



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

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.

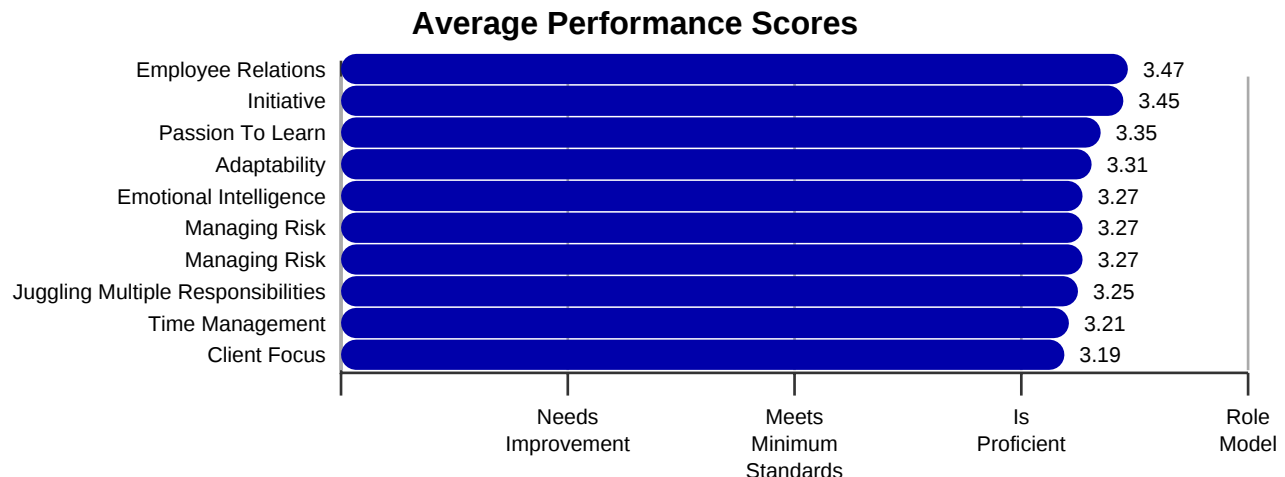
What to Do with Your Feedback

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.



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.



Employee Relations

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. Facilitates Labor and Management working together to achieve the Company vision.	15	3.20	93.3	7%	67%		27%
2. Regularly invites employees to share their perspective on company leadership and to suggest ways leadership could better support them.	15	3.87	100.0	13%	87%		
3. Works with union representatives to create a positive working environment for employees.	15	3.33	93.3	7%	53%		40%
4. Maintains formal labor relations governed by collective bargaining.	15	3.60	93.3	7%	27%	67%	
5. Works with the union representatives in a fair and equitable manner.	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	2024	2025	Change
1. Facilitates Labor and Management working together to achieve the Company vision.	3.29	3.20	-0.09 ▼
2. Regularly invites employees to share their perspective on company leadership and to suggest ways leadership could better support them.	3.65	3.87	+0.22 ▲
3. Works with union representatives to create a positive working environment for employees.	3.18	3.33	+0.16 ▲
4. Maintains formal labor relations governed by collective bargaining.	3.41	3.60	+0.19 ▲
5. Works with the union representatives in a fair and equitable manner.	3.24	3.33	+0.10 ▲

Comments:

- Confidence, Attitude, Desire to learn.
- Works hard to build a team environment.
- Overall ___ is highly competent and brings a fresh perspective to the Engineering department.
- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- ___ is a intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Will participate in training classes even if offered outside of normal working hours.	15	3.20	93.3	7%	60%		33%
7. Creates an environment that supports personal development and exploration.	15	3.20	86.7	13%	53%		33%
8. Is committed to enhancing their own knowledge and skills.	15	3.40	93.3	7%	47%		47%
9. Stays up-to-date on emerging technologies.	15	3.47	93.3	7%	40%		53%
10. Inspires others to learn new things.	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	2024	2025	Change
6. Will participate in training classes even if offered outside of normal working hours.	3.24	3.20	-0.04 ▼
7. Creates an environment that supports personal development and exploration.	3.41	3.20	-0.21 ▼
8. Is committed to enhancing their own knowledge and skills.	3.24	3.40	+0.16 ▲
9. Stays up-to-date on emerging technologies.	3.18	3.47	+0.29 ▲
10. Inspires others to learn new things.	3.35	3.47	+0.11 ▲

