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.
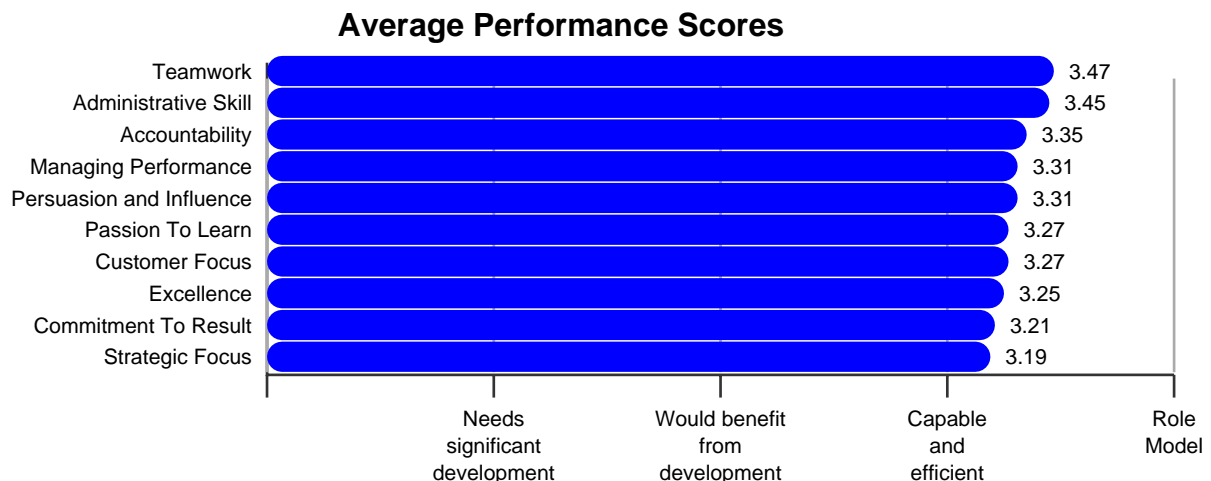
What to Do with Your Feedback

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.
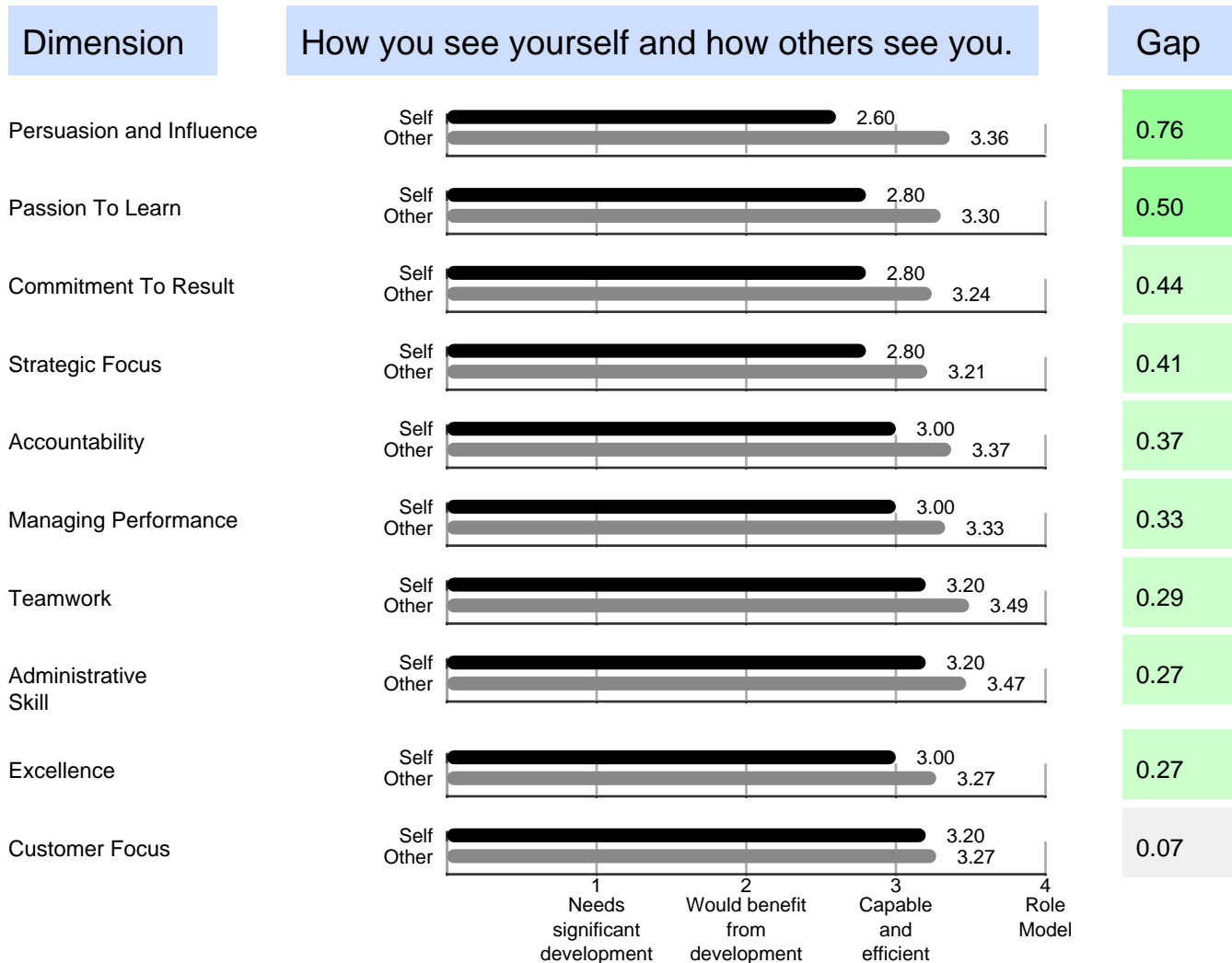
Summary

