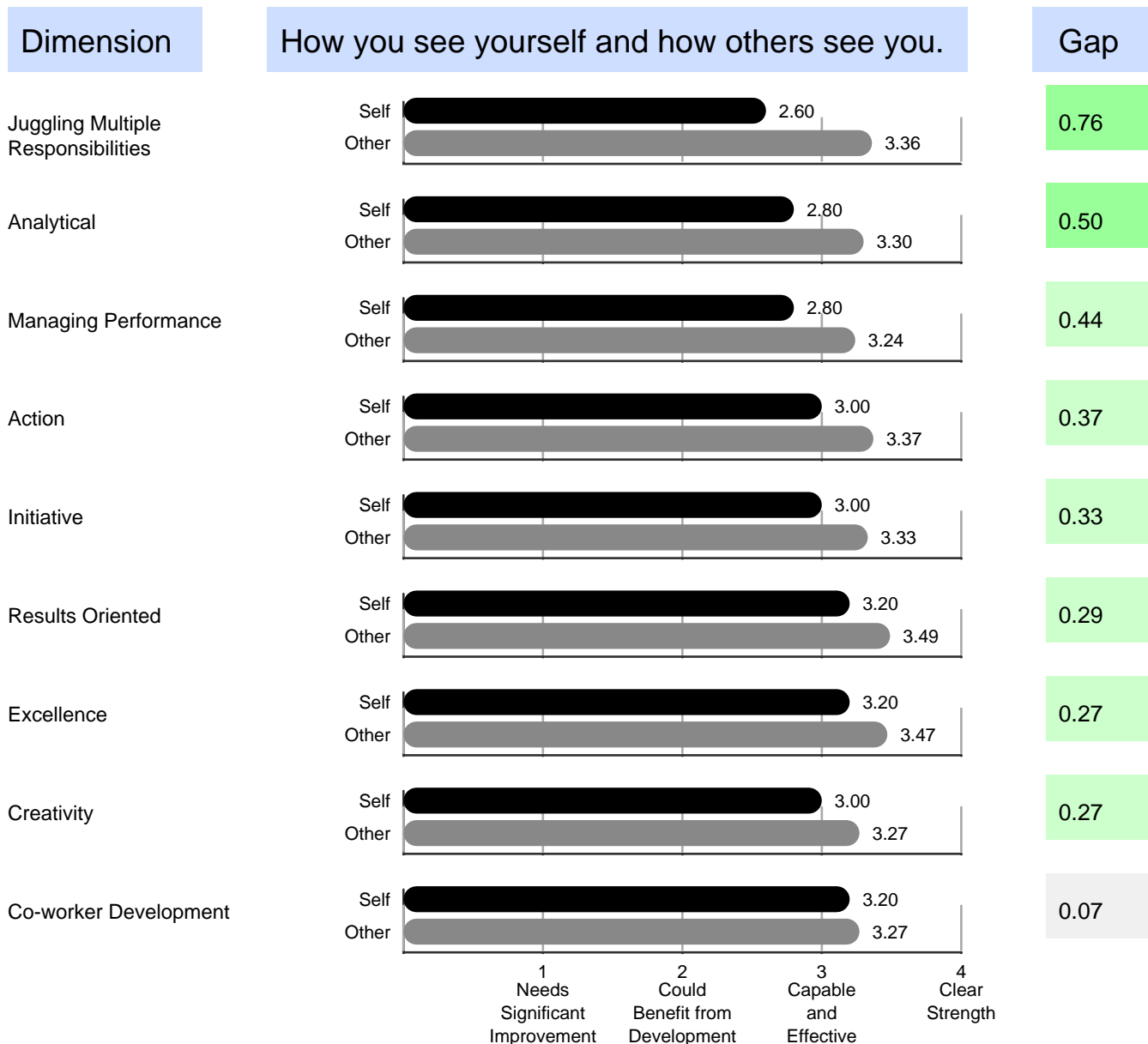
Summary

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 9 major dimensions of leadership.

