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.
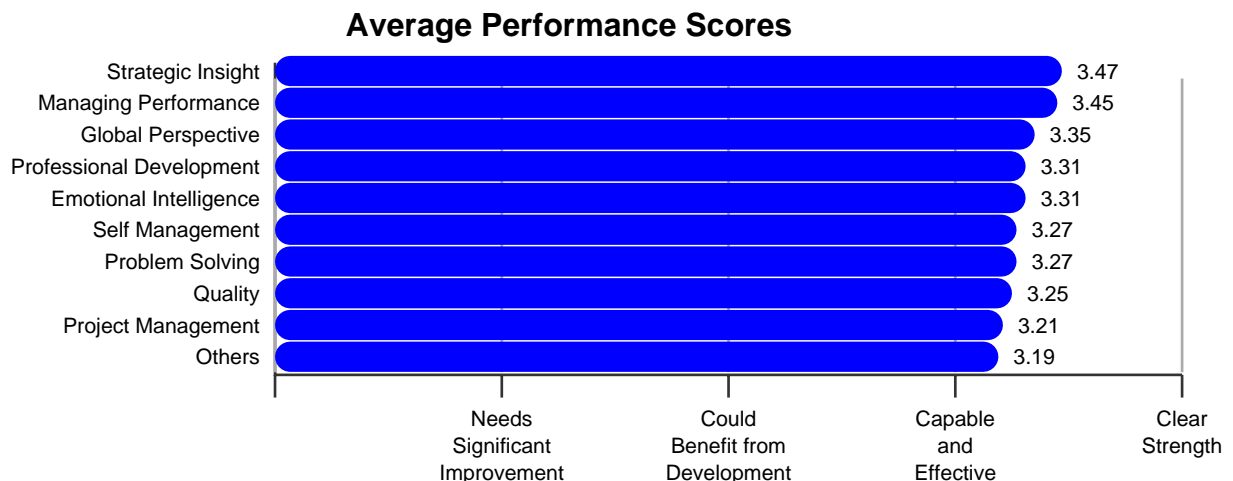
What to Do with Your Feedback

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 10 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
Strategic Insight	3.47
Managing Performance	3.45
Global Perspective	3.35
Professional Development	3.31
Emotional Intelligence	3.31
Self Management	3.27
Problem Solving	3.27
Quality	3.25
Project Management	3.21
Others	3.19

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
Emotional Intelligence	Self 2.60 / Other 3.36	0.76
Self Management	Self 2.80 / Other 3.30	0.50
Project Management	Self 2.80 / Other 3.24	0.44
Others	Self 2.80 / Other 3.21	0.41
Global Perspective	Self 3.00 / Other 3.37	0.37
Professional Development	Self 3.00 / Other 3.33	0.33
Strategic Insight	Self 3.20 / Other 3.49	0.29
Managing Performance	Self 3.20 / Other 3.47	0.27
Quality	Self 3.00 / Other 3.27	0.27
Problem Solving	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

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Analyzes unique issues or problems impacting the Company.	15	3.20	93.3	7%	67%		27%
2. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	3.87	100.0	13%	87%		
3. Identifies root causes of problems.	15	3.33	93.3	7%	53%		40%
4. Analyzes records and reports to obtain insight into potential issues and trends.	15	3.60	93.3	7%	27%	67%	
5. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	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. Analyzes unique issues or problems impacting the Company.	3.29	3.20	-0.09	▼
2. Formulates strategies and action plans to ensure successful completion of goals and objectives.	3.65	3.87	+0.22	▲
3. Identifies root causes of problems.	3.18	3.33	+0.16	▲
4. Analyzes records and reports to obtain insight into potential issues and trends.	3.41	3.60	+0.19	▲
5. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	3.24	3.33	+0.10	▲

Comments:
- Is self-aware of own strength and weakness.   Asking for help by adding another manager.
- ___ has done tremendous work this past year in the Finance team.
- ___ enjoys sharing knowledge and teaching her subordinates about their roles in the department.   She regularly would spend 30 minutes sharing her insights on a topic.   She also facilitated numerous training sessions when I   started my job a year ago.
- 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 collaborates with all departments and operates under shared governance.
- She is an advocate for [CompanyName].