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
Teamwork	3.47
Administrative Skill	3.45
Accountability	3.35
Managing Performance	3.31
Persuasion and Influence	3.31
Passion To Learn	3.27
Customer Focus	3.27
Excellence	3.25
Commitment To Result	3.21
Strategic Focus	3.19

Scale: Needs significant development — Would benefit from development — Capable and efficient — Role Model

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
Persuasion and Influence	Self 2.60 / Other 3.36	0.76
Passion To Learn	Self 2.80 / Other 3.30	0.50
Commitment To Result	Self 2.80 / Other 3.24	0.44
Strategic Focus	Self 2.80 / Other 3.21	0.41
Accountability	Self 3.00 / Other 3.37	0.37
Managing Performance	Self 3.00 / Other 3.33	0.33
Teamwork	Self 3.20 / Other 3.49	0.29
Administrative Skill	Self 3.20 / Other 3.47	0.27
Excellence	Self 3.00 / Other 3.27	0.27
Customer Focus	Self 3.20 / Other 3.27	0.07

Scale:
1 — Needs significant development
2 — Would benefit from development
3 — Capable and efficient
4 — Role Model

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. You coach team on how to solve problems, plan, and meet organizational goals and objectives.	15	3.20	93.3	7%	67%		27%
2. You identify and resolves conflicts within the team to increase team effectiveness	15	3.87	100.0	13%	87%		
3. You are an effective team player	15	3.33	93.3	7%	53%		40%
4. You work cooperatively with others to solve problems.	15	3.60	93.3	7%	27%	67%	
5. You actively participates as a team member	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 coach team on how to solve problems, plan, and meet organizational goals and objectives.	3.29	3.20	-0.09 ▼
2. You identify and resolves conflicts within the team to increase team effectiveness	3.65	3.87	+0.22 ▲
3. You are an effective team player	3.18	3.33	+0.16 ▲
4. You work cooperatively with others to solve problems.	3.41	3.60	+0.19 ▲
5. You actively participates as a team member	3.24	3.33	+0.10 ▲

Comments:
- She would benefit from soliciting more feedback and pushing others to do more.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.
- ___ is an outstanding leader.   She offers great communication and staff allows know what is expected of them.
- ___ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- ___ has excellent communication skills with both staff and her management team.

Accountability

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
6. You accept responsibility for outcomes.	15	3.20	93.3	7%	60%		33%
7. You keep your word and do what you say you will do.	15	3.20	86.7	13%	53%		33%
8. You create a consistent process for prioritizing work.	15	3.40	93.3	7%	47%		47%
9. You require employees provide you with advanced warning on problems and issues that they know will affect completion of tasks.	15	3.47	93.3	7%	40%		53%
10. You take ownership of mistakes and learn from them.	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 accept responsibility for outcomes.	3.24	3.20	-0.04 ▼
7. You keep your word and do what you say you will do.	3.41	3.20	-0.21 ▼
8. You create a consistent process for prioritizing work.	3.24	3.40	+0.16 ▲
9. You require employees provide you with advanced warning on problems and issues that they know will affect completion of tasks.	3.18	3.47	+0.29 ▲
10. You take ownership of mistakes and learn from them.	3.35	3.47	+0.11 ▲

Comments:
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- I know I can always count on ___ to be reliable and respond in a timely manner to my request.
- ___ is collaborative in everything she does and inspires a collaborative approach in others.
- ___ has excellent communication skills with both staff and her management team.
- ___'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.

