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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.

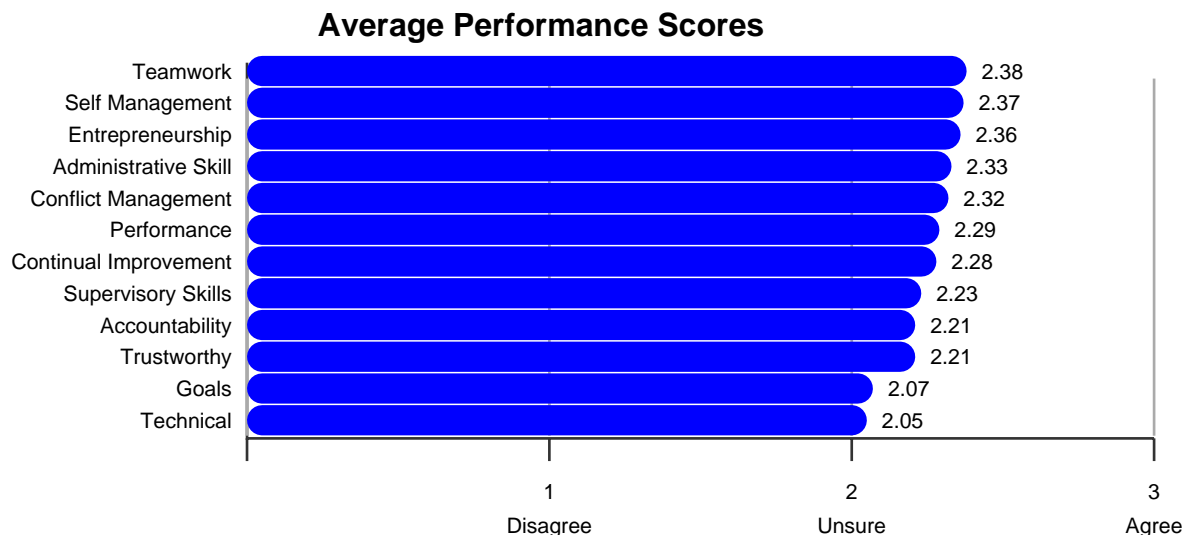
## What to Do with Your Feedback

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

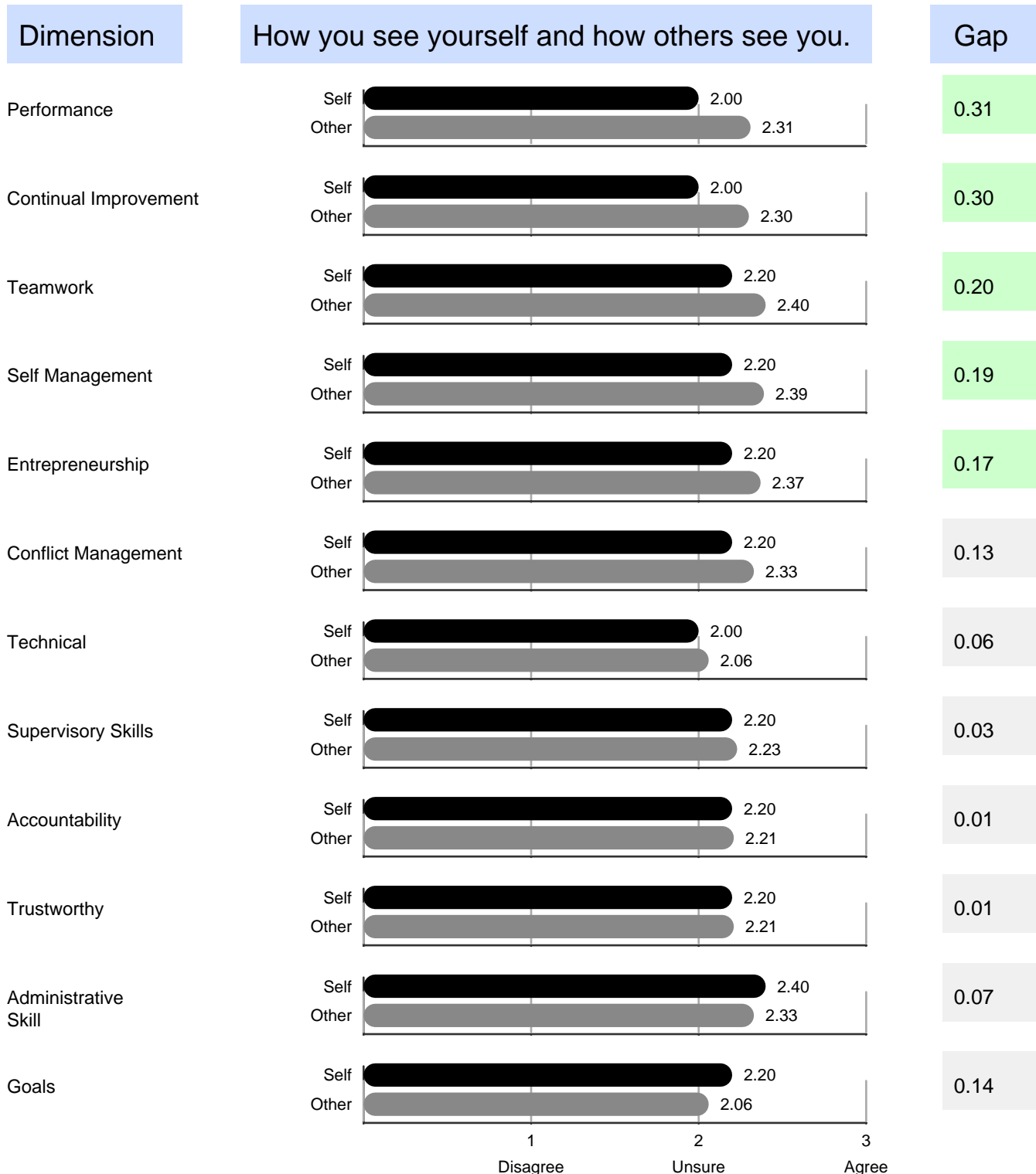
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



