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Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

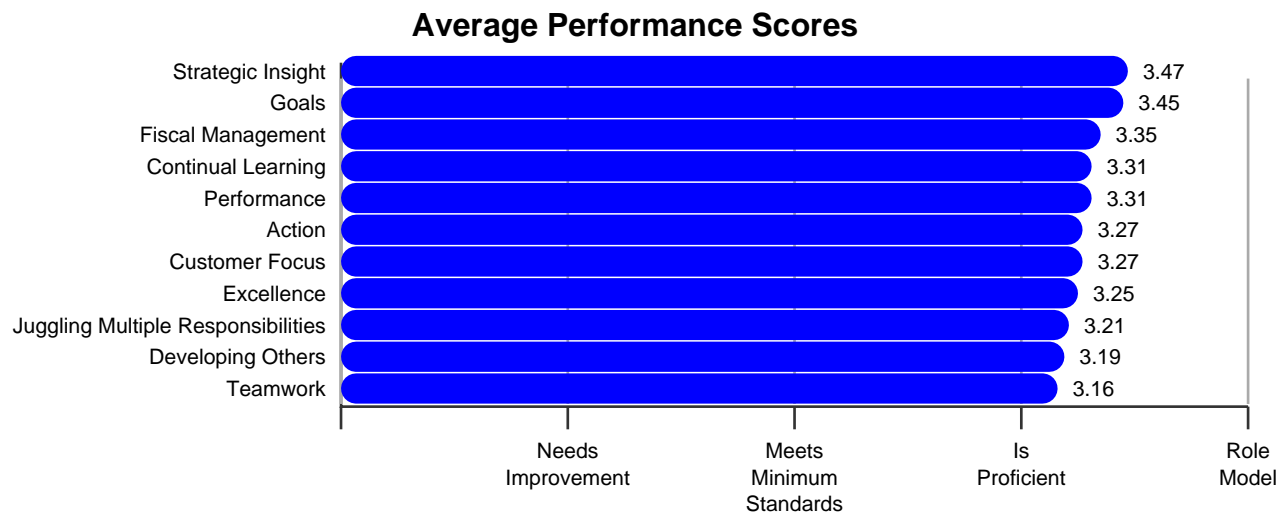
## What to Do with Your Feedback

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

# Summary

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

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



# Gap Analysis

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



## Strategic Insight

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. You formulate policies and strategies for addressing the Company's important challenges.	15	3.20	93.3	7%	67%		27%
2. You communicate vision for the department and company.	15	3.87	100.0	13%	87%		
3. You implement long-term solutions to problems.	15	3.33	93.3	7%	53%		40%
4. You identify potential problems before they become critical incidents.	15	3.60	93.3	7%	27%	67%	
5. You analyze records and reports to obtain insight into potential issues and trends.	15	3.33	93.3	7%	53%		40%

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
1. You formulate policies and strategies for addressing the Company's important challenges.	3.29	3.20	-0.09 ▼
2. You communicate vision for the department and company.	3.65	3.87	+0.22 ▲
3. You implement long-term solutions to problems.	3.18	3.33	+0.16 ▲
4. You identify potential problems before they become critical incidents.	3.41	3.60	+0.19 ▲
5. You analyze records and reports to obtain insight into potential issues and trends.	3.24	3.33	+0.10 ▲

### Comments:

- Appreciate \_\_\_'s calm approach
- Lean on team to help reduce burden and establish clear expectations.
- She has created a highly engaged team and manages a diverse group of individuals very well.
- \_\_\_ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.
- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- \_\_\_ has done a great job clarifying roles on her team and leading them by example and hard work as well.

## Fiscal 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. You develop of the department's annual budget.	15	3.20	93.3	7%	60%	33%	
7. You provide budgeting and accounting support to the Company.	15	3.20	86.7	13%	53%	33%	
8. You ensure others follow the correct rules and regulations on fiscal matters.	15	3.40	93.3	7%	47%	47%	
9. You monitor spending.	15	3.47	93.3	7%	40%	53%	
10. You keep excellent records for financial transparency.	15	3.47	93.3	7%	40%	53%	

### Time Comparisons by Item

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

Item	2022	2023	Change
6. You develop of the department's annual budget.	3.24	3.20	-0.04 ▼
7. You provide budgeting and accounting support to the Company.	3.41	3.20	-0.21 ▼
8. You ensure others follow the correct rules and regulations on fiscal matters.	3.24	3.40	+0.16 ▲
9. You monitor spending.	3.18	3.47	+0.29 ▲
10. You keep excellent records for financial transparency.	3.35	3.47	+0.11 ▲