Comments:

- I think she is doing really good work and I found that to be one area I could list that might help.
- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- Whenever ___ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if ___ was there). She also participated in interviews within my department and was a valuable member.
- ___ excels at keeping in touch with all aspects of their job, and our jobs.
- I feel safe and comfortable going to her for any reason. I am very glad to have her for a Director, and also as a partner and teammate.
- You can count on ___ to be honest and stay true to commitments.

Emotional Intelligence

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.53	100.0	47%		53%	
12. Able to understand others' points of view.	15	3.27	100.0	73%		27%	
13. Is able to manage their own emotions.	15	3.33	100.0	67%		33%	
14. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.13	86.7	13%	60%		27%
15. Is attentive to emotional cues and interprets others' feelings correctly.	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	2024	2025	Change
11. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.47	3.53	+0.06 ▲
12. Able to understand others' points of view.	3.47	3.27	-0.20 ▼
13. Is able to manage their own emotions.	3.35	3.33	-0.02 ▼
14. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.18	3.13	-0.04 ▼
15. Is attentive to emotional cues and interprets others' feelings correctly.	3.00	3.07	+0.07 ▲

Comments:

- She is very astute, proactive in problem solving, and a great team member.
- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!
- I know she is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- ___ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Effectively uses the current performance review process.	15	3.40	93.3	7%	47%	47%	
17. Administers the performance rewards program in a fair and equitable manner.	15	3.27	93.3	7%	60%	33%	
18. Creates clear standards that are understandable and fair.	14	3.00	92.9	7%	79%	14%	
19. Initiates a performance improvement plan for underperforming subordinates.	15	3.47	100.0		53%	47%	
20. Ensures employees understand how work is to be completed.	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	2024	2025	Change
16. Effectively uses the current performance review process.	3.65	3.40	-0.25 ▼
17. Administers the performance rewards program in a fair and equitable manner.	3.47	3.27	-0.20 ▼
18. Creates clear standards that are understandable and fair.	3.12	3.00	-0.12 ▼
19. Initiates a performance improvement plan for underperforming subordinates.	3.59	3.47	-0.12 ▼
20. Ensures employees understand how work is to be completed.	3.29	3.40	+0.11 ▲

Comments:

- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.
- ___ established an environment in which teamwork and creativity flourished.
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- ___ sometimes struggles with clarity in her communication and her understanding of operational issues.
- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.

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
21. Adjusts to the new vision and mission of the company.	15	3.53	100.0	47%		53%	
22. Adjusts plans to meet new situations.	15	3.00	80.0	20%	60%		20%
23. Adapts to novel, dynamic, and changing situations requiring creative solutions to new problems.	15	2.87	80.0	20%	73%		7%
24. Able to use new features of software applications to analyze data.	15	3.47	100.0	53%		47%	
25. Develops insights and applies innovative solutions to projects and problems.	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	2024	2025	Change
21. Adjusts to the new vision and mission of the company.	3.35	3.53	+0.18 ▲
22. Adjusts plans to meet new situations.	3.00	3.00	
23. Adapts to novel, dynamic, and changing situations requiring creative solutions to new problems.	2.88	2.87	-0.02 ▼
24. Able to use new features of software applications to analyze data.	3.00	3.47	+0.47 ▲
25. Develops insights and applies innovative solutions to projects and problems.	3.76	3.67	-0.10 ▼

Comments:

- ___ is a very positive addition to our Management team.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- I have found that ___ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- She works diligently with our supplier to ensure the inventory is cost effective.
- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- ___ is great about approaching and including staff input with decision making within the department.