Global Perspective

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Creates an environment where individual differences are valued and supported.	15	3.20	93.3	7%	60%		33%
7. Builds working relationships with others across cultures.	15	3.20	86.7	13%	53%		33%
8. Sets the example for team on importance of cultural awareness.	15	3.40	93.3	7%	47%		47%
9. Volunteers for experiences and assignments abroad.	15	3.47	93.3	7%	40%		53%
10. Has positive interactions with individuals from different cultures and backgrounds.	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. Creates an environment where individual differences are valued and supported.	3.24	3.20	-0.04	▼
7. Builds working relationships with others across cultures.	3.41	3.20	-0.21	▼
8. Sets the example for team on importance of cultural awareness.	3.24	3.40	+0.16	▲
9. Volunteers for experiences and assignments abroad.	3.18	3.47	+0.29	▲
10. Has positive interactions with individuals from different cultures and backgrounds.	3.35	3.47	+0.11	▲

Comments:
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- As mentioned above, good collaboration.
- I had the opportunity to work very closely with ___ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- ___ delegates very effectively.
- I look to her for guidance and support. It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.

Self Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.53	100.0		47%	53%	
12. Steps away from a situation to process appropriate response.	15	3.27	100.0		73%		27%
13. Uses patience and self-control in working with customers and associates.	15	3.33	100.0		67%	33%	
14. Does not allow own emotions to interfere with the performance of others.	15	3.13	86.7	13%	60%	27%	
15. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.07	80.0	20%	53%	27%	

Time Comparisons by Item

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

Item	2022	2023	Change
11. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.47	3.53	+0.06 ▲
12. Steps away from a situation to process appropriate response.	3.47	3.27	-0.20 ▼
13. Uses patience and self-control in working with customers and associates.	3.35	3.33	-0.02 ▼
14. Does not allow own emotions to interfere with the performance of others.	3.18	3.13	-0.04 ▼
15. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.00	3.07	+0.07 ▲

Comments:
- ___ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- ___ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- Is a fantastic source of feedback and growth development.
- She is very customer focused and this reflects in her division leadership and performance.
- She is professional, reliable, ethical, and thoroughly engaged. She demonstrates this by showing up every day, providing feedback and stewardship for all her reports.

Professional 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
16. Contributing fully to the extent of their skills	15	3.40	93.3	7%	47%		47%
17. Seeks opportunities for continuous learning.	15	3.27	93.3	7%	60%		33%
18. Seeks opportunities for professional development.	14	3.00	92.9	7%	79%		14%
19. Allows employees to fully participate in employee training and professional development.	15	3.47	100.0		53%		47%
20. Keep themselves up-to-date of technical/professional issues	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. Contributing fully to the extent of their skills	3.65	3.40	-0.25	▼
17. Seeks opportunities for continuous learning.	3.47	3.27	-0.20	▼
18. Seeks opportunities for professional development.	3.12	3.00	-0.12	▼
19. Allows employees to fully participate in employee training and professional development.	3.59	3.47	-0.12	▼
20. Keep themselves up-to-date of technical/professional issues	3.29	3.40	+0.11	▲

Comments:
- Expectations of scheduling for associate manager's is not always clearly defined.   As a result consistent leadership is not available to staff.   Needs to hold managers accountable for getting projects completed in a timely manner.   Better communication of expectations of the associate manager group as a hold would be beneficial.
- She is very supportive and easily approachable.
- I have also had the pleasure of partnering with ___ in our Core Competency leader learning.   ___ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- I feel safe and comfortable going to her for any reason.   I am very glad to have her for a Director, and also as a partner and teammate.
- Our desire to improve loss rates has been encouraged and supported by ___.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.

