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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.

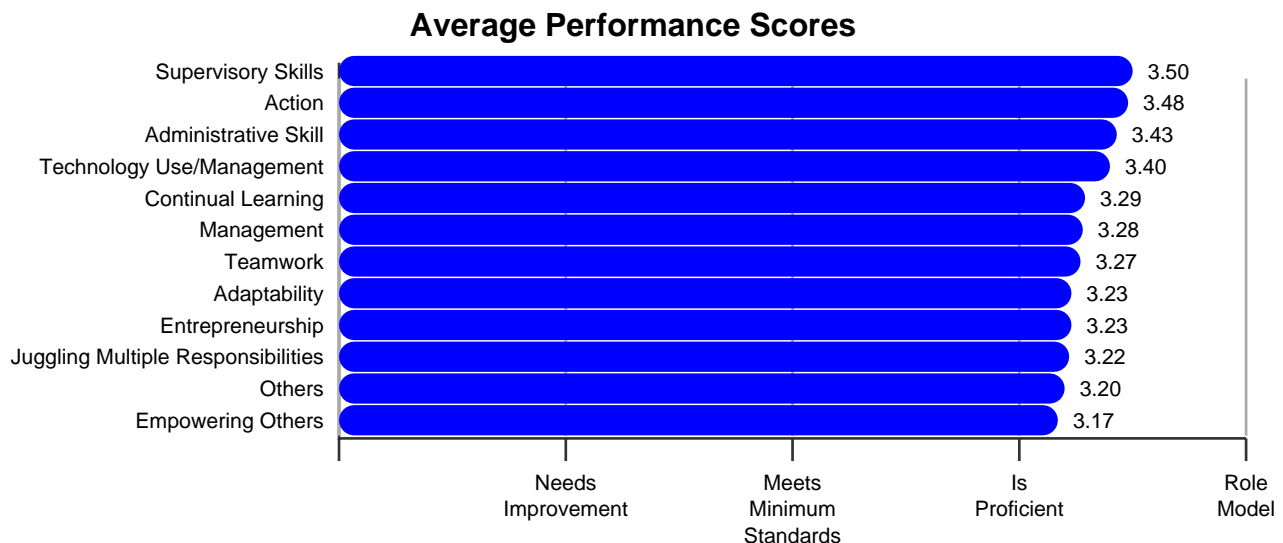
## What to Do with Your Feedback

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.



## Supervisory Skills

### 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. Promotes teamwork and cooperation within the department.	15	3.20	93.3	7%	67%		27%
2. Delegates effectively.	15	3.87	100.0	13%	87%		
3. Encourages employees to achieve their full potential.	15	3.33	93.3	7%	53%		40%
4. Provides constructive, ongoing feedback.	15	3.60	93.3	7%	27%	67%	

### Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
1. Promotes teamwork and cooperation within the department.	3.29	3.20	-0.09 ▼
2. Delegates effectively.	3.65	3.87	+0.22 ▲
3. Encourages employees to achieve their full potential.	3.18	3.33	+0.16 ▲
4. Provides constructive, ongoing feedback.	3.41	3.60	+0.19 ▲

### Comments:

- \_\_\_ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.
- she understands where our opportunities for savings in the employee benefits plan may be.
- I love working with her and hope to continue having her as my supervisor!
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- \_\_\_ is doing well overall and shows that she is willing to learn, this is strongly due to \_\_\_'s role modeling and encouragement. If \_\_\_ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader. We would love to help her!
- 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.

## 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
5. Delegate tasks effectively	15	3.33	93.3	7%	53%	40%	
6. Makes you feel enthusiastic about your work	15	3.20	93.3	7%	60%	33%	
7. Takes responsibility for things that go wrong	15	3.20	86.7	13%	53%	33%	
8. Sets an example for others to follow	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
5. Delegate tasks effectively	3.24	3.33	+0.10 ▲
6. Makes you feel enthusiastic about your work	3.24	3.20	-0.04 ▼
7. Takes responsibility for things that go wrong	3.41	3.20	-0.21 ▼
8. Sets an example for others to follow	3.24	3.40	+0.16 ▲

### Comments:

- \_\_\_ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.
- \_\_\_ has very quickly re-invented the Technical Services division. She is now aggressively moving the team to become more mature and service oriented. Throughout this transition, \_\_\_ has been very successful in managing this difficult change.
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- I appreciate the straight forward style of leadership \_\_\_ uses.
- I was excited to come on board under \_\_\_'s leadership when she hired me, and I began working here in March of this year.
- She allows self-starter employees to take ownership of tasks/improvements and doesn't hover, but is available when you need her. She has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.