Passion To Learn

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. You are open to feedback from others.	15	3.53	100.0			47%	53%
12. You are willing to learn new procedures for working with the equipment.	15	3.27	100.0			73%	27%
13. You hold self and associates accountable for goal achievement.	15	3.33	100.0			67%	33%
14. You demonstrate through personal behavior the commitment to high standards of performance.	15	3.13	86.7		13%	60%	27%
15. You critique own performance and learn from experience as a source of continuous improvement.	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 are open to feedback from others.	3.47	3.53	+0.06 ▲
12. You are willing to learn new procedures for working with the equipment.	3.47	3.27	-0.20 ▼
13. You hold self and associates accountable for goal achievement.	3.35	3.33	-0.02 ▼
14. You demonstrate through personal behavior the commitment to high standards of performance.	3.18	3.13	-0.04 ▼
15. You critique own performance and learn from experience as a source of continuous improvement.	3.00	3.07	+0.07 ▲

Comments:
- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- ___ sets high standards for those she works with and expects the same of herself.
- ___ is a rock amongst the management at [CompanyName].
- ___ is excellent at providing positive feedback in the moment while in meetings.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- ___ is a great manager and has nothing but the greatest interest for her employees and customers.

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
16. You measure job performance of subordinates against defined goals and objectives.	15	3.40	93.3	7%	47%		47%
17. You review job performance shortly after completion of tasks.	15	3.27	93.3	7%	60%		33%
18. You address poor performance sooner rather than later.	14	3.00	92.9	7%	79%		14%
19. You set and maintain high standards for self and others.	15	3.47	100.0		53%		47%
20. You ensure that team goals are met 85 percent of the time.	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 measure job performance of subordinates against defined goals and objectives.	3.65	3.40	-0.25 ▼
17. You review job performance shortly after completion of tasks.	3.47	3.27	-0.20 ▼
18. You address poor performance sooner rather than later.	3.12	3.00	-0.12 ▼
19. You set and maintain high standards for self and others.	3.59	3.47	-0.12 ▼
20. You ensure that team goals are met 85 percent of the time.	3.29	3.40	+0.11 ▲

Comments:
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- ___ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ___ continues to work to improve her departments and improve the engagement of her employees.
- ___ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- Shows curiosity.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.

Persuasion and Influence

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. You communicate effectively with others.	15	3.53	100.0		47%	53%	
22. You are able to express own goals and needs.	15	3.00	80.0	20%	60%		20%
23. You develop a good rapport with others.	15	2.87	80.0	20%	73%		7%
24. You understand what others need.	15	3.47	100.0		53%	47%	
25. You have excellent influencing/negotiating skills.	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 communicate effectively with others.	3.35	3.53	+0.18 ▲
22. You are able to express own goals and needs.	3.00	3.00	
23. You develop a good rapport with others.	2.88	2.87	-0.02 ▼
24. You understand what others need.	3.00	3.47	+0.47 ▲
25. You have excellent influencing/negotiating skills.	3.76	3.67	-0.10 ▼

Comments:
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- She is excellent at helping/coaching/problem-solving with others.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- Provides coaching for developing team leaders to help them meet their goals.
- I know I can always count on ___ to consistently encourage collaboration and system perspective.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. You take responsibility for decisions.	15	3.40	93.3	7%	47%		47%
27. You implement and use performance measures.	15	3.33	93.3	7%	53%		40%
28. You have strong organizational skills to keep the workspace and department in order	15	3.53	100.0		47%	53%	
29. You accurately implement contract provisions.	15	3.67	100.0		33%	67%	
30. You complete reports on-time.	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 take responsibility for decisions.	3.53	3.40	-0.13 ▼
27. You implement and use performance measures.	3.12	3.33	+0.22 ▲
28. You have strong organizational skills to keep the workspace and department in order	3.41	3.53	+0.12 ▲
29. You accurately implement contract provisions.	3.59	3.67	+0.08 ▲
30. You complete reports on-time.	3.41	3.33	-0.08 ▼

Comments:
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- ___ has an impressive vision for the company.
- She solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- Manager routinely demonstrates all of the above characteristics, as marked
- ___ is able to problem solve very well.
- Is always learning.   Whether it is a webinar, tutorial, self-improvement books, etc.

Commitment To Result

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
31. You maintain persistence and dedication to achieving results.	15	3.20	86.7	13%	53%		33%
32. You are able to focus on a task even when working alone.	15	3.40	100.0		60%		40%
33. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.20	86.7	13%	53%		33%
34. You are committed to the team.	15	3.27	93.3	7%	60%		33%
35. You encourage commitment in others to obtain results.	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 maintain persistence and dedication to achieving results.	3.18	3.20	+0.02 ▲
32. You are able to focus on a task even when working alone.	3.35	3.40	+0.05 ▲
33. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.18	3.20	+0.02 ▲
34. You are committed to the team.	2.88	3.27	+0.38 ▲
35. You encourage commitment in others to obtain results.	3.18	3.00	-0.18 ▼

Comments:

- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- ___ will sometimes delegate work while continuing to do her own work on the same project she delegated without including the employee she originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- ___ excels at customer service and keeping our team focused on the customer.
- Appreciate ___'s calm approach
- ___ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- She is very supportive of cross training and learning new skills.