Initiative

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. Does things without being told.	15	3.40	93.3	7%	47%	47%	
27. Confronts problems immediately without supervisor instructions.	15	3.33	93.3	7%	53%	40%	
28. Takes actions without having to be told to do so.	15	3.53	100.0		47%	53%	
29. Volunteers time and effort toward the completion of important goals.	15	3.67	100.0		33%	67%	
30. Immediately informs the HR Department of any personnel complaints or issues.	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	2024	2025	Change
26. Does things without being told.	3.53	3.40	-0.13 ▼
27. Confronts problems immediately without supervisor instructions.	3.12	3.33	+0.22 ▲
28. Takes actions without having to be told to do so.	3.41	3.53	+0.12 ▲
29. Volunteers time and effort toward the completion of important goals.	3.59	3.67	+0.08 ▲
30. Immediately informs the HR Department of any personnel complaints or issues.	3.41	3.33	-0.08 ▼

Comments:

- It's a pleasure to work with ____ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- Demonstrates a focus on the business goals through task prioritization.
- Demonstrates an ability to remain focused on outcomes.
- Stay focused more on the agenda for meetings.
- She could improve with a take charge attitude.

Time 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
31. Prioritizes tasks to identify immediate and long-term objectives.	15	3.20	86.7	13%	53%		33%
32. Anticipates problems and resolves them before they negatively impact the schedule.	15	3.40	100.0		60%		40%
33. Delegates simple tasks to employees so the manager can focus on more complex tasks.	15	3.20	86.7	13%	53%		33%
34. Allocates full attention to completing critical tasks.	15	3.27	93.3	7%	60%		33%
35. Uses scripts or software tools to automate computer centered processes.	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	2024	2025	Change
31. Prioritizes tasks to identify immediate and long-term objectives.	3.18	3.20	+0.02 ▲
32. Anticipates problems and resolves them before they negatively impact the schedule.	3.35	3.40	+0.05 ▲
33. Delegates simple tasks to employees so the manager can focus on more complex tasks.	3.18	3.20	+0.02 ▲
34. Allocates full attention to completing critical tasks.	2.88	3.27	+0.38 ▲
35. Uses scripts or software tools to automate computer centered processes.	3.18	3.00	-0.18 ▼

Comments:

- ___ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- It's been great working with her.
- I value ___'s insight, knowledge and assistance on complex issues. She is a great team member.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- ___ is willing to understand how a current process works before wanting to incorporate changes.
- 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.

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
36. Uses a scheduler/planner to keep tasks organized and on time.	15	3.20	93.3	7%	67%		27%
37. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	15	3.27	93.3	7%	60%		33%
38. Ranks the importance of tasks to make sure critical tasks are completed first.	15	3.27	86.7	13%	47%		40%
39. Assigns tasks based on skills of team members.	15	3.13	86.7	13%	60%		27%
40. Prioritizes tasks for efficiency.	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	2024	2025	Change
36. Uses a scheduler/planner to keep tasks organized and on time.	3.18	3.20	+0.02 ▲
37. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	3.35	3.27	-0.09 ▼
38. Ranks the importance of tasks to make sure critical tasks are completed first.	3.24	3.27	+0.03 ▲
39. Assigns tasks based on skills of team members.	3.59	3.13	-0.45 ▼
40. Prioritizes tasks for efficiency.	3.29	3.40	+0.11 ▲

Comments:

- Strive for excellence. Willing to learn. Implement advice from others.
- ___ has demonstrated the ability to manage significant changes in her area with great skill.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- ___ models teamwork; she is always willing to go the extra mile to assist on a project or help a co-worker.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work