Emotional Intelligence

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. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.53	100.0		47%	53%	
22. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.00	80.0	20%	60%		20%
23. Is able to manage their own emotions.	15	2.87	80.0	20%	73%		7%
24. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.47	100.0		53%	47%	
25. Accurately perceives the emotional reactions of others.	15	3.67	100.0		33%	67%	

Time Comparisons by Item

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

Item	2022	2023	Change
21. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.35	3.53	+0.18 ▲
22. Is attentive to emotional cues and interprets others' feelings correctly.	3.00	3.00	
23. Is able to manage their own emotions.	2.88	2.87	-0.02 ▼
24. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.00	3.47	+0.47 ▲
25. Accurately perceives the emotional reactions of others.	3.76	3.67	-0.10 ▼

Comments:
- Transparency and honesty is important early in the process.
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- She leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- You can always count on ___ to respond to emails and telephone calls and follow through with committments.
- I do not always receive constructive criticism.   Constructive criticism helps me grow as an effective team member.

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
26. Addresses poor performance sooner rather than later.	15	3.40	93.3	7%	47%		47%
27. Aligns individual and team goals with the organization's goals and objectives.	15	3.33	93.3	7%	53%		40%
28. Presents performance feedback in a clear and concise manner.	15	3.53	100.0		47%		53%
29. Creates clear standards that are understandable and fair.	15	3.67	100.0		33%		67%
30. Sets specific and measurable goals for others and follows through to completion.	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. Addresses poor performance sooner rather than later.	3.53	3.40	-0.13 ▼
27. Aligns individual and team goals with the organization's goals and objectives.	3.12	3.33	+0.22 ▲
28. Presents performance feedback in a clear and concise manner.	3.41	3.53	+0.12 ▲
29. Creates clear standards that are understandable and fair.	3.59	3.67	+0.08 ▲
30. Sets specific and measurable goals for others and follows through to completion.	3.41	3.33	-0.08 ▼

Comments:
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- Has the experience needed.
- ___ takes people where they want to go and pushes them to be their own success.
- Completes variance analysis and identifies corrective actions.
- I value ___'s advice and support as we realigned my department a few times this year.
- ___ leads by example in each of the areas noted above.

Project Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Develops performance measures for various aspects of the project.	15	3.20	86.7	13%	53%		33%
32. Anticipates potential problems and institutes controls and contingency plans to address them.	15	3.40	100.0		60%		40%
33. Develops action items, workplans, timelines, and criteria for projects.	15	3.20	86.7	13%	53%		33%
34. Organizes work and sets priorities as needed.	15	3.27	93.3	7%	60%		33%
35. Maintains costs and expenses within budget limits.	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. Develops performance measures for various aspects of the project.	3.18	3.20	+0.02	▲
32. Anticipates potential problems and institutes controls and contingency plans to address them.	3.35	3.40	+0.05	▲
33. Develops action items, workplans, timelines, and criteria for projects.	3.18	3.20	+0.02	▲
34. Organizes work and sets priorities as needed.	2.88	3.27	+0.38	▲
35. Maintains costs and expenses within budget limits.	3.18	3.00	-0.18	▼

Comments:
- ___ manages everyone else time very well. she puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- ___ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!
- ___ has demonstrated excellent leadership and organizational qualities.   She keeps her team focused and is open to all ideas.   She certainly makes us feel included in all aspects that pertain to our department.
- Effective communication.   If I am not executing a task in a timely fashion, I am not held accountable for it.
- Her integrity is never in question.   I appreciate her ability to partner with me on issues between the VP and my unit.

Quality

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Corrects issues in a timely manner.	15	3.20	93.3	7%	67%		27%
37. Encourages employees to produce the best quality products.	15	3.27	93.3	7%	60%		33%
38. Reflects on what is working and what could be improved.	15	3.27	86.7	13%	47%		40%
39. Holds employees accountable for their quality of work.	15	3.13	86.7	13%	60%		27%
40. Analyze what occurred and re-adjusts accordingly when goals are not met.	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. Corrects issues in a timely manner.	3.18	3.20	+0.02 ▲
37. Encourages employees to produce the best quality products.	3.35	3.27	-0.09 ▼
38. Reflects on what is working and what could be improved.	3.24	3.27	+0.03 ▲
39. Holds employees accountable for their quality of work.	3.59	3.13	-0.45 ▼
40. Analyze what occurred and re-adjusts accordingly when goals are not met.	3.29	3.40	+0.11 ▲

Comments:
- Has the experience needed.
- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes.   She focuses on many tiny details without encompassing the larger picture.
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- I love how she is always open to approach with any questions I have, no matter the hour.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however ___ surpasses anyone I met before.
- ___ is consistent in her messaging about how we best serve the customers.

