Feedback Results

Your CompanyName Here

2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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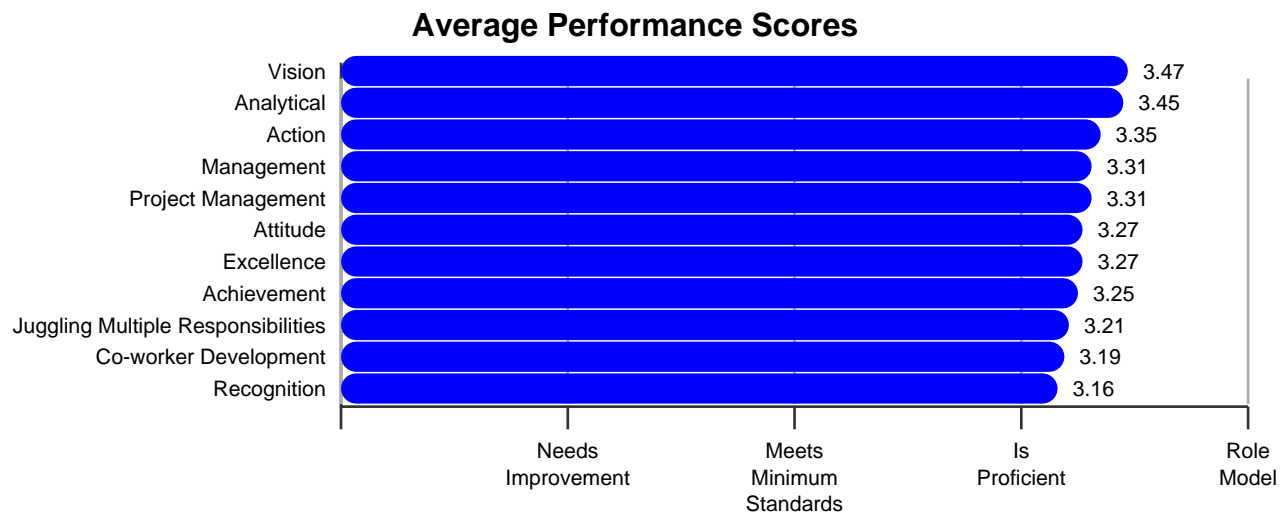
What to Do with Your Feedback

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

Summary

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

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

Average Performance Scores

Dimension	Score
Vision	3.47
Analytical	3.45
Action	3.35
Management	3.31
Project Management	3.31
Attitude	3.27
Excellence	3.27
Achievement	3.25
Juggling Multiple Responsibilities	3.21
Co-worker Development	3.19
Recognition	3.16

Needs Improvement | Meets Minimum Standards | Is Proficient | 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
Project Management	Self 2.60 / Other 3.36	0.76
Attitude	Self 2.80 / Other 3.30	0.50
Juggling Multiple Responsibilities	Self 2.80 / Other 3.24	0.44
Co-worker Development	Self 2.80 / Other 3.21	0.41
Recognition	Self 2.80 / Other 3.19	0.39
Action	Self 3.00 / Other 3.37	0.37
Management	Self 3.00 / Other 3.33	0.33
Vision	Self 3.20 / Other 3.49	0.29
Analytical	Self 3.20 / Other 3.47	0.27
Achievement	Self 3.00 / Other 3.27	0.27
Excellence	Self 3.20 / Other 3.27	0.07

Scale:
1 Needs Improvement
2 Meets Minimum Standards
3 Is Proficient
4 Role Model

Vision

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. Creates a positive vision of the future for the Company.	15	3.20	93.3	7%	67%		27%
2. Leads employees in new directions.	15	3.87	100.0	13%	87%		
3. Behaves in a way that is consistent with business values & code of conduct	15	3.33	93.3	7%	53%		40%
4. Understands the vision of the Company and promotes it ahead of any self-interests.	15	3.60	93.3	7%	27%	67%	
5. Works to support the strategy of [Company]	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. Creates a positive vision of the future for the Company.	3.29	3.20	-0.09	▼
2. Leads employees in new directions.	3.65	3.87	+0.22	▲
3. Behaves in a way that is consistent with business values & code of conduct	3.18	3.33	+0.16	▲
4. Understands the vision of the Company and promotes it ahead of any self-interests.	3.41	3.60	+0.19	▲
5. Works to support the strategy of [Company]	3.24	3.33	+0.10	▲

Comments:
- ___ does not always follow through with things (ordering equipment).
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- ___ promotes and encourages teambuilding throughout the entire department.
- She leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- ___ is very cognizant of areas for improvement.   She has made a huge impact on how the department functions.
- She is also very enthusiastic and energetic.