## Administrative Skill

### 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
9. Takes responsibility for decisions.	15	3.47	93.3	7%	40%	53%	
10. Enthusiastic about taking on challenging projects.	15	3.47	93.3	7%	40%	53%	
11. Strong organizational skills to keep the workspace and department in order	15	3.53	100.0		47%	53%	
12. Implements and uses performance measures.	15	3.27	100.0		73%		27%

### Time Comparisons by Item

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

Item	2022	2023	Change
9. Takes responsibility for decisions.	3.18	3.47	+0.29 ▲
10. Enthusiastic about taking on challenging projects.	3.35	3.47	+0.11 ▲
11. Strong organizational skills to keep the workspace and department in order	3.47	3.53	+0.06 ▲
12. Implements and uses performance measures.	3.47	3.27	-0.20 ▼

### Comments:

- In every interaction that I have had with \_\_\_\_, I have found her to be professional, reliable, and engaged in the process.
- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from \_\_\_\_ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of responsibility.
- \_\_\_\_ does an excellent job as a leader. She has been presented with many challenges in the last year and has remained positive for her staff.
- \_\_\_\_ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on \_\_\_\_ to stand her ground and take care of her employees / department.
- \_\_\_\_ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- \_\_\_\_ is a very effective leader and excellent communicator.

## Adaptability

### 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
13. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	15	3.33	100.0		67%		33%
14. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	15	3.13	86.7	13%	60%		27%
15. Flexible and open to new ideas and encourages others to value change.	15	3.07	80.0	20%	53%		27%
16. Able to quickly learn new ways of performing their 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
13. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	3.35	3.33	-0.02 ▼
14. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	3.18	3.13	-0.04 ▼
15. Flexible and open to new ideas and encourages others to value change.	3.00	3.07	+0.07 ▲
16. Able to quickly learn new ways of performing their job.	3.65	3.40	-0.25 ▼

### Comments:

- I would encourage her to empathize with her team and show more of a calm, caring side.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- \_\_\_ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- \_\_\_'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.
- She exhibits vision, compassion and high integrity in all of her work.
- She is truly dedicated to doing a good job, by helping us do a good job.

## 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
17. Improves on their skill sets.	15	3.27	93.3	7%	60%	33%	
18. Is open to new ideas and concepts.	14	3.00	92.9	7%	79%	14%	
19. Seeks opportunities to grow in skills and knowledge.	15	3.47	100.0		53%	47%	
20. Shares best practices with others and learns from others.	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

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

Item	2022	2023	Change
17. Improves on their skill sets.	3.47	3.27	-0.20 ▼
18. Is open to new ideas and concepts.	3.12	3.00	-0.12 ▼
19. Seeks opportunities to grow in skills and knowledge.	3.59	3.47	-0.12 ▼
20. Shares best practices with others and learns from others.	3.29	3.40	+0.11 ▲

### Comments:

- It shows that \_\_\_ takes pride in making her direct reports feel like they are doing good work and are valued members of the team.
- \_\_\_'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.
- \_\_\_ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- 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.
- Our department continues to have a very low loss rate.



## 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
21. Completes multiple tasks simultaneously.	15	3.53	100.0	47%	53%		
22. Spends the most time and effort on critical tasks first.	15	3.00	80.0	20%	60%	20%	
23. Uses a scheduler/planner to keep tasks organized and on time.	15	2.87	80.0	20%	73%	7%	
24. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	3.47	100.0	53%	47%		

### Time Comparisons by Item

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

Item	2022	2023	Change
21. Completes multiple tasks simultaneously.	3.35	3.53	+0.18 ▲
22. Spends the most time and effort on critical tasks first.	3.00	3.00	
23. Uses a scheduler/planner to keep tasks organized and on time.	2.88	2.87	-0.02 ▼
24. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	3.00	3.47	+0.47 ▲

### Comments:

- \_\_\_ is by far a leader in the service area.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- She has been both a great co-worker and mentor to me.
- \_\_\_'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- \_\_\_ has a lot of knowledge in competency models and is passing that on to her teams.
- I think she is doing really good work and I found that to be one area I could list that might help.