Problem Solving

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. Implements effective solutions to critical problems.	15	3.33	93.3	7%	53%		40%
42. Solves problems using logic and insight.	15	3.33	93.3	7%	53%		40%
43. Makes judgments based upon relevant information.	15	3.13	86.7	13%	60%		27%
44. Generates alternative solutions to problems and challenges.	15	3.00	86.7	13%	73%		13%
45. Identifies fresh approaches and shows a willingness to question traditional assumptions.	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. Implements effective solutions to critical problems.	3.29	3.33	+0.04 ▲
42. Solves problems using logic and insight.	3.41	3.33	-0.08 ▼
43. Makes judgments based upon relevant information.	3.35	3.13	-0.22 ▼
44. Generates alternative solutions to problems and challenges.	3.18	3.00	-0.18 ▼
45. Identifies fresh approaches and shows a willingness to question traditional assumptions.	3.35	3.53	+0.18 ▲

Comments:
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- ___ 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.
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- When issues or questions are raised in the department, ___ follows thru to address them in a timely manner.
- Is encouraging to other leaders and offers feedback as appropriate.   Great to work with.
- ___ is willing to tackle performance situations and solicits feedback on how her team is doing.

Others

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Is able to see issues from others' perspectives.	15	3.00	86.7	13%	73%		13%
47. Constructively receives criticism and suggestions from others.	15	3.20	93.3	7%	60%		33%
48. Helpful	15	3.20	93.3	7%	67%		27%
49. Able to see issues from others' perspectives.	15	3.40	93.3	7%	47%		47%
50. Treats others with respect and dignity.	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. Is able to see issues from others' perspectives.	3.24	3.00	-0.24	▼
47. Constructively receives criticism and suggestions from others.	3.00	3.20	+0.20	▲
48. Helpful	3.18	3.20	+0.02	▲
49. Able to see issues from others' perspectives.	3.35	3.40	+0.05	▲
50. Treats others with respect and dignity.	3.29	3.13	-0.16	▼

Comments:
- ___ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. ___ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. ___ is a role model for communication with staff, customers as well as community members.
- ___ is so attentive to the needs of our department and to the needs of individuals.
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- As a manager, ___ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- ___ is a strong leader & mentor.
- ___ is able to multitask in a variety of ways.

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 believe she would be well-served by spending a little more time on the product in her areas of responsibility.
- Provides coaching for developing team leaders to help them meet their goals.
- ___ is an excellent communicator and is very open and supportive to her staff.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- She often involves her team in decision making and to determine how to achieve outcomes.

What do you like best about working with this individual?

- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- She has made my job so much easier just having her in the facility and present to field questions/work related issues.
- ___ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- ___ has made a lot of headway in transforming her team this last year.   A number of changes to structure and job descriptions have been made.
- ___ has been instrumental in the working relationship of our department.
- Positive attitude.

What do you like least about working with this individual?

- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers.   This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation.   This work requires research and dedicated time to produce accurate work.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- Confidence is the only thing I think she needs to improve on.
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.

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

- Always looking for ways to grow as a person.   Inspires others to do the same.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- I look forward to learning and improving with her and the other members in the division.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- I think ___ has improved in her communication style and leadership style.   Where I would suggest improvement is she can escalate at times which tends to shut down team communication.   Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.

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

- There is apprehension with all the changes, but still a lot of engagement and positivity.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- ___ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- ___ would be my choice for permanent manager of the department.
- ___ is one of the most hones, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.

Any final comments?

- I think she is an asset to the department.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.
- Be being better organized. It would help with prioritizing.
- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- ___ is very knowledgeable, honest, and consistent in her leadership decisions.