Managing Risk

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. Communicates the protocols.	15	3.33	93.3	7%	53%	40%	
42. Takes calculated risks by effectively recognizing and managing them.	15	3.33	93.3	7%	53%	40%	
43. Designs risk management activities that support the success of the company.	15	3.13	86.7	13%	60%	27%	
44. Presents regular/monthly reports to the audit committee.	15	3.00	86.7	13%	73%	13%	
45. Evaluates risks against acceptable risk levels.	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	2024	2025	Change
41. Communicates the protocols.	3.29	3.33	+0.04 ▲
42. Takes calculated risks by effectively recognizing and managing them.	3.41	3.33	-0.08 ▼
43. Designs risk management activities that support the success of the company.	3.35	3.13	-0.22 ▼
44. Presents regular/monthly reports to the audit committee.	3.18	3.00	-0.18 ▼
45. Evaluates risks against acceptable risk levels.	3.35	3.53	+0.18 ▲

Comments:

- I have only worked under ____ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- ____ is highly professional and amazingly skilled at both critical thinking and detail management.
- She is always first to share what's on the horizon. At conclusion of a project, she shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- I like that she challenges me.
- ____ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- ____ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.

Client Focus

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Able to handle difficult clients.	15	3.00	86.7	13%	73%		13%
47. Keeps the client informed of all progress.	15	3.20	93.3	7%	60%		33%
48. Accepts responsibility for ensuring client satisfaction.	15	3.20	93.3	7%	67%		27%
49. Obtains feedback to ensure client needs are being met.	15	3.40	93.3	7%	47%		47%
50. Is focused on improving client services.	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	2024	2025	Change
46. Able to handle difficult clients.	3.24	3.00	-0.24 ▼
47. Keeps the client informed of all progress.	3.00	3.20	+0.20 ▲
48. Accepts responsibility for ensuring client satisfaction.	3.18	3.20	+0.02 ▲
49. Obtains feedback to ensure client needs are being met.	3.35	3.40	+0.05 ▲
50. Is focused on improving client services.	3.29	3.13	-0.16 ▼

Comments:

- Sometimes difficult to understand what is being asked. Provide more clarity.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- She is such a positive person and always willing to pitch in where help is needed.
- When in need, she picks the appropriate person to conquer a task or assignment. She delegates well and seems to know who best to direct projects, questions and or initiatives to.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.

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 honestly cannot think of anything that she could improve on.
- She has hired good people, and developed strong relationship's with finance.
- She is excellent at helping/coaching/problem-solving with others.
- ___ is very sharp and plays a vital role in this organization
- She has a very engaging style which generates trust and respect.
- Improvement should come over time. There is potential which is present.

What do you like best about working with this individual?

- The most important attribute that ___ demonstrates is making sure there is a solid, vibrant leadership team. When she meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. She pushes for honest opinions and decisions and she expects those decisions and opinions to be supportable with reason. At the same time, she somehow nurtures innovation that leads to improving process and outcomes.
- I find her to be a stellar asset to our team at [CompanyName].
- In one word I can summarize ___ in leadership skill. WOW!
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- She is a high energy individual, with a level of integrity that goes above and beyond.
- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.

What do you like least about working with this individual?

- ___'s style of leading a team is both refreshing and different than what I have experienced in the past.
- She demonstrates a high level of personal integrity in her work and remains honest (even when the truth hurts).
- I am having a hard time evaluating the last four. ___ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- Provide more clarity. Increase your technical knowledge.
- She presents a clear picture of where the department is now and where we need to be headed.
- ___ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about ___ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.

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

- ___ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.
- ___ is great about approaching and including staff input with decision making within the department.
- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.
- Overall, I think ___ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually involves ___ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.
- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- I appreciate her dedication to the department employees.

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

- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- ____ is a new manager and it is clear that she wants to do well and engage her team.
- ____ is still learning her role and I see her only improving in the future. I do question her judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- ____ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- 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 has been a great addition to the department in this area.

Any final comments?

- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- I envy her versatility in working with a wide variety of issues and topics.
- She involves our team and holds us accountable out of respect.
- Great addition to our team!
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- ____ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.