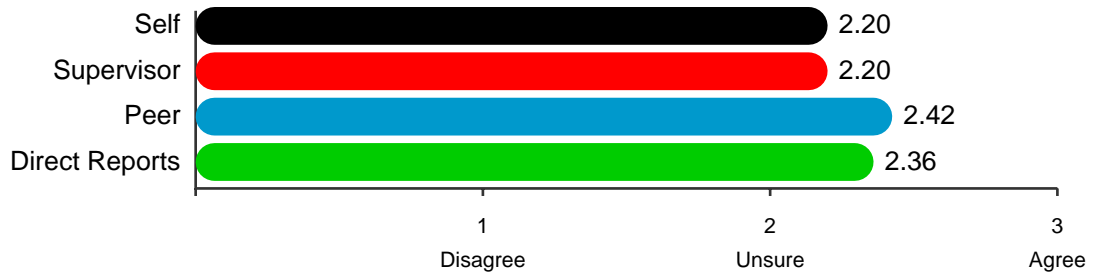
## Gap Analysis

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.



# Self Management

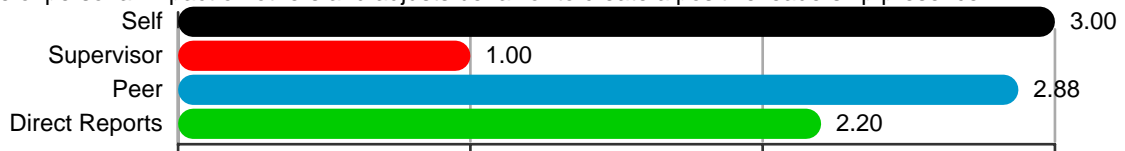
## Summary Scores



1. Does not allow own emotions to interfere with the performance of others.



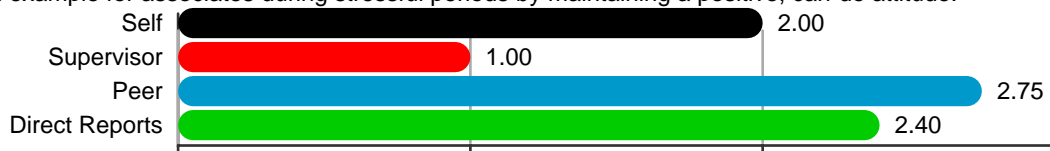
2. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.



3. Uses patience and self-control in working with customers and associates.



4. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



5. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.



## 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 (Disagree) to green (Agree).

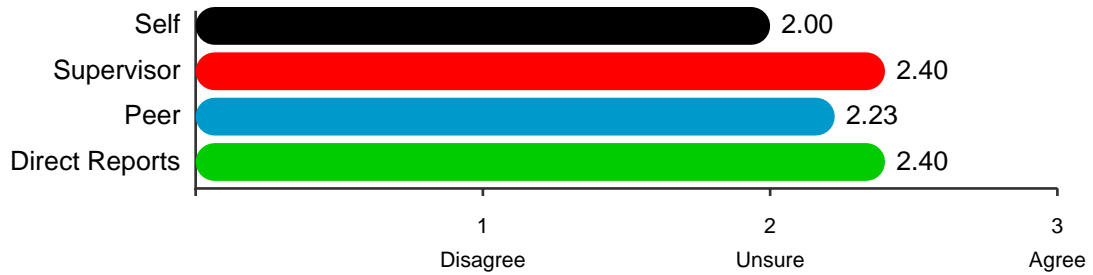
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Does not allow own emotions to interfere with the performance of others.	15	2.27	33.3	7%	60%	33%
2. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	2.53	73.3	20%	7%	73%
3. Uses patience and self-control in working with customers and associates.	15	2.33	40.0	7%	53%	40%
4. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	2.47	53.3	7%	40%	53%
5. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	2.27	40.0	13%	47%	40%

### Comments:

- \_\_\_ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- I have appreciated \_\_\_'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- \_\_\_ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- I truly appreciate \_\_\_'s knowledge, her professionalism, and her reliability.
- \_\_\_ always put our customers first. This is very appropriate and in line with our mission and executive communications.