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
6. Drives and mobilizes others progress toward goals.	15	3.20	93.3	7%	60%		33%
7. Is not afraid to take corrective action when necessary.	15	3.20	86.7	13%	53%		33%
8. Makes effective decisions, even when under pressure.	15	3.40	93.3	7%	47%		47%
9. Displays high energy and enthusiasm on consistent basis.	15	3.47	93.3	7%	40%		53%
10. Works quickly when faced with difficult problems.	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. Drives and mobilizes others progress toward goals.	3.24	3.20	-0.04 ▼
7. Is not afraid to take corrective action when necessary.	3.41	3.20	-0.21 ▼
8. Makes effective decisions, even when under pressure.	3.24	3.40	+0.16 ▲
9. Displays high energy and enthusiasm on consistent basis.	3.18	3.47	+0.29 ▲
10. Works quickly when faced with difficult problems.	3.35	3.47	+0.11 ▲

Comments:
- Willingness to pitch in, desire to grow, and a great attitude.
- Her professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- ___ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.

Attitude

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.53	100.0			47%	53%
12. Treats all people fairly and with respect.	15	3.27	100.0			73%	27%
13. Is gracious and professional in their interactions with others.	15	3.33	100.0			67%	33%
14. Builds open and trusting relationships.	15	3.13	86.7		13%	60%	27%
15. Shows by their actions that they trust in the positive intentions of others.	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. Works to eliminate unnecessary work or barriers that get in others' way.	3.47	3.53	+0.06 ▲
12. Treats all people fairly and with respect.	3.47	3.27	-0.20 ▼
13. Is gracious and professional in their interactions with others.	3.35	3.33	-0.02 ▼
14. Builds open and trusting relationships.	3.18	3.13	-0.04 ▼
15. Shows by their actions that they trust in the positive intentions of others.	3.00	3.07	+0.07 ▲

Comments:
- I observe her coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- ___ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- I truly enjoy working with ___ on a daily basis.
- I have never known ___ to not hire for talent.
- She keeps focused on things that are important for her department to run smoothly.

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
16. Delegate tasks effectively	15	3.40	93.3	7%	47%	47%	
17. Is ready to offer help	15	3.27	93.3	7%	60%	33%	
18. Takes responsibility for things that go wrong	14	3.00	92.9	7%	79%	14%	
19. Makes you feel enthusiastic about your work	15	3.47	100.0		53%	47%	
20. 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
16. Delegate tasks effectively	3.65	3.40	-0.25 ▼
17. Is ready to offer help	3.47	3.27	-0.20 ▼
18. Takes responsibility for things that go wrong	3.12	3.00	-0.12 ▼
19. Makes you feel enthusiastic about your work	3.59	3.47	-0.12 ▼
20. Sets an example for others to follow	3.29	3.40	+0.11 ▲

Comments:
- ___ leads by example. Great Employee engagement.
- ___ 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.
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward.
  If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- Establishes a culture where everyone's contribution is acknowledged and valued.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Defines project outcomes based on customer requirements.	15	3.53	100.0			47%	53%
22. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	3.00	80.0	20%	60%		20%
23. Develops performance measures for various aspects of the project.	15	2.87	80.0	20%	73%		7%
24. Regularly reviews project performance and goals.	15	3.47	100.0			53%	47%
25. Maintains costs and expenses within budget limits.	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. Defines project outcomes based on customer requirements.	3.35	3.53	+0.18 ▲
22. Organizes, plans, and directs resources to accomplish the goals and objectives.	3.00	3.00	
23. Develops performance measures for various aspects of the project.	2.88	2.87	-0.02 ▼
24. Regularly reviews project performance and goals.	3.00	3.47	+0.47 ▲
25. Maintains costs and expenses within budget limits.	3.76	3.67	-0.10 ▼

Comments:
- She's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).
- ___ 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.
- I will always welcome ___'s direct, honest, caring feedback.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- ___ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- ___ has improved with her follow-up assignments from meetings.