### Comments:

- Timeliness and accountability of projects.
- \_\_\_ is a new manager and it is clear that she wants to do well and engage her team.
- \_\_\_ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- She collaborates with all departments and operates under shared governance.
- \_\_\_'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate \_\_\_'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- \_\_\_ gives me feedback good and indifferent.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. You make effective decisions, even when under pressure.	15	3.53	100.0	47%	53%		
12. You drive and mobilizes others progress toward goals.	15	3.27	100.0	73%	27%		
13. You display high energy and enthusiasm on consistent basis.	15	3.33	100.0	67%	33%		
14. You do whatever it takes (within reason) to get the job done.	15	3.13	86.7	13%	60%	27%	
15. You are not afraid to take corrective action when necessary.	15	3.07	80.0	20%	53%	27%	

### Time Comparisons by Item

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

Item	2022	2023	Change
11. You make effective decisions, even when under pressure.	3.47	3.53	+0.06 ▲
12. You drive and mobilizes others progress toward goals.	3.47	3.27	-0.20 ▼
13. You display high energy and enthusiasm on consistent basis.	3.35	3.33	-0.02 ▼
14. You do whatever it takes (within reason) to get the job done.	3.18	3.13	-0.04 ▼
15. You are not afraid to take corrective action when necessary.	3.00	3.07	+0.07 ▲

### Comments:

- \_\_\_ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- \_\_\_ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with \_\_\_ at [CompanyName] and appreciate her support and leadership.. \_\_\_ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- There have been many changes in management over the last 5 years. I can truly say that \_\_\_ is an exceptional manager. Our dept has made some truly good changes under \_\_\_.
- She is professional, reliable, ethical, and thoroughly engaged. She demonstrates this by showing up every day, providing feedback and stewardship for all her reports.
- She has been influential in our focus on the future.

## Continual Learning

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. You participate in regular training offered.	15	3.40	93.3	7%	47%	47%	
17. You improve on your skill sets.	15	3.27	93.3	7%	60%	33%	
18. You take the initiative to learn new skills.	14	3.00	92.9	7%	79%	14%	
19. You set relevant learning objectives and goals.	15	3.47	100.0		53%	47%	
20. You take charge of your training and skills enhancement.	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

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

Item	2022	2023	Change
16. You participate in regular training offered.	3.65	3.40	-0.25 ▼
17. You improve on your skill sets.	3.47	3.27	-0.20 ▼
18. You take the initiative to learn new skills.	3.12	3.00	-0.12 ▼
19. You set relevant learning objectives and goals.	3.59	3.47	-0.12 ▼
20. You take charge of your training and skills enhancement.	3.29	3.40	+0.11 ▲

### Comments:

- She has been a great addition to the company.
- \_\_\_ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- One of the things I appreciate about \_\_\_ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- She is excellent at helping/coaching/problem-solving with others.
- \_\_\_ has the technical skills: such as the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- \_\_\_ is a wonderful team member. . .has the gift of empathy and encouragement. She has a can do attitude when faced with projects/issues.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. You work effectively in the department.	15	3.53	100.0	47%	53%		
22. You work well in this position.	15	3.00	80.0	20%	60%	20%	
23. You are effective in performing your job.	15	2.87	80.0	20%	73%	7%	
24. You listen and respond to issues and problems	15	3.47	100.0	53%	47%		
25. You are able to organize work.	15	3.67	100.0	33%	67%		

### Time Comparisons by Item

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

Item	2022	2023	Change
21. You work effectively in the department.	3.35	3.53	+0.18 ▲
22. You work well in this position.	3.00	3.00	
23. You are effective in performing your job.	2.88	2.87	-0.02 ▼
24. You listen and respond to issues and problems	3.00	3.47	+0.47 ▲
25. You are able to organize work.	3.76	3.67	-0.10 ▼

### Comments:

- \_\_\_ has also attended many off-site events to show her support to department staff.
- My interaction with \_\_\_ is very limited, but when I have requested time with her, she makes time for me.
- I think 16 & 17 relate in the sense that I believe \_\_\_ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from her side as well as ours and it is improving.
- Stay focused more on the agenda for meetings.
- \_\_\_ is an outstanding manager.
- I do very much appreciate that \_\_\_ will support me in a decision when needed.



