



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.

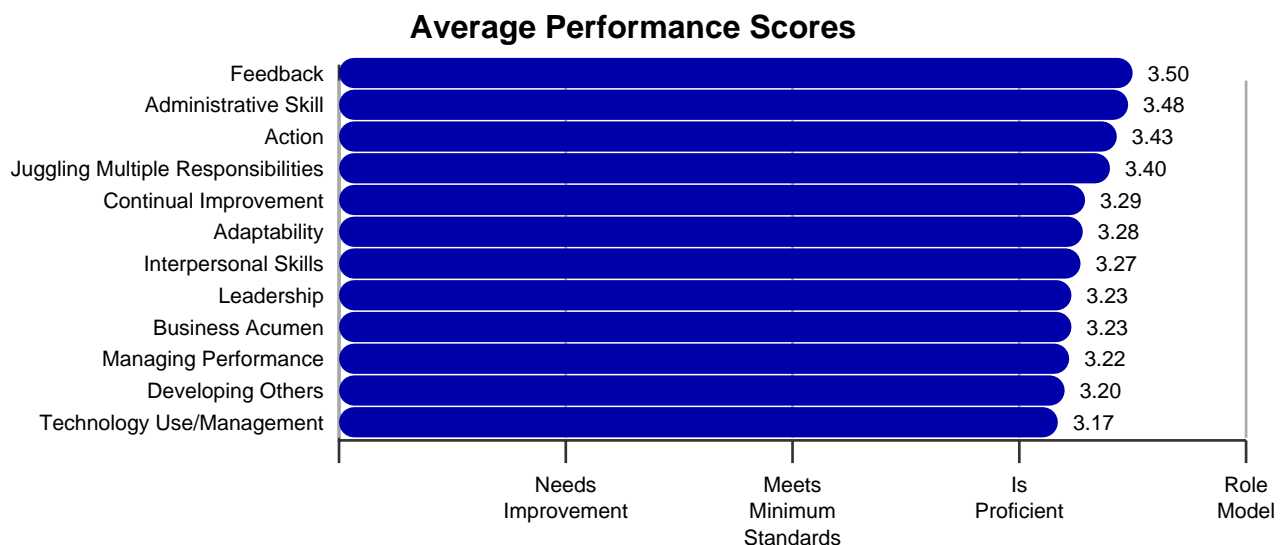
What to Do with Your Feedback

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

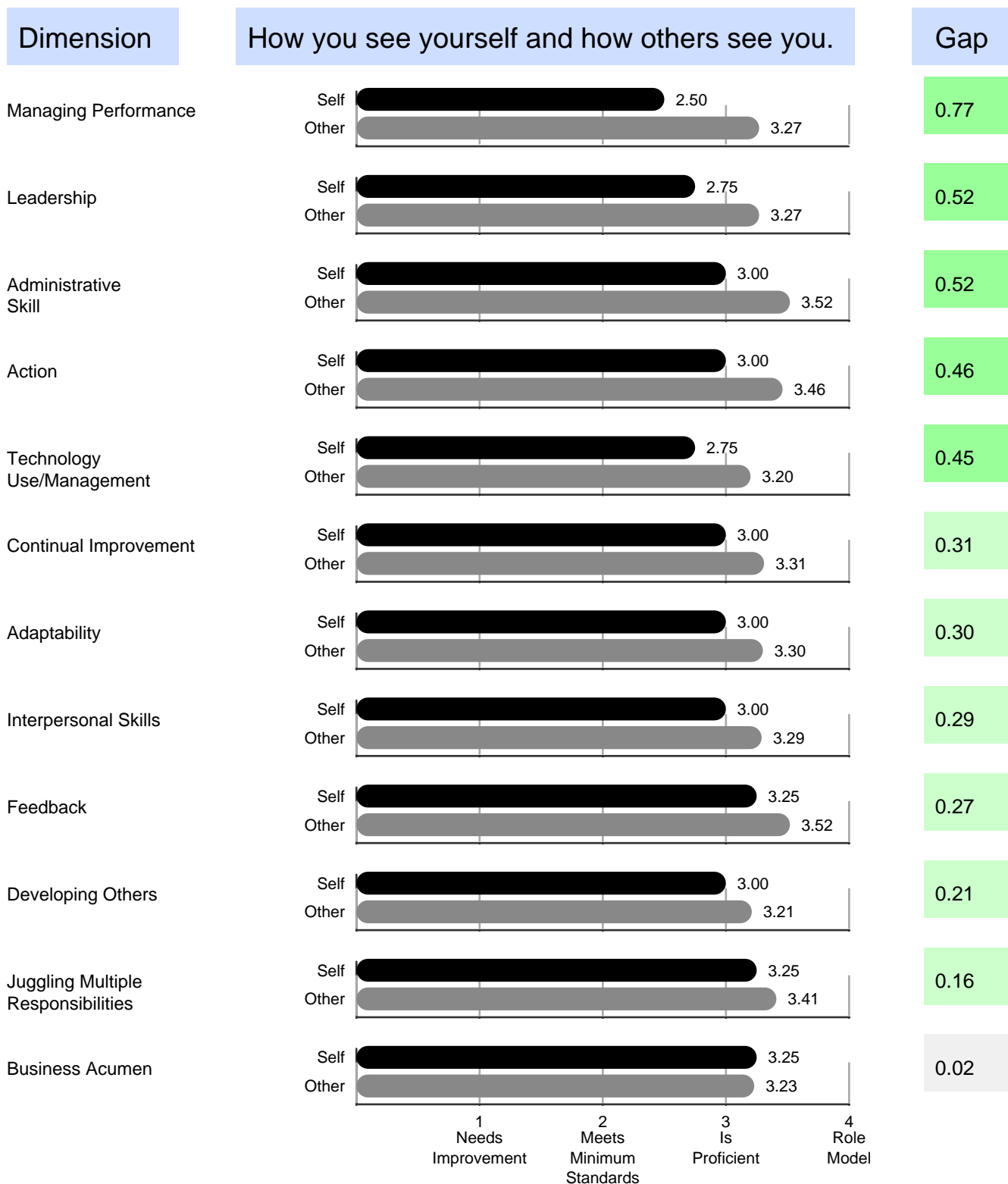
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Feedback