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

Average Performance Scores

Dimension	Score
Results Oriented	3.47
Excellence	3.45
Action	3.35
Initiative	3.31
Juggling Multiple Responsibilities	3.31
Analytical	3.27
Co-worker Development	3.27
Creativity	3.25
Managing Performance	3.21

Scale: Needs Significant Improvement — Could Benefit from Development — Capable and Effective — Clear Strength

Gap Analysis

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

Dimension	How you see yourself and how others see you.	Gap
Juggling Multiple Responsibilities	Self 2.60 / Other 3.36	0.76
Analytical	Self 2.80 / Other 3.30	0.50
Managing Performance	Self 2.80 / Other 3.24	0.44
Action	Self 3.00 / Other 3.37	0.37
Initiative	Self 3.00 / Other 3.33	0.33
Results Oriented	Self 3.20 / Other 3.49	0.29
Excellence	Self 3.20 / Other 3.47	0.27
Creativity	Self 3.00 / Other 3.27	0.27
Co-worker Development	Self 3.20 / Other 3.27	0.07

Scale:
1 Needs Significant Improvement
2 Could Benefit from Development
3 Capable and Effective
4 Clear Strength

Results Oriented

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. Directs team in prioritizing daily work activities	15	3.20	93.3	7%	67%		27%
2. Provides clear expectations for employees.	15	3.87	100.0	13%	87%		
3. Stays focused on meeting the needs of customers.	15	3.33	93.3	7%	53%		40%
4. Does not become distracted by non-issues or interruptions.	15	3.60	93.3	7%	27%	67%	
5. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	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. Directs team in prioritizing daily work activities	3.29	3.20	-0.09	▼
2. Provides clear expectations for employees.	3.65	3.87	+0.22	▲
3. Stays focused on meeting the needs of customers.	3.18	3.33	+0.16	▲
4. Does not become distracted by non-issues or interruptions.	3.41	3.60	+0.19	▲
5. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	3.24	3.33	+0.10	▲

Comments:
- ___ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- Please know that stress can occasionally slow down progress.
- ___ has made good judgements in hiring top notch employees.
- ___ clearly communicates expectations and verifies information to ensure shared understanding.   A great example was the recent coaching session at our visibility wall.   This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- She consistently conducts herself with professionalism and represents our unit well.

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
6. Works quickly when faced with difficult problems.	15	3.20	93.3	7%	60%		33%
7. Gets the job done.	15	3.20	86.7	13%	53%		33%
8. Makes effective decisions, even when under pressure.	15	3.40	93.3	7%	47%	47%	
9. Is not afraid to take corrective action when necessary.	15	3.47	93.3	7%	40%	53%	
10. Does whatever it takes (within reason) to get the job done.	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. Works quickly when faced with difficult problems.	3.24	3.20	-0.04 ▼
7. Gets the job done.	3.41	3.20	-0.21 ▼
8. Makes effective decisions, even when under pressure.	3.24	3.40	+0.16 ▲
9. Is not afraid to take corrective action when necessary.	3.18	3.47	+0.29 ▲
10. Does whatever it takes (within reason) to get the job done.	3.35	3.47	+0.11 ▲

Comments:
- She is very collaborative and always attempts to work with others.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- She is a fantastic resource.
- I think she is doing really good work and I found that to be one area I could list that might help.
- ___ is a solid performer knows her stuff.
- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.

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
11. Identifies problems and issues needing resolution.	15	3.53	100.0		47%		53%
12. Analyzes data and information from several sources and arrives at logical conclusions.	15	3.27	100.0		73%		27%
13. Selects the appropriate techniques for analysis.	15	3.33	100.0		67%		33%
14. Identifies opportunities for progress and innovation.	15	3.13	86.7	13%	60%		27%
15. Balances risks and costs with the rewards and probabilities of success when decisions.	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. Identifies problems and issues needing resolution.	3.47	3.53	+0.06 ▲
12. Analyzes data and information from several sources and arrives at logical conclusions.	3.47	3.27	-0.20 ▼
13. Selects the appropriate techniques for analysis.	3.35	3.33	-0.02 ▼
14. Identifies opportunities for progress and innovation.	3.18	3.13	-0.04 ▼
15. Balances risks and costs with the rewards and probabilities of success when decisions.	3.00	3.07	+0.07 ▲

Comments:
- ___ is a great asset to the team. We are grateful to have her.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- Need to continue to take action when needed, although have improved. . .
- I appreciate that as a new manager to this department ___ has sought to understand my work flow and process.She is actively learning more about our work processes and involved to determine needed resources.
- ___ has excellent job and people skills.
- She desires to do great work.