## 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 (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. You make sure that I have a clear idea of our group's goals.	15	3.40	93.3	7%	47%	47%	
27. You make sure that team members have a clear idea of our group's goals.	15	3.33	93.3	7%	53%	40%	
28. You achieve established goals.	15	3.53	100.0		47%	53%	
29. You establish and document goals and objectives.	15	3.67	100.0		33%	67%	
30. You set high expectations and goals; encourages others to support the organization.	15	3.33	100.0		67%	33%	

### Time Comparisons by Item

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

Item	2022	2023	Change
26. You make sure that I have a clear idea of our group's goals.	3.53	3.40	-0.13 ▼
27. You make sure that team members have a clear idea of our group's goals.	3.12	3.33	+0.22 ▲
28. You achieve established goals.	3.41	3.53	+0.12 ▲
29. You establish and document goals and objectives.	3.59	3.67	+0.08 ▲
30. You set high expectations and goals; encourages others to support the organization.	3.41	3.33	-0.08 ▼

### Comments:

- Although I have only reported to \_\_\_ for a couple of months, the quality of my work life" has improved greatly.
- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- She's a very hard worker and always helping out when needed.
- She holds everyone to such a high standard, you don't want to disappoint her.
- It shows that \_\_\_ takes pride in making her direct reports feel like they are doing good work and are valued members of the team.
- \_\_\_ has been in a challenging role this past year with a lot of change and transitions.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. You spend the most time and effort on critical tasks first.	15	3.20	86.7	13%	53%	33%	
32. You avoid bottlenecks in progress by assigning multiple individuals to critical tasks.	15	3.40	100.0		60%	40%	
33. You integrate developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	3.20	86.7	13%	53%	33%	
34. You plan and organize continuously while performing all other responsibilities and activities.	15	3.27	93.3	7%	60%	33%	
35. You ensure that assignments are prioritized according to the needs of the department/company.	15	3.00	80.0	20%	60%	20%	

### Time Comparisons by Item

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

Item	2022	2023	Change
31. You spend the most time and effort on critical tasks first.	3.18	3.20	+0.02 ▲
32. You avoid bottlenecks in progress by assigning multiple individuals to critical tasks.	3.35	3.40	+0.05 ▲
33. You integrate developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	3.18	3.20	+0.02 ▲
34. You plan and organize continuously while performing all other responsibilities and activities.	2.88	3.27	+0.38 ▲
35. You ensure that assignments are prioritized according to the needs of the department/company.	3.18	3.00	-0.18 ▼

### Comments:

- \_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- \_\_\_ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- She can ask a question and truly listen to the answer before giving feedback.
- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- There have been many changes in management over the last 5 years. I can truly say that \_\_\_ is an exceptional manager. Our dept has made some truly good changes under \_\_\_.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. You take a lot of pride in your work.	15	3.20	93.3	7%	67%		27%
37. You demonstrate the analytical skills to do your job.	15	3.27	93.3	7%	60%		33%
38. You can be counted on to add value wherever you are involved.	15	3.27	86.7	13%	47%		40%
39. You keep yourself and others focused on constant improvement.	15	3.13	86.7	13%	60%		27%
40. You demonstrate the functional or technical skills necessary to do your job.	15	3.40	93.3	7%	47%		47%

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
36. You take a lot of pride in your work.	3.18	3.20	+0.02 ▲
37. You demonstrate the analytical skills to do your job.	3.35	3.27	-0.09 ▼
38. You can be counted on to add value wherever you are involved.	3.24	3.27	+0.03 ▲
39. You keep yourself and others focused on constant improvement.	3.59	3.13	-0.45 ▼
40. You demonstrate the functional or technical skills necessary to do your job.	3.29	3.40	+0.11 ▲

### Comments:

- She correctly sets limits, and expectations of her managers.
- 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.
- \_\_\_ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- It doesn't feel like \_\_\_'s been at her best this year. She seems disconnected from the work of her group.
- 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!
- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. You consider customers point of view when making decisions.	15	3.33	93.3	7%	53%	40%	
42. You develop good rapport and trust with the customer.	15	3.33	93.3	7%	53%	40%	
43. You develop strong customer relationships.	15	3.13	86.7	13%	60%	27%	
44. You ensure all customer commitments and requirements are met or exceeded.	15	3.00	86.7	13%	73%	13%	
45. You consistently model positive customer service attitudes.	15	3.53	100.0		47%	53%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
41. You consider customers point of view when making decisions.	3.29	3.33	+0.04 ▲
42. You develop good rapport and trust with the customer.	3.41	3.33	-0.08 ▼
43. You develop strong customer relationships.	3.35	3.13	-0.22 ▼
44. You ensure all customer commitments and requirements are met or exceeded.	3.18	3.00	-0.18 ▼
45. You consistently model positive customer service attitudes.	3.35	3.53	+0.18 ▲

### Comments:

- Seek and provide critical feedback.
- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.
- As mentioned above, good collaboration.
- \_\_\_ has been very supportive for me in my new role as technical specialist. She has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- Resources are managed carefully with input sought and considered before applying those resources.