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. I execute effective plan to tackle problems highlighted by feedback.	15	3.20	93.3	7%	67%		27%
2. You seek feedback to enhance performance.	15	3.87	100.0	13%	87%		
3. You create an environment that encourage open communication, mutual respect, and continuous improvement to facilitate effective feedback between managers and their employees.	15	3.33	93.3	7%	53%		40%
4. You help employees transform their feedback results into practical steps.	15	3.60	93.3	7%	27%	67%	

Time Comparisons by Item

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

Item	2024	2025	Change
1. I execute effective plan to tackle problems highlighted by feedback.	3.29	3.20	-0.09 ▼
2. You seek feedback to enhance performance.	3.65	3.87	+0.22 ▲
3. You create an environment that encourage open communication, mutual respect, and continuous improvement to facilitate effective feedback between managers and their employees.	3.18	3.33	+0.16 ▲
4. You help employees transform their feedback results into practical steps.	3.41	3.60	+0.19 ▲

Comments:

- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.
- Timeliness and accountability of projects.
- She can ask a question and truly listen to the answer before giving feedback.
- ___ analyzes all situations before making a decision.
- ___ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.

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
5. You embrace changes in technology and automation.	15	3.33	93.3	7%	53%	40%	
6. You are able to adjust to changing environments.	15	3.20	93.3	7%	60%	33%	
7. You are able to recognize the potential benefits of change, and create an infrastructure which supports change.	15	3.20	86.7	13%	53%	33%	
8. You pivot quickly in response to shifting project needs.	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
5. You embrace changes in technology and automation.	3.24	3.33	+0.10 ▲
6. You are able to adjust to changing environments.	3.24	3.20	-0.04 ▼
7. You are able to recognize the potential benefits of change, and create an infrastructure which supports change.	3.41	3.20	-0.21 ▼
8. You pivot quickly in response to shifting project needs.	3.24	3.40	+0.16 ▲

Comments:

- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- She could help teammates by becoming more proficient in some areas.
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- She translated the creative thinking into real change and solution that advanced our department.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.

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
9. I leverage skills and resources to exceed expectations on projects.	15	3.47	93.3	7%	40%	53%	
10. You work quickly when faced with difficult problems.	15	3.47	93.3	7%	40%	53%	
11. I identify needs and take steps to address them.	15	3.53	100.0		47%	53%	
12. I complete tasks on time in spite of delays in the process.	15	3.27	100.0		73%		27%

Time Comparisons by Item

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

Item	2024	2025	Change
9. I leverage skills and resources to exceed expectations on projects.	3.18	3.47	+0.29 ▲
10. You work quickly when faced with difficult problems.	3.35	3.47	+0.11 ▲
11. I identify needs and take steps to address them.	3.47	3.53	+0.06 ▲
12. I complete tasks on time in spite of delays in the process.	3.47	3.27	-0.20 ▼

Comments:

- Before ___ came into the position it seemed that the department was a dump.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however ___ surpasses anyone I met before.
- ___ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- It shows that ___ takes pride in making her direct reports feel like they are doing good work and are valued members of the team.
- Collaboration and dissemination of information and projects is something ___ does well.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.