# Continual Improvement

## Summary Scores



### 6. Looks for ways to improve work processes and procedures.



### 7. Analyzes processes to determine areas for improvement.



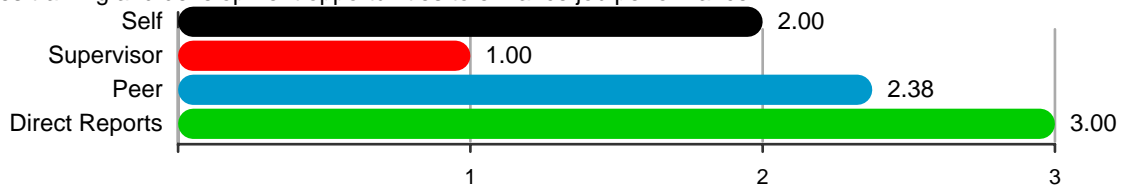
### 8. Looks for ways to expand current job responsibilities.



### 9. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.



### 10. Promotes training and development opportunities to enhance job 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 (Disagree) to green (Agree).

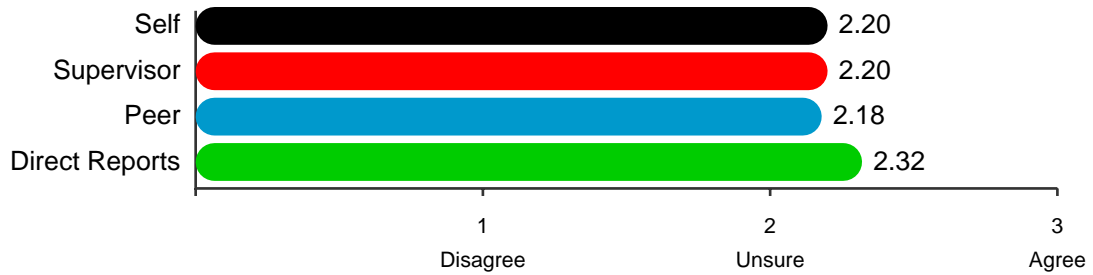
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Looks for ways to improve work processes and procedures.	15	2.13	33.3	20%	47%	33%
7. Analyzes processes to determine areas for improvement.	15	2.07	26.7	20%	53%	27%
8. Looks for ways to expand current job responsibilities.	15	2.33	40.0	7%	53%	40%
9. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	2.40	53.3	13%	33%	53%
10. Promotes training and development opportunities to enhance job performance.	15	2.47	60.0	13%	27%	60%

### Comments:

- She values our feedback and takes our recommendations seriously.
- I would encourage \_\_\_ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect her to have hands on with everything).
- I believe I need to give her a chance to get into her position.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- She is a natural and perfect fit for the CFO position.
- \_\_\_'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the management teams that she partners with have great respect for her and value her input.

# Supervisory Skills

## Summary Scores



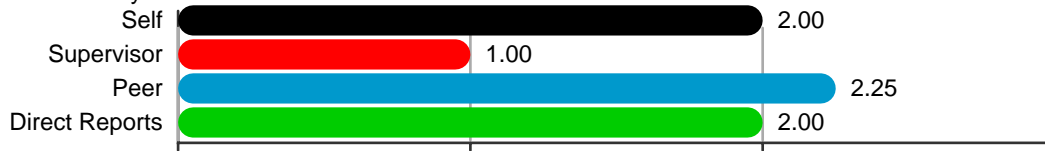
### 11. Resolves personnel problems quickly and effectively.



### 12. Maintains good working relationships with employees.



### 13. Delegates effectively.



### 14. Provides constructive, ongoing feedback.



### 15. Promotes teamwork and cooperation within the department.





## 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 (Disagree) to green (Agree).

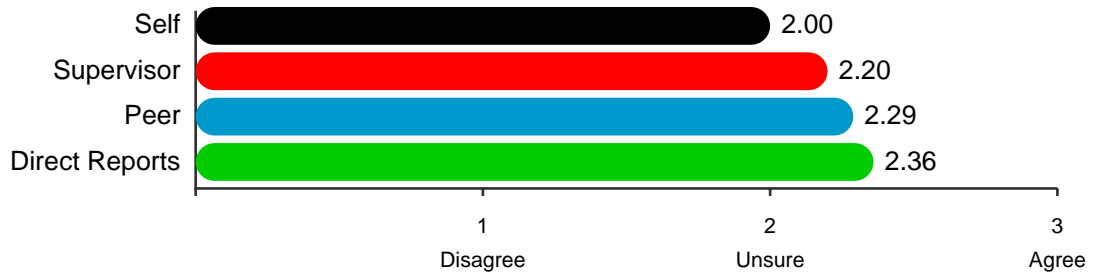
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Resolves personnel problems quickly and effectively.	15	2.33	40.0	7%	53%	40%
12. Maintains good working relationships with employees.	15	2.07	20.0	13%	67%	20%
13. Delegates effectively.	15	2.07	26.7	20%	53%	27%
14. Provides constructive, ongoing feedback.	15	2.27	40.0	13%	47%	40%
15. Promotes teamwork and cooperation within the department.	14	2.43	50.0	7%	43%	50%