## 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
25. Effectively makes decisions	15	3.67	100.0	33%	67%		
26. Makes effective decisions, even when under pressure.	15	3.40	93.3	7%	47%	47%	
27. Is not afraid to take corrective action when necessary.	15	3.33	93.3	7%	53%	40%	
28. Does whatever it takes (within reason) to get the job done.	15	3.53	100.0	47%	53%		

### Time Comparisons by Item

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

Item	2022	2023	Change
25. Effectively makes decisions	3.76	3.67	-0.10 ▼
26. Makes effective decisions, even when under pressure.	3.53	3.40	-0.13 ▼
27. Is not afraid to take corrective action when necessary.	3.12	3.33	+0.22 ▲
28. Does whatever it takes (within reason) to get the job done.	3.41	3.53	+0.12 ▲

#### Comments:

- As mentioned above, good collaboration.
- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.
- A great addition to the team.
- I appreciate \_\_\_'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].
- \_\_\_ 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.
- \_\_\_ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.

## Technology Use/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
29. Adopts the implementation of new technology into the workplace.	15	3.67	100.0	33%	67%		
30. Maximizes the use of new technology to deliver products and services.	15	3.33	100.0		67%		33%
31. Supports employee training and development initiatives regarding implementation of technology.	15	3.20	86.7	13%	53%		33%
32. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.40	100.0		60%		40%

### Time Comparisons by Item

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

Item	2022	2023	Change
29. Adopts the implementation of new technology into the workplace.	3.59	3.67	+0.08 ▲
30. Maximizes the use of new technology to deliver products and services.	3.41	3.33	-0.08 ▼
31. Supports employee training and development initiatives regarding implementation of technology.	3.18	3.20	+0.02 ▲
32. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.35	3.40	+0.05 ▲

### Comments:

- I thoroughly enjoy working with \_\_\_ and she has been very helpful with the rework IS did with their job descriptions.
- You can count on \_\_\_ to be honest and stay true to commitments.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- \_\_\_ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- \_\_\_ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- She works diligently with our supplier to ensure the inventory is cost effective.

## Empowering Others

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
33. Gives employees input into the decision making process.	15	3.20	86.7	13%	53%	33%	
34. Provides support and resources needed to accomplish goals.	15	3.27	93.3	7%	60%	33%	
35. Encourages others to obtain necessary skills and training.	15	3.00	80.0	20%	60%	20%	
36. Encourages employees to solve problems on their own.	15	3.20	93.3	7%	67%	27%	

### Time Comparisons by Item

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

Item	2022	2023	Change
33. Gives employees input into the decision making process.	3.18	3.20	+0.02 ▲
34. Provides support and resources needed to accomplish goals.	2.88	3.27	+0.38 ▲
35. Encourages others to obtain necessary skills and training.	3.18	3.00	-0.18 ▼
36. Encourages employees to solve problems on their own.	3.18	3.20	+0.02 ▲

#### Comments:

- It has been a wonderful having \_\_\_ as our manager so far, the future looks brighter!
- She sets her expectations high, and delivers a high level of performance herself.
- Additional feedback and communication.
- \_\_\_ is very reliable and collaborates well on projects.
- I appreciate her dedication to the department employees.
- Is reliable and keeps the team focused on the delivery of outcomes.

## 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
37. Encourages teamwork and collaboration.	15	3.27	93.3	7%	60%	33%	
38. Encourages collaboration with other departments.	15	3.27	86.7	13%	47%	40%	
39. Comes across as a reliable, committed team member	15	3.13	86.7	13%	60%	27%	
40. Actively and openly participates in group meetings.	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

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

Item	2022	2023	Change
37. Encourages teamwork and collaboration.	3.35	3.27	-0.09 ▼
38. Encourages collaboration with other departments.	3.24	3.27	+0.03 ▲
39. Comes across as a reliable, committed team member	3.59	3.13	-0.45 ▼
40. Actively and openly participates in group meetings.	3.29	3.40	+0.11 ▲

#### Comments:

- \_\_\_ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- Always looking for ways to grow as a person. Inspires others to do the same.
- \_\_\_ sets high standards for those she works with and expects the same of herself.
- I garner ideas from her regularly and look to her as a mentor.
- \_\_\_ is actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.
- I truly enjoy working with \_\_\_. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.