Leadership

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
13. You never betrays the trust of confidential sources of information.	15	3.33	100.0		67%		33%
14. I place trust in subordinates to succeed.	15	3.13	86.7	13%	60%		27%
15. You are able to increase the performance of under-performing employees.	15	3.07	80.0	20%	53%		27%
16. You influence [Company]	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
13. You never betrays the trust of confidential sources of information.	3.35	3.33	-0.02 ▼
14. I place trust in subordinates to succeed.	3.18	3.13	-0.04 ▼
15. You are able to increase the performance of under-performing employees.	3.00	3.07	+0.07 ▲
16. You influence [Company]	3.65	3.40	-0.25 ▼

Comments:

- She is in an often times impossible position and is doing well all things considered
- She can fall behind on projects without providing timely feedback.
- I am glad ___ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.
- ___ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.
- I so appreciate that ___ is so on top of everything that we do in payroll.
- I am VERY fortunate to be on her team and part of this division.

Continual Improvement

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
17. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	15	3.27	93.3	7%	60%	33%	
18. You promote training and development opportunities to enhance job performance.	14	3.00	92.9	7%	79%	14%	
19. I foster a culture of open communication and continuous improvement.	15	3.47	100.0		53%	47%	
20. You are open to the suggestions from others.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

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

Item	2024	2025	Change
17. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	3.47	3.27	-0.20 ▼
18. You promote training and development opportunities to enhance job performance.	3.12	3.00	-0.12 ▼
19. I foster a culture of open communication and continuous improvement.	3.59	3.47	-0.12 ▼
20. You are open to the suggestions from others.	3.29	3.40	+0.11 ▲

Comments:

- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.
- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- ___ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- Timely follow through.
- Provide more clarity. Increase your technical knowledge.

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
21. I encourage employees to take additional training in areas where they had low performance scores.	15	3.53	100.0	47%	53%		
22. You are consistent in disciplinary/corrective actions.	15	3.00	80.0	20%	60%	20%	
23. I recognize employees who have courage in persevering against great odds and difficulties.	15	2.87	80.0	20%	73%	7%	
24. I participate in training as needed to improve job performance.	15	3.47	100.0	53%	47%		

Time Comparisons by Item

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

Item	2024	2025	Change
21. I encourage employees to take additional training in areas where they had low performance scores.	3.35	3.53	+0.18 ▲
22. You are consistent in disciplinary/corrective actions.	3.00	3.00	
23. I recognize employees who have courage in persevering against great odds and difficulties.	2.88	2.87	-0.02 ▼
24. I participate in training as needed to improve job performance.	3.00	3.47	+0.47 ▲

Comments:

- ___ is a new manager she has done a wonderful job, she is still in a learning curve and is still in the process of learning this role
- ___ is highly skilled and remains focused despite the many directions in which she is pulled. She is calm, easy to work with and makes decisions only after being fully informed.
- ___ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- ___ is always working to include staff in a shared decision making processes.
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.
- ___ is a very effective leader and excellent communicator.

Administrative Skill

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
25. I prepare financial statements or reports.	15	3.67	100.0	33%	67%		
26. You review documents for grammatical, spelling, or formatting errors to ensure accuracy and professionalism.	15	3.40	93.3	7%	47%	47%	
27. You prepare and distribute documents/reports.	15	3.33	93.3	7%	53%	40%	
28. You understand the implications of new information for both current and future problem-solving and decision-making.	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
25. I prepare financial statements or reports.	3.76	3.67	-0.10 ▼
26. You review documents for grammatical, spelling, or formatting errors to ensure accuracy and professionalism.	3.53	3.40	-0.13 ▼
27. You prepare and distribute documents/reports.	3.12	3.33	+0.22 ▲
28. You understand the implications of new information for both current and future problem-solving and decision-making.	3.41	3.53	+0.12 ▲

Comments:

- ___ is very supportive to staff and offers many opportunities for staff to grow.
- I will always welcome ___'s direct, honest, caring feedback.
- Has one of the strongest work ethics I've ever encountered in a team member.
- ___ is actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.
- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.

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
29. You can multitask while performing all of your other responsibilities and activities.	15	3.67	100.0	33%	67%		
30. You build in extra time in the schedule for unplanned events/occurrences.	15	3.33	100.0		67%		33%
31. You plan and organize continuously while performing all other responsibilities and activities.	15	3.20	86.7	13%	53%		33%
32. You recognize and respond to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	3.40	100.0		60%		40%

Time Comparisons by Item

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

Item	2024	2025	Change
29. You can multitask while performing all of your other responsibilities and activities.	3.59	3.67	+0.08 ▲
30. You build in extra time in the schedule for unplanned events/occurrences.	3.41	3.33	-0.08 ▼
31. You plan and organize continuously while performing all other responsibilities and activities.	3.18	3.20	+0.02 ▲
32. You recognize and respond to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	3.35	3.40	+0.05 ▲

Comments:

- She is a strength that supports department morale and work flow.
- Sometimes I feel like I need to check on ___ and make sure that read an email/understands that I need her input on a project.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- She has been very effective out in the community and my contacts there have really appreciated her work with the Chamber and Rotary.
- I cannot say if she challenges others.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.