### Comments:

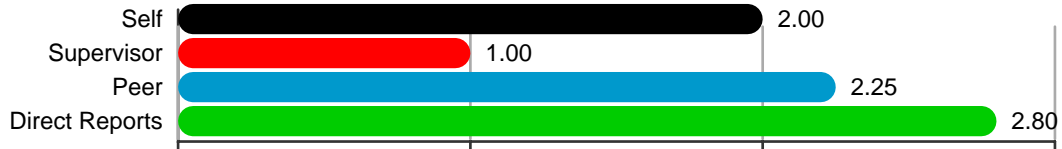
- I value \_\_\_'s advice and support as we realigned my department a few times this year.
- \_\_\_ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- \_\_\_ is a "One of a kind" She is a great manager.
- Even tempered with a wealth of experience, she has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- \_\_\_ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role. I am unable to evaluate some questions as we have a limited period of working together.

# Performance

## Summary Scores



### 16. ...Overall Performance



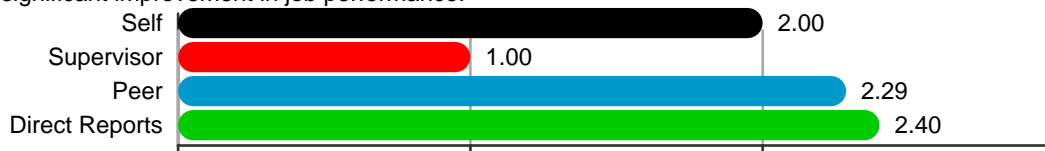
### 17. Works effectively in the department.



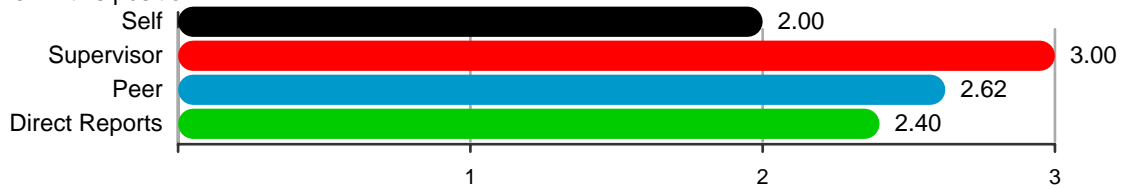
### 18. Sets a high standard for job performance.



### 19. Shown significant improvement in job performance.



### 20. Works well in this position.



## Level of Skill

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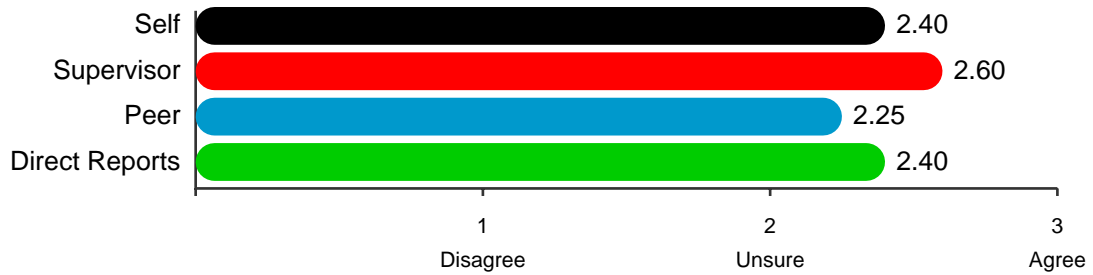
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. ...Overall Performance	15	2.33	46.7	13%	40%	47%
17. Works effectively in the department.	15	2.33	40.0	7%	53%	40%
18. Sets a high standard for job performance.	14	2.00	14.3	14%	71%	14%
19. Shown significant improvement in job performance.	14	2.21	42.9	21%	36%	43%
20. Works well in this position.	15	2.53	60.0	7%	33%	60%

### Comments:

- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when \_\_\_ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- Stay focused more on the agenda for meetings.
- \_\_\_ is a great asset to the team. We are grateful to have her.
- \_\_\_ always has the customer at the center of focus.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- \_\_\_ makes great hiring choices. she is clear on what needs to be done.

# Administrative Skill

## Summary Scores



### 21. Takes responsibility for decisions.



### 22. Completes reports on-time.



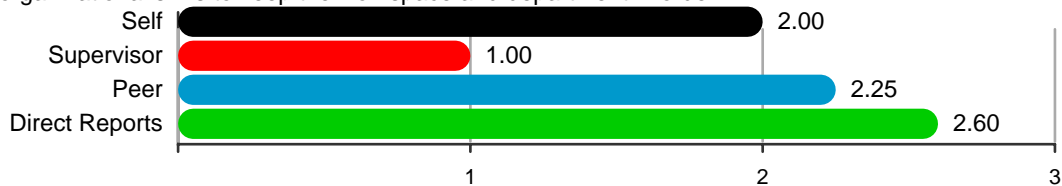
### 23. Has strong technical/computer skills.