Analytical

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Identifies problems and issues needing resolution.	15	3.40	93.3	7%	47%		47%
27. Balances risks and costs with the rewards and probabilities of success when decisions.	15	3.33	93.3	7%	53%		40%
28. Selects the appropriate techniques for analysis.	15	3.53	100.0		47%	53%	
29. Implements data validation techniques and methods.	15	3.67	100.0		33%	67%	
30. Prioritizes various actions to be taken when solving a problem.	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. Identifies problems and issues needing resolution.	3.53	3.40	-0.13 ▼
27. Balances risks and costs with the rewards and probabilities of success when decisions.	3.12	3.33	+0.22 ▲
28. Selects the appropriate techniques for analysis.	3.41	3.53	+0.12 ▲
29. Implements data validation techniques and methods.	3.59	3.67	+0.08 ▲
30. Prioritizes various actions to be taken when solving a problem.	3.41	3.33	-0.08 ▼

Comments:
- There are a lot of great features this system has to offer and ___ has challenges at times.
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.
- Don't know where we would be without her.
- I appreciate her openness and availability to all the staff.
- ___ is a very effective leader and excellent communicator.
- I would recommend that ___ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.

Juggling Multiple Responsibilities

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Switches attention to more urgent tasks when necessary.	15	3.20	86.7	13%	53%		33%
32. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	15	3.40	100.0		60%		40%
33. Is aware of the deadlines for specific tasks/assignments.	15	3.20	86.7	13%	53%		33%
34. Plans and organizes continuously while performing all other responsibilities and activities.	15	3.27	93.3	7%	60%		33%
35. Ensures that assignments are prioritized according to the needs of the department/company.	15	3.00	80.0	20%	60%		20%

Time Comparisons by Item

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

Item	2022	2023	Change
31. Switches attention to more urgent tasks when necessary.	3.18	3.20	+0.02 ▲
32. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	3.35	3.40	+0.05 ▲
33. Is aware of the deadlines for specific tasks/assignments.	3.18	3.20	+0.02 ▲
34. Plans and organizes continuously while performing all other responsibilities and activities.	2.88	3.27	+0.38 ▲
35. Ensures that assignments are prioritized according to the needs of the department/company.	3.18	3.00	-0.18 ▼

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.
- Information is given concisely at meetings, and her explanations of all information is very clear.
- Is a great teammate and valuable resource for the company.   it is obvious she cares for the team
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- There are two items above that will be part of my goals for the coming year.
- I can not say enough good things about ___ she has been an asset to our department from day one.

Achievement

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	15	3.20	93.3	7%	67%		27%
37. Demonstrates improvement in performance.	15	3.27	93.3	7%	60%		33%
38. Eliminates bureaucratic barriers to streamline processes.	15	3.27	86.7	13%	47%		40%
39. Inspires others to work with a sense of urgency.	15	3.13	86.7	13%	60%		27%
40. Is flexible in adjusting priorities to meet the demands of changing situations.	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. <u>Establishes</u> Specific Measurable Achievable Realistic and Timed (SMART) goals.	3.18	3.20	+0.02 ▲
37. Demonstrates improvement in performance.	3.35	3.27	-0.09 ▼
38. Eliminates bureaucratic barriers to streamline processes.	3.24	3.27	+0.03 ▲
39. Inspires others to work with a sense of urgency.	3.59	3.13	-0.45 ▼
40. Is flexible in adjusting priorities to meet the demands of changing situations.	3.29	3.40	+0.11 ▲

Comments:
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- ___ is very reliable and collaborates well on projects.
- ___ has been instrumental in the working relationship of our department.
- She also works to build and maintain community connections with local law enforcement and other emergency responders.
- ___ has been very supportive for me in my new role as technical specialist.   She has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- ___ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.

Excellence

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Takes a lot of pride in their work.	15	3.33	93.3	7%	53%		40%
42. Demonstrates the analytical skills to do their job.	15	3.33	93.3	7%	53%		40%
43. Can be counted on to add value wherever they are involved.	15	3.13	86.7	13%	60%		27%
44. Demonstrates the functional or technical skills necessary to do their job.	15	3.00	86.7	13%	73%		13%
45. Keeps themselves and others focused on constant improvement.	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. Takes a lot of pride in their work.	3.29	3.33	+0.04 ▲
42. Demonstrates the analytical skills to do their job.	3.41	3.33	-0.08 ▼
43. Can be counted on to add value wherever they are involved.	3.35	3.13	-0.22 ▼
44. Demonstrates the functional or technical skills necessary to do their job.	3.18	3.00	-0.18 ▼
45. Keeps themselves and others focused on constant improvement.	3.35	3.53	+0.18 ▲

Comments:
- ___ is an exceptional leader in my opinion.   She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- Is always available to assist with issues, all scopes business or personal.
- I will always remember ___ as my first manager and be thankful she helped shape my first career.
- ___ is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- She desires to do great work.
- ___'s office staff each have their own personalities and she effectively communicates with all of them.