## Developing Others

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. You provide constructive feedback to others.	15	3.00	86.7	13%	73%		13%
47. You try to ensure employees are ready to move to the next level.	15	3.20	93.3	7%	60%		33%
48. You recognize and celebrates accomplishments of others.	15	3.20	93.3	7%	67%		27%
49. You develop employees by offering and encouraging them to take on new or additional responsibilities.	15	3.40	93.3	7%	47%		47%
50. You set performance objectives for subordinates that encourages development opportunities.	15	3.13	80.0	7%	13%	40%	40%

### Time Comparisons by Item

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

Item	2022	2023	Change
46. You provide constructive feedback to others.	3.24	3.00	-0.24 ▼
47. You try to ensure employees are ready to move to the next level.	3.00	3.20	+0.20 ▲
48. You recognize and celebrates accomplishments of others.	3.18	3.20	+0.02 ▲
49. You develop employees by offering and encouraging them to take on new or additional responsibilities.	3.35	3.40	+0.05 ▲
50. You set performance objectives for subordinates that encourages development opportunities.	3.29	3.13	-0.16 ▼

### Comments:

- 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.
- I would recommend that \_\_\_ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- \_\_\_ is the right man for the job...there have been a couple of instances in which I feel that \_\_\_ has had tendency to lose staff or participants in her communication. To her merit, \_\_\_ will stop the conversation and clarify expectations or needs prior to moving forward.
- Is viewed by many as a strong organizational resource.
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
51. You create a culture that fosters and values collaboration.	14	3.14	92.9	7%	71%		21%
52. You actively participates in the work of teams; seek and listen to others' contributions	14	3.21	85.7	14%	50%		36%
53. You communicate well with team members.	15	3.27	86.7	13%	47%		40%
54. You coach team members to work toward a common goal.	15	3.13	86.7	13%	60%		27%
55. You seek and listen to other's contributions	15	3.07	86.7	13%	67%		20%

### Time Comparisons by Item

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

Item	2022	2023	Change
51. You create a culture that fosters and values collaboration.	3.24	3.14	-0.09 ▼
52. You actively participates in the work of teams; seek and listen to others' contributions	3.06	3.21	+0.16 ▲
53. You communicate well with team members.	3.59	3.27	-0.32 ▼
54. You coach team members to work toward a common goal.	2.94	3.13	+0.19 ▲
55. You seek and listen to other's contributions	2.88	3.07	+0.18 ▲

### Comments:

- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- There is room for improvement in all these elements.
- \_\_\_ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- You can count on \_\_\_ to be honest and stay true to commitments.
- \_\_\_ is a valuable resource to the organization and the team.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.

## 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?

- I was impressed with the time she spent both working on the issue and with the individual. I believe these efforts will pay off.
- It shows that \_\_\_ takes pride in making her direct reports feel like they are doing good work and are valued members of the team.
- \_\_\_ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad \_\_\_ has joined the team.
- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.
- She correctly sets limits, and expectations of her managers.
- 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.

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

- Her professionalism is beyond reproach and she is fair and just.
- \_\_\_'s dedication and leadership in the management development program is evident.
- The role of interim director is new to \_\_\_ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.
- She is a strong leader complemented with sound judgement
- I am having a hard time evaluating the last four. \_\_\_ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.

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

- She is fully engaged in her work and shares her professional goals and projects so her team is aware of what she is working on and how the work of each team members fits within the departmental goals.
- \_\_\_ 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.
- \_\_\_ is the heart and soul of the pharmacy. She has great vision and she is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.
- I appreciate that \_\_\_ reaches out to communicate expected changes and organizational impact.
- \_\_\_ has been an excellent assistant manager.
- She has great sense of vision and purpose for the division and organization as a whole.

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

- 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 is becoming more comfortable to deliver critical feedback.
- I have found \_\_\_ to be very competent and professional. She delivers when and what she says she will and her work is always complete and accurate.
- \_\_\_ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- Be being better organized. It would help with prioritizing.
- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team. Working more collaboratively with her colleagues can help avoid this as her intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.

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

- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- 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!
- Loyalty. Willingness to get it right.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- \_\_\_ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- Take charge without feeling like you need approval.

### Any final comments?

- \_\_\_ is very reliable, respectful and ethical in her leadership.
- Provides reinforcement and feedback within the context of the overall business strategy.
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- She has deep technical expertise in a number of areas of human resource management.
- \_\_\_ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.