### 24. Enthusiastic about taking on challenging projects.



### 25. Strong organizational skills to keep the workspace and department in order



## 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 (Disagree) to green (Agree).

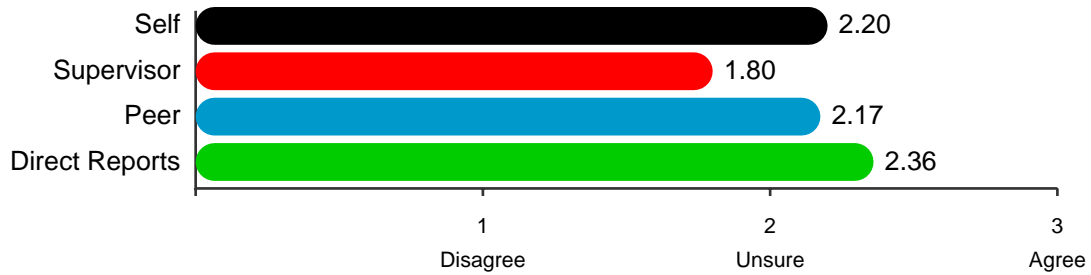
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Takes responsibility for decisions.	15	2.60	66.7	7%	27%	67%
22. Completes reports on-time.	15	2.33	40.0	7%	53%	40%
23. Has strong technical/computer skills.	15	2.07	20.0	13%	67%	20%
24. Enthusiastic about taking on challenging projects.	15	2.40	53.3	13%	33%	53%
25. Strong organizational skills to keep the workspace and department in order	15	2.27	53.3	27%	20%	53%

### Comments:

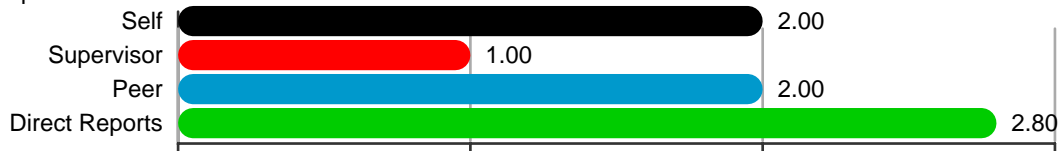
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- \_\_\_ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- I think she is the kind of manager our department has needed and will continue to need.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- 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).
- \_\_\_ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with \_\_\_ for many years.

# Accountability

## Summary Scores



26. Keeps supervisor informed of recent events.



27. Acts like an owner when they make decisions.



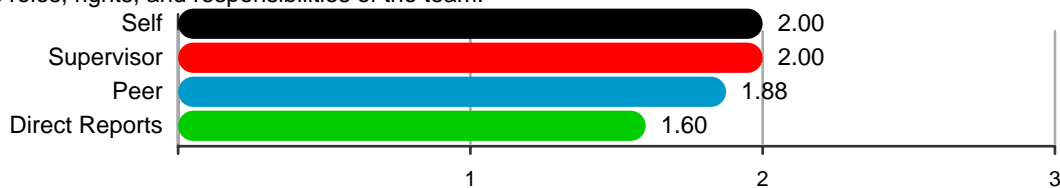
28. Implements and facilitates controls and processes that maintain the integrity of the organization.



29. Takes ownership of mistakes and learns from them.



30. Defines roles, rights, and responsibilities of the team.



## 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 (Disagree) to green (Agree).

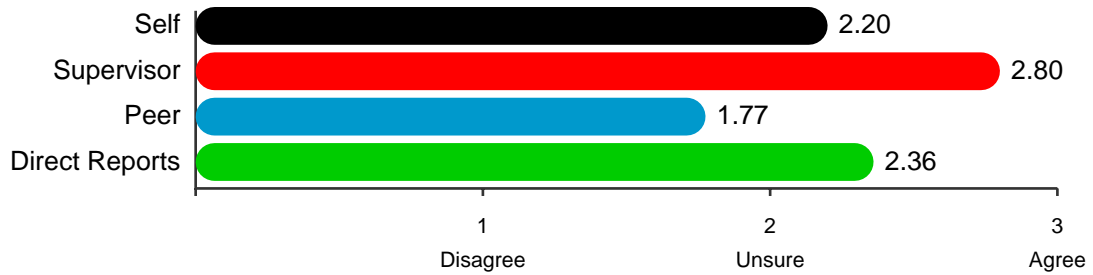
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Keeps supervisor informed of recent events.	15	2.20	33.3	13%	53%	33%
27. Acts like an owner when they make decisions.	15	2.00	26.7	27%	47%	27%
28. Implements and facilitates controls and processes that maintain the integrity of the organization.	15	2.47	53.3	7%	40%	53%
29. Takes ownership of mistakes and learns from them.	15	2.60	60.0		40%	60%
30. Defines roles, rights, and responsibilities of the team.	15	1.80	13.3	33%	53%	13%

### Comments:

- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- \_\_\_ is extremely supportive of her staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. She supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- \_\_\_ is still learning her role and I see her only improving in the future. I do question her judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- She communicates well to all staff and we know what is expected of us.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- 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.