## 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
41. Includes others in the decision making processes.	15	3.33	93.3	7%	53%	40%	
42. Able to see issues from others' perspectives.	15	3.33	93.3	7%	53%	40%	
43. Constructively receives criticism and suggestions from others.	15	3.13	86.7	13%	60%	27%	
44. Consistently demonstrates ability and willingness to trust others.	15	3.00	86.7	13%	73%	13%	

### Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
41. Includes others in the decision making processes.	3.29	3.33	+0.04 ▲
42. Able to see issues from others' perspectives.	3.41	3.33	-0.08 ▼
43. Constructively receives criticism and suggestions from others.	3.35	3.13	-0.22 ▼
44. Consistently demonstrates ability and willingness to trust others.	3.18	3.00	-0.18 ▼

#### Comments:

- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with her. A pleasure to work with. A+
- Manager routinely demonstrates all of the above characteristics, as marked
- When in meetings in \_\_\_'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- She clearly assigns our responsibilities by our individual strengths.
- \_\_\_ 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.
- \_\_\_ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.

## Entrepreneurship

### 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
45. Balances risks and rewards when making decisions.	15	3.53	100.0	47%	53%		
46. Maintains a high level of energy to respond to demands of the job.	15	3.00	86.7	13%	73%		13%
47. Exhibits determination and passion in completion of goals.	15	3.20	93.3	7%	60%		33%
48. Has a strategic awareness on how to promote the organization.	15	3.20	93.3	7%	67%		27%

### Time Comparisons by Item

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

Item	2022	2023	Change
45. Balances risks and rewards when making decisions.	3.35	3.53	+0.18 ▲
46. Maintains a high level of energy to respond to demands of the job.	3.24	3.00	-0.24 ▼
47. Exhibits determination and passion in completion of goals.	3.00	3.20	+0.20 ▲
48. Has a strategic awareness on how to promote the organization.	3.18	3.20	+0.02 ▲

#### Comments:

- She has helped make me a better manager through her actions and follow through.
- She has grown as a manager in the last few months and it shows.
- I honestly cannot think of anything that she could improve on.
- She is an outstanding manager.
- \_\_\_ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.
- Please know that stress can occasionally slow down progress.

## 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 envy her versatility in working with a wide variety of issues and topics.
- She has a vast storehouse of knowledge about the facility and our policies.
- \_\_\_ has done a great job of continuing to grow and refine the service lines.
- She translated the creative thinking into real change and solution that advanced our department.
- I believe \_\_\_ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with \_\_\_ and I appreciate her style and understanding and support of the work that I do.
- Is extremely knowledgeable and is always continuing her education to stay up to date.

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

- I believe the team greatly values \_\_\_'s visionary capabilities and ideas, which is appropriate for a Vice President, but she is getting too involved in Director level tasks.
- 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.
- \_\_\_ is a strong advocate for both the customer and staff.
- 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.
- \_\_\_ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.

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

- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.
- \_\_\_ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- She is a joy to work for.
- She is a charismatic leader. Really the best!!
- Always steps up if help is needed.

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

- \_\_\_ leads by example.
- \_\_\_ sets high standards for those she works with and expects the same of herself.
- The advice and direction I receive from \_\_\_ is often on point and helps to provide positive outcomes. Over the last year as I have grown \_\_\_ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- Takes complete ownership of role and looks for ways to assist teammates.
- 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.
- \_\_\_ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.



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

- I honestly cannot think of anything to recommend that would help her to improve at this point.
- \_\_\_ 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.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- Provides coaching for developing team leaders to help them meet their goals.
- From my perspective, \_\_\_ is a very effective leader. I have seen \_\_\_ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. \_\_\_ is always open and is a great collaborator.
- She encourages each staff member to understand each other and to work together in a very positive manner.

### Any final comments?

- She strives to be an effective and available leader.
- \_\_\_ would be my choice for permanent manager of the department.
- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- 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 is effective and her knowledge of processes is invaluable.