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
16. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	3.40	93.3	7%	47%		47%
17. Seeks and utilizes opportunities for continuous learning and self-development.	15	3.27	93.3	7%	60%		33%
18. Goes above and beyond the stated goals.	14	3.00	92.9	7%	79%		14%
19. Prepares for unexpected contingencies.	15	3.47	100.0		53%		47%
20. Takes the initiative to change the direction or course of events.	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. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	3.65	3.40	-0.25 ▼
17. Seeks and utilizes opportunities for continuous learning and self-development.	3.47	3.27	-0.20 ▼
18. Goes above and beyond the stated goals.	3.12	3.00	-0.12 ▼
19. Prepares for unexpected contingencies.	3.59	3.47	-0.12 ▼
20. Takes the initiative to change the direction or course of events.	3.29	3.40	+0.11 ▲

Comments:
- ___ is a valued member of the department.
- Dedicated to the customer and community, she is worth her weight in gold.
- ___'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!
- ___ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.
- ___ is thorough with her candidate screenings and really focuses on hiring for talent and experience.   I know what she expects from me.   She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- ___ is the shinning 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 proffesional and competent, compasionate and caring, and dedicated to this unit heart and soul.

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
21. Is aware of the deadlines for specific tasks/assignments.	15	3.53	100.0		47%	53%	
22. Ranks the importance of tasks to make sure critical tasks are completed first.	15	3.00	80.0	20%	60%		20%
23. Prioritizes tasks for efficiency.	15	2.87	80.0	20%	73%		7%
24. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	3.47	100.0		53%	47%	
25. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	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. Is aware of the deadlines for specific tasks/assignments.	3.35	3.53	+0.18	▲
22. Ranks the importance of tasks to make sure critical tasks are completed first.	3.00	3.00		
23. Prioritizes tasks for efficiency.	2.88	2.87	-0.02	▼
24. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	3.00	3.47	+0.47	▲
25. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	3.76	3.67	-0.10	▼

Comments:
- When issues or questions are raised in the department, ___ follows thru to address them in a timely manner.
- ___ always stays customer and community focused.   She's also an excellent collaborator and always supportive and positive with others.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group.   She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- ___ is a wonderful partner.   She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- She recognizes strengths by allowing/encouraging her managers to form and shape their performance in accord with their talents.

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
26. Demonstrates the functional or technical skills necessary to do their job.	15	3.40	93.3	7%	47%		47%
27. Takes a lot of pride in their work.	15	3.33	93.3	7%	53%		40%
28. Produces high quality work.	15	3.53	100.0		47%		53%
29. Is planful and organized.	15	3.67	100.0		33%		67%
30. Can be counted on to add value wherever they are involved.	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. Demonstrates the functional or technical skills necessary to do their job.	3.53	3.40	-0.13 ▼
27. Takes a lot of pride in their work.	3.12	3.33	+0.22 ▲
28. Produces high quality work.	3.41	3.53	+0.12 ▲
29. Is planful and organized.	3.59	3.67	+0.08 ▲
30. Can be counted on to add value wherever they are involved.	3.41	3.33	-0.08 ▼

Comments:
- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- ___ is a very effective leader and a role model for other leaders.
- She is a pleasure to work with and an asset to [CompanyName].
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- ___ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.

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
31. Is consistent in disciplinary/corrective actions.	15	3.20	86.7	13%	53%		33%
32. Ensures employees understand the goals of the organization/department.	15	3.40	100.0		60%		40%
33. Ensures that team goals are met 85 percent of the time.	15	3.20	86.7	13%	53%		33%
34. Routinely holds audits of performance on a weekly or monthly basis.	15	3.27	93.3	7%	60%		33%
35. Sets and maintains high standards for self and others.	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. Is consistent in disciplinary/corrective actions.	3.18	3.20	+0.02 ▲
32. Ensures employees understand the goals of the organization/department.	3.35	3.40	+0.05 ▲
33. Ensures that team goals are met 85 percent of the time.	3.18	3.20	+0.02 ▲
34. Routinely holds audits of performance on a weekly or monthly basis.	2.88	3.27	+0.38 ▲
35. Sets and maintains high standards for self and others.	3.18	3.00	-0.18 ▼

Comments:
- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff.   The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- ___ is by far a leader in the service area.
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.