# Goals

## Summary Scores



### 31. Establishes and documents goals and objectives.



### 32. Sets high expectations and goals; encourages others to support the organization.



### 33. Makes sure that I have a clear idea of our group's goals.



### 34. Conducts timely follow-up; keeps others informed on a need to know basis.



### 35. Achieves goals.





## 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 (Disagree) to green (Agree).

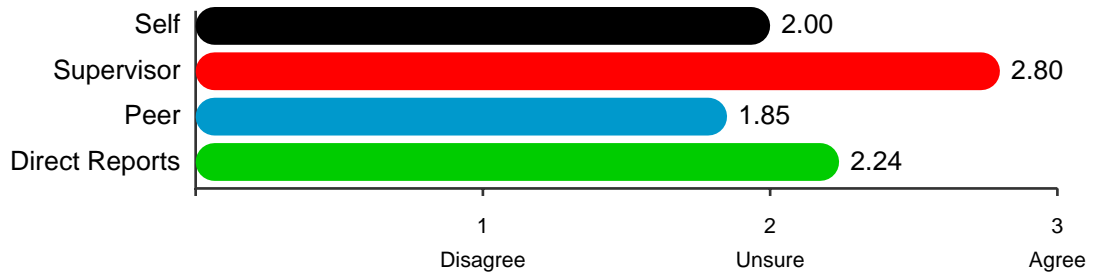
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Establishes and documents goals and objectives.	15	2.13	33.3	20%	47%	33%
32. Sets high expectations and goals; encourages others to support the organization.	15	2.13	33.3	20%	47%	33%
33. Makes sure that I have a clear idea of our group's goals.	15	2.07	33.3	27%	40%	33%
34. Conducts timely follow-up; keeps others informed on a need to know basis.	15	2.13	26.7	13%	60%	27%
35. Achieves goals.	15	1.87	20.0	33%	47%	20%

### Comments:

- \_\_\_ 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 is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- She provides essential data in order to help explain decisions.
- I have found \_\_\_ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- \_\_\_ is a solid asset to the human resources division and the [CompanyName] senior management team.

# Technical

## Summary Scores



36. Is knowledgeable of procedures or systems necessary for the job.



37. Knows how to produce high quality products/work.



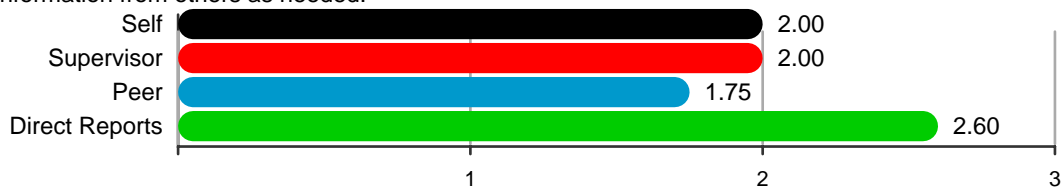
38. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices



39. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



40. Seeks information from others as needed.



## 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 (Disagree) to green (Agree).

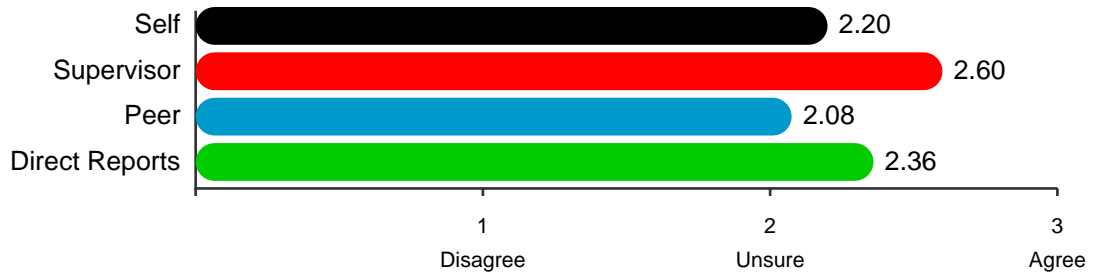
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Is knowledgeable of procedures or systems necessary for the job.	15	1.87	20.0	33%	47%	20%
37. Knows how to produce high quality products/work.	15	1.93	13.3	20%	67%	13%
38. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	2.07	33.3	27%	40%	33%
39. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	2.33	33.3		67%	33%
40. Seeks information from others as needed.	15	2.07	33.3	27%	40%	33%

### Comments:

- She leads by example, not reputation.
- Allocates resources in advance to ensure the required work can be completed.
- I think at times her dedicaton to her team can sometimes come off like she is not thinking about a system perspective, I know that \_\_\_ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.
- She is both the manager and the interim director for the service line.
- \_\_\_ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- Her time has been in huge demand on the [CompanyName] operations side, which has not allowed her to do as much professional development for herself that she would like.