Co-worker 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Provides ongoing feedback to co-workers on their development progress	15	3.00	86.7	13%	73%		13%
47. Gives others development opportunities through project assignments and increased job responsibilities	15	3.20	93.3	7%	60%	33%	
48. Takes immediate action on poor performance	15	3.20	93.3	7%	67%	27%	
49. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.40	93.3	7%	47%	47%	
50. Adapts coaching and mentoring approach to meet the style or needs of individuals	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. Provides ongoing feedback to co-workers on their development progress	3.24	3.00	-0.24	▼
47. Gives others development opportunities through project assignments and increased job responsibilities	3.00	3.20	+0.20	▲
48. Takes immediate action on poor performance	3.18	3.20	+0.02	▲
49. Sets and clearly communicates expectations, performance goals, and measurements to others	3.35	3.40	+0.05	▲
50. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.29	3.13	-0.16	▼

Comments:
- I am confident that whenever I need to talk with ___, she is honest and direct and provides good guidance for my professional growth.
- In my opinion, ___ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop ___.
- ___ is very supportive to staff and offers many opportunities for staff to grow.
- ___ has made great visible improvements in her roles of communication, teamwork and engagement. She is creating a great presence in her position currently.
- 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+
- ___ is the shinning example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely proffesional and competent, compasionate and caring, and dedicated to this unit heart and soul.

Recognition

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
51. Says "thank you" to show appreciation for work of others.	14	3.14	92.9	7%	71%		21%
52. Recognizes team members who offer a significant contribution to a project.	14	3.21	85.7	14%	50%		36%
53. Recognizes individuals for a specific outstanding achievement.	15	3.27	86.7	13%	47%		40%
54. Offers recognition in a timely manner.	15	3.13	86.7	13%	60%		27%
55. Makes people around them feel appreciated and valued.	15	3.07	86.7	13%	67%		20%

Time Comparisons by Item

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

Item	2022	2023	Change
51. Says "thank you" to show appreciation for work of others.	3.24	3.14	-0.09 ▼
52. Recognizes team members who offer a significant contribution to a project.	3.06	3.21	+0.16 ▲
53. Recognizes individuals for a specific outstanding achievement.	3.59	3.27	-0.32 ▼
54. Offers recognition in a timely manner.	2.94	3.13	+0.19 ▲
55. Makes people around them feel appreciated and valued.	2.88	3.07	+0.18 ▲

Comments:
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding.   The issues don't always get resolved ina timely fashion which increases anxiety and frustration levels.   Again, overall, I believe that ___ does a good job.
- She offers up ideas of how I could have handled something differently in a constructive manner.
- She communicates with the people involved to resolve the issue. She shows effort to understand each employee's workflow by asking questions. She shares her calendar to us (her subordinates) and tell us that we can talk to her if we have questions or issues to talk about.
- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- She could benefit from becoming more comfortable challenging others.

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?

- ___ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- ___ does an exceptional job at running the department.
- ___ is a valued peer.   I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.
- ___ has certainly done great things at [CompanyName].   She was the perfect match for the community and the staff.   She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time.   She has been great at diagnosing the problems and finding solutions.   She is definietly the person to redirect the work of [CompanyName] and make it a viable entity.
- When ___ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part.   By working collaboratively with the team She was able to raise the departments moral while implementing those changes.   ___ is an engaged Leader.

What do you like best about working with this individual?

- ___ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ___ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ___ without her bringing them before the team for discussion.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- She can ask a question and truly listen to the answer before giving feedback.
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- She is passionate about providing the services necessary to meet the needs of our organization.
- Is dedicated, selfless, trustworthy and focused on the big picture.

What do you like least about working with this individual?

- ___ always has the customer at the center of focus.
- ___ is very clear about her expectations and I appreciate this.
- I have observed that ___ is always professional and respectful towards myself and others. She asks for our input before making decisions.
- ___ does an exceptional job at running the department.
- She will sit down with all parties involved before she makes a decision.
- Provide more clarity. Increase your technical knowledge.

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

- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- ___ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- ___ always goes above and beyond in her daily work.

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

- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- ___ is deeply invested in the Labor and Delivery unit and it is obvious that her focus is in making it the top choice for customers and employees.
- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.
- ___ is an outstanding leader.   She has the experience and knowledge to build a business from the ground up.   This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- She make sure the team effort not only succeed on paper.

Any final comments?

- ___ is very good at reading people which enables her to respond quickly and appropriately.
- She always involves others in decisions ensuring a well rounded approach.
- We have made improvements in our documentation and have decreased duplicate reporting.
- She communicates clearly, and is always willing to listen attentively.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- ___ communicates her expectations of the team well and involves them in the process improvement plans.