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
36. Develops solutions to challenging problems.	15	3.20	93.3	7%	67%		27%
37. Conceives, implements and evaluates ideas.	15	3.27	93.3	7%	60%		33%
38. Inspires creativity in their team.	15	3.27	86.7	13%	47%		40%
39. Is creative and inspirational.	15	3.13	86.7	13%	60%		27%
40. Adds value to the department/organization.	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 solutions to challenging problems.	3.18	3.20	+0.02	▲
37. Conceives, implements and evaluates ideas.	3.35	3.27	-0.09	▼
38. Inspires creativity in their team.	3.24	3.27	+0.03	▲
39. Is creative and inspirational.	3.59	3.13	-0.45	▼
40. Adds value to the department/organization.	3.29	3.40	+0.11	▲

Comments:
- she is open and willing to share her vision for the team.
- ___ takes people where they want to go and pushes them to be their own success.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- ___ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad ___ has joined the team.
- ___ not only values and listens to her staff she also gives them the support they need.
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName].   She deserves recognition for this.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.33	93.3	7%	53%	40%	
42. Provides ongoing feedback to co-workers on their development progress	15	3.33	93.3	7%	53%	40%	
43. Gives others development opportunities through project assignments and increased job responsibilities	15	3.13	86.7	13%	60%	27%	
44. Takes immediate action on poor performance	15	3.00	86.7	13%	73%	13%	
45. Sets and clearly communicates expectations, performance goals, and measurements to others	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. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.29	3.33	+0.04 ▲
42. Provides ongoing feedback to co-workers on their development progress	3.41	3.33	-0.08 ▼
43. Gives others development opportunities through project assignments and increased job responsibilities	3.35	3.13	-0.22 ▼
44. Takes immediate action on poor performance	3.18	3.00	-0.18 ▼
45. Sets and clearly communicates expectations, performance goals, and measurements to others	3.35	3.53	+0.18 ▲

Comments:
- Is a natural leader with her personality.   I believe more experience would make her a more effective leader.
- ___'s job performance exceeds all the elements.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- ___ is a great manager.   Very supportive of her staff.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- Detail oriented

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 the shinning 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 proffesial and competent, compasionate and caring, and dedicated to this unit heart and soul.
- ___ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.
- Unfortunately there has been inconsistency in actions and results.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.

What do you like best about working with this individual?

- She is a real advocate for the customers. Excellent department and computer skills
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- ___ has been in her new role a short time, but I already am appreciating the higher level of expectations she is setting and the groundwork for quality improvement
- ___ takes people where they want to go and pushes them to be their own success.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leds and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.
- She is very supportive of cross training and learning new skills.

What do you like least about working with this individual?

- ___ has very quickly re-invented the Technical Services division. She is now aggressively moving the team to become more mature and service oriented. Throughout this transition, ___ has been very successful in managing this difficult change.
- Overall, ___ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- ___ has been instrumental in the working relationship of our department.
- I envy her versatility in working with a wide variety of issues and topics.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- Confidence, Attitude, Desire to learn.

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

- I would encourage her to rely on the documented minutes when she communicates decisions as a stop gap measure.
- She is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- ___ 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.
- 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.
- ___ collaborates well with other departments and managers.
- I feel as though ___ is still getting to know her management team and employees.   She has only been overseeing our area for a little over 6 months.   I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.

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

- I appreciate how ___ guides, supports, and direct staff.
- Brings an exorbitant amount of positive energy to the team.   It's very inspiring.
- Is a great teammate and valuable resource for the company.   it is obvious she cares for the team
- The Core Competency Training has been a great success. ___ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- She is a fantastic resource.

Any final comments?

- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we funtion as one corporation.
- she has patience.
- She is decisive about budgets, emergency preparedness, and safety.
- Don't know where we would be without her.