# Trustworthy

## Summary Scores



41. Builds and maintains the trust of others.



42. Delivers on promises made.



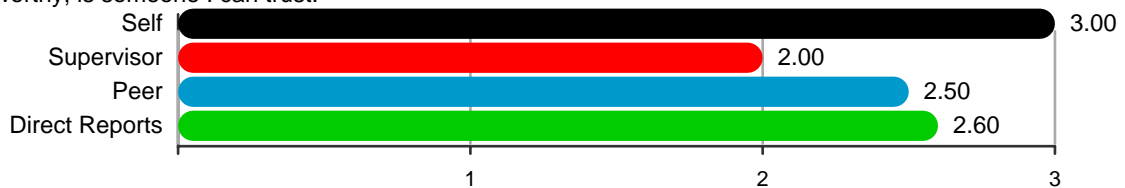
43. Takes care to maintain confidential information.



44. Works in a way that makes others want to work with her/him.



45. Is trustworthy; is someone I can trust.



## 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 (Disagree) to green (Agree).

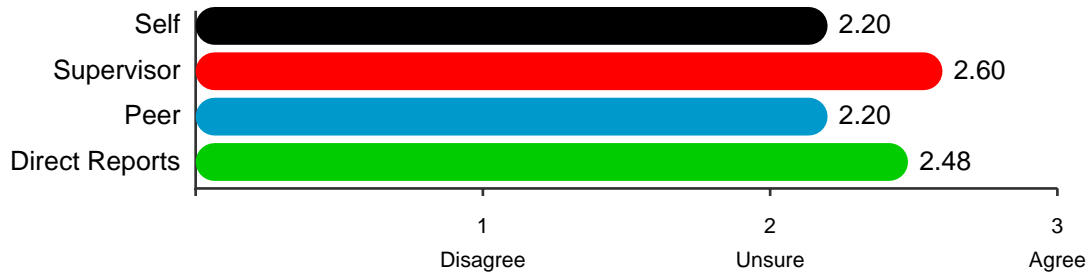
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Builds and maintains the trust of others.	15	2.00	26.7	27%	47%	27%
42. Delivers on promises made.	15	2.13	33.3	20%	47%	33%
43. Takes care to maintain confidential information.	15	2.20	40.0	20%	40%	40%
44. Works in a way that makes others want to work with her/him.	15	2.20	26.7	7%	67%	27%
45. Is trustworthy; is someone I can trust.	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- \_\_\_ knows her team very well and is gaining the same knowledge in regards to her team
- \_\_\_ is a very positive addition to our Management team.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- It is often difficult to contact \_\_\_ and email communication may take a long period for a reply.
- I like \_\_\_, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.

# Conflict Management

## Summary Scores



46. Assists team members by helping them see the other point of view.



47. Tries to understand others' point of view before making judgments



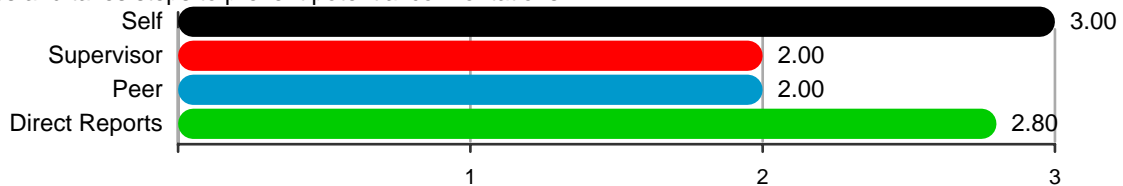
48. Helps employees to think through alternative ways to resolve conflict situations.



49. Deals effectively with employee grievances.



50. Identifies and takes steps to prevent potential confrontations.



## 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 (Disagree) to green (Agree).

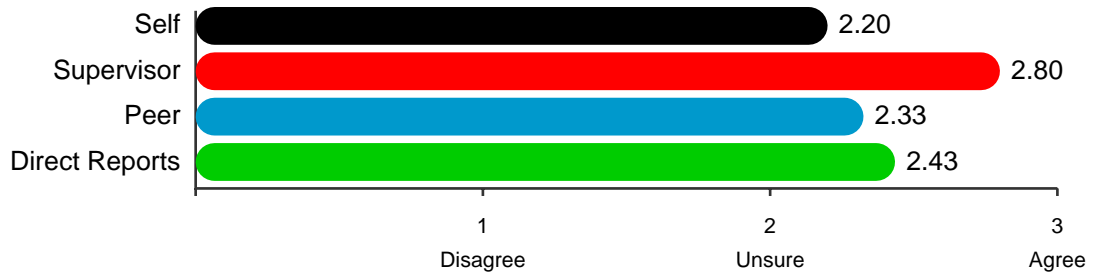
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Assists team members by helping them see the other point of view.	15	2.27	26.7		73%	27%
47. Tries to understand others' point of view before making judgments	15	2.13	26.7	13%	60%	27%
48. Helps employees to think through alternative ways to resolve conflict situations.	15	2.40	40.0		60%	40%
49. Deals effectively with employee grievances.	15	2.47	46.7		53%	47%
50. Identifies and takes steps to prevent potential confrontations.	15	2.33	46.7	13%	40%	47%

### Comments:

- \_\_\_ has made good judgements in hiring top notch employees.
- \_\_\_ has been instrumental in the working relationship of our department.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- Be being better organized. It would help with prioritizing.
- She is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from her own.
- 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.