Excellence

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
36. You can be counted on to add value wherever you are involved.	15	3.20	93.3	7%	67%		27%
37. You produce high quality work.	15	3.27	93.3	7%	60%		33%
38. You are planful and organized.	15	3.27	86.7	13%	47%		40%
39. You demonstrate the analytical skills to do your job.	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 can be counted on to add value wherever you are involved.	3.18	3.20	+0.02 ▲
37. You produce high quality work.	3.35	3.27	-0.09 ▼
38. You are planful and organized.	3.24	3.27	+0.03 ▲
39. You demonstrate the analytical skills to do your job.	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:
- ___ has been an effective leader for me.   She encourages me to develop and knows what my strengths are.   She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- 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.
- She includes appropriate people in her decisions and follows through on decisions made.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.
- Your initiative influences others in a positive way.
- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
41. You ensure all customer commitments and requirements are met or exceeded.	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 maintain positive customer relationships.	15	3.13	86.7	13%	60%	27%	
44. You consider customers point of view when making decisions.	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 ensure all customer commitments and requirements are met or exceeded.	3.29	3.33	+0.04 ▲
42. You develop good rapport and trust with the customer.	3.41	3.33	-0.08 ▼
43. You maintain positive customer relationships.	3.35	3.13	-0.22 ▼
44. You consider customers point of view when making decisions.	3.18	3.00	-0.18 ▼
45. You consistently model positive customer service attitudes.	3.35	3.53	+0.18 ▲

Comments:
- Is dedicated, selfless, trustworthy and focused on the big picture.
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- Timely follow through.
- ___ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- ___ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.

Strategic 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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
46. You communicate goals and objectives to employees.	15	3.00	86.7	13%	73%		13%
47. You understand your role within the organization.	15	3.20	93.3	7%	60%		33%
48. You understand and contribute to development of strategic goals.	15	3.20	93.3	7%	67%		27%
49. You create plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	3.40	93.3	7%	47%		47%
50. You look for opportunities to enhance contributions to the bottom line.	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 communicate goals and objectives to employees.	3.24	3.00	-0.24 ▼
47. You understand your role within the organization.	3.00	3.20	+0.20 ▲
48. You understand and contribute to development of strategic goals.	3.18	3.20	+0.02 ▲
49. You create plans to develop and promote organizational and area strengths, as well as to address weaknesses.	3.35	3.40	+0.05 ▲
50. You look for opportunities to enhance contributions to the bottom line.	3.29	3.13	-0.16 ▼

Comments:
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- Need to take in all opinions, not just those of employees who are not always truthful....
- There have been hires and rehires of employees that have not worked out well. Not all of this is her fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- ___ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- ___ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using 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?

- ___ has the talent to use different Leadership styles to fit the situation.
- ___ has been a tremendous resource for my own professional development in this department and in recruitment.   She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- ___ clearly communicates expectations and verifies information to ensure shared understanding.   A great example was the recent coaching session at our visibility wall.   This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- ___ has done a great job of continuing to grow and refine the service lines.
- Ithink   ___ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.
- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.

What do you like best about working with this individual?

- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- It doesn't feel like ___'s been at her best this year. She seems disconnected from the work of her group.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- ___ defines outcomes clearly and sets expectations/timelines with regards to results.   She facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization.   She is very customer and system focused.
- ___ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.

What do you like least about working with this individual?

- She consistently conducts herself with professionalism and represents our unit well.
- You can count on ___ to give you the most honest feedback even if it is information you may not want to hear.
- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.
- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- ___ consistently involves employees in shared decision making to determine how to achieve optimal outcomes.   ___ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- She is well respected by her peers and it is clear to see why.

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

- ___ is a great leader and supports her staff.
- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- Her positive attitude is constant.
- ___ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- I can't think of a single thing ___ could improve upon.

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

*   ___ has improved with her follow-up assignments from meetings.
*   Don't know where we would be without her.
*   Has one of the strongest work ethics I've ever encountered in a team member.
*   I have great respect and appreciation for ___.   Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done effeciently and effectively.
*   I appreciate her receptiveness and openness and her sense of humor.
*   ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.

Any final comments?

*   She is very effective.
*   As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that ___'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
*   She goes above and beyond with the amount of time she puts in and all the projects she is working on.
*   Despite the fact that ___ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
*   She removes barriers so that we can do our job to the best of our ability.
*   Over this past year ___ has demonstrated ambition and the desire for professional growth in her new role as CIO.