# Teamwork

## Summary Scores



### 51. Coaches team members



### 52. Contributes to and supports team decision-making process



### 53. Actively and openly participates in group meetings.



### 54. Encourages collaboration with other departments.



### 55. Communicates well with team members.





## 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 (Disagree) to green (Agree).

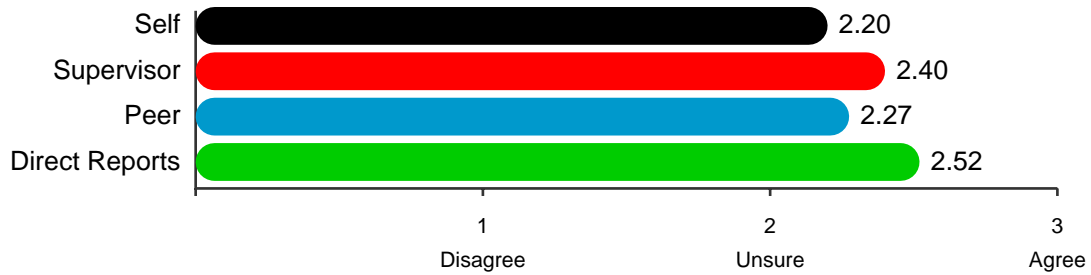
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. Coaches team members	14	2.21	28.6	7%	64%	29%
52. Contributes to and supports team decision-making process	14	2.29	42.9	14%	43%	43%
53. Actively and openly participates in group meetings.	15	2.53	53.3		47%	53%
54. Encourages collaboration with other departments.	15	2.47	46.7		53%	47%
55. Communicates well with team members.	15	2.40	40.0		60%	40%

### Comments:

- \_\_\_ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- She is also very enthusiastic and energetic.
- She has a very engaging style which generates trust and respect.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- \_\_\_ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.
- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.

# Entrepreneurship

## Summary Scores



56. Takes the initiative to complete tasks.



57. Devotes a certain amount of time and effort to developing new business opportunities.



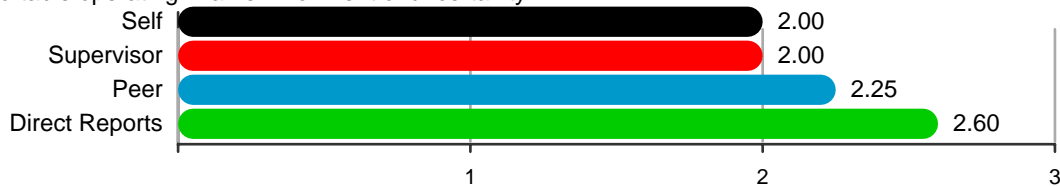
58. Understands the processes and various stages of business development.



59. Excellent at managing relationships with stakeholders.



60. Is comfortable operating in an environment of uncertainty.



## 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
56. Takes the initiative to complete tasks.	15	2.53	53.3	47%	53%	
57. Devotes a certain amount of time and effort to developing new business opportunities.	15	2.33	33.3	67%	33%	
58. Understands the processes and various stages of business development.	15	2.33	33.3	67%	33%	
59. Excellent at managing relationships with stakeholders.	15	2.27	26.7	73%	27%	
60. Is comfortable operating in an environment of uncertainty.	15	2.33	33.3	67%	33%	

### Comments:

- 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.
- She is continually looking for ways to improve our service to our customers.
- \_\_\_ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.
- just know going through the hiring process with her.
- \_\_\_ always presents herself in the most professional manner.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.

## 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?

- \_\_\_ continues to be a wonderful boss and mentor.
- I think \_\_\_ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- \_\_\_ 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.
- She is all the above and more, have never worked with a more engaged leader. Her shoes will be difficult to fill.
- just know going through the hiring process with her.
- I think that \_\_\_ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.

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

- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- \_\_\_ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, she is able to listen and alter her approach for consideration to staff's views.
- \_\_\_ 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 really appreciate her.
- \_\_\_ is great...She provides valuable insight/opinion when asked and easily makes decisions.
- \_\_\_ leads by example in each of the areas noted above.

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

- Since we all have things we need to be aware of, she is protective and proud of her staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. She may want to be aware of this when asking for feedback.
- Don't know where we would be without her.
- Overall, I think \_\_\_ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually involves \_\_\_ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.
- \_\_\_ established an environment in which teamwork and creativity flourished.
- \_\_\_ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- I think she is an asset to the department.

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

- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- \_\_\_ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- Although I have only reported to \_\_\_ for a couple of months, the quality of my work life" has improved greatly.
- 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).
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- 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.

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

- She is effective and her knowledge of processes is invaluable.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- \_\_\_ meets and exceeds all of these leadership roles.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate her candor and feedback.
- When \_\_\_ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.

### Any final comments?

- 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.
- \_\_\_ has great insights regarding individuals and relationships, as well as good ideas about processes.
- \_\_\_ is friendly to myself and other staff members. I believe she is very knowledgeable in the role of controller. She continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for her to complete work needed from her.
- \_\_\_ is a hands on leader in our program.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when \_\_\_ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- She strives to raise the bar everyday to improve our processes to best serve our customers.