Technology Use/Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
33. You support employee training and development initiatives regarding implementation of technology.	15	3.20	86.7	13%	53%	33%	
34. You identify gaps between actual and needed technical competencies and provide recommendations for required training.	15	3.27	93.3	7%	60%	33%	
35. You maximize the use of new technology to deliver products and services.	15	3.00	80.0	20%	60%	20%	
36. You apply complex rules and regulations to maintain optimal system performance.	15	3.20	93.3	7%	67%	27%	

Time Comparisons by Item

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

Item	2024	2025	Change
33. You support employee training and development initiatives regarding implementation of technology.	3.18	3.20	+0.02 ▲
34. You identify gaps between actual and needed technical competencies and provide recommendations for required training.	2.88	3.27	+0.38 ▲
35. You maximize the use of new technology to deliver products and services.	3.18	3.00	-0.18 ▼
36. You apply complex rules and regulations to maintain optimal system performance.	3.18	3.20	+0.02 ▲

Comments:

- she continues to make improvements in core competencies.
- Over this past year ___ has demonstrated ambition and the desire for professional growth in her new role as CIO.
- 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.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- She is continually looking for ways to improve our service to our customers.
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.

Interpersonal Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
37. You maintain open and regular communication with others.	15	3.27	93.3	7%	60%		33%
38. You assist those in the department who need help in meeting performance metrics.	15	3.27	86.7	13%	47%		40%
39. You build a strong rapport with co-workers.	15	3.13	86.7	13%	60%		27%
40. You address critical customer issues in a timely manner.	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
37. You maintain open and regular communication with others.	3.35	3.27	-0.09 ▼
38. You assist those in the department who need help in meeting performance metrics.	3.24	3.27	+0.03 ▲
39. You build a strong rapport with co-workers.	3.59	3.13	-0.45 ▼
40. You address critical customer issues in a timely manner.	3.29	3.40	+0.11 ▲

Comments:

- She is open to new ideas and ways to improve the service we provide.
- ___ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments

Developing Others

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. You set performance objectives for subordinates that encourages development opportunities.	15	3.33	93.3	7%	53%	40%	
42. You develop employees by offering and encouraging them to take on new or additional responsibilities.	15	3.33	93.3	7%	53%	40%	
43. You create a work environment that fosters positive feedback to employees.	15	3.13	86.7	13%	60%	27%	
44. You create opportunities for professional development.	15	3.00	86.7	13%	73%	13%	

Time Comparisons by Item

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

Item	2024	2025	Change
41. You set performance objectives for subordinates that encourages development opportunities.	3.29	3.33	+0.04 ▲
42. You develop employees by offering and encouraging them to take on new or additional responsibilities.	3.41	3.33	-0.08 ▼
43. You create a work environment that fosters positive feedback to employees.	3.35	3.13	-0.22 ▼
44. You create opportunities for professional development.	3.18	3.00	-0.18 ▼

Comments:

- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- ___ exemplifies all of these qualities.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- She is a natural and perfect fit for the CFO position.
- ___ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.

Business Acumen

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
45. I recognize the individual needs of customers.	15	3.53	100.0	47%	53%		
46. I prioritize risks based on an understanding of their possible impact to the company.	15	3.00	86.7	13%	73%		13%
47. You ask the 'right' questions to size up or evaluate situations.	15	3.20	93.3	7%	60%		33%
48. I describe and summarize data.	15	3.20	93.3	7%	67%		27%

Time Comparisons by Item

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

Item	2024	2025	Change
45. I recognize the individual needs of customers.	3.35	3.53	+0.18 ▲
46. I prioritize risks based on an understanding of their possible impact to the company.	3.24	3.00	-0.24 ▼
47. You ask the 'right' questions to size up or evaluate situations.	3.00	3.20	+0.20 ▲
48. I describe and summarize data.	3.18	3.20	+0.02 ▲

Comments:

- I think ___ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- ___ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.
- I am confident that whenever I need to talk with ___, she is honest and direct and provides good guidance for my professional growth.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- ___ is a rock amongst the management at [CompanyName].

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?

- She has never said she was too busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- She is continually looking for ways to improve our service to our customers.
- She has positive energy, leads by example, and cares about teammates.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- ___ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.

What do you like best about working with this individual?

- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.
- ___ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- Team-oriented and goal focused. Shows continuous desire for improvement.
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- Confidence, Attitude, Desire to learn.
- ___ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].

What do you like least about working with this individual?

- I have also had the pleasure of partnering with ___ in our Core Competency leader learning. ___ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- She always involves others in decisions ensuring a well rounded approach.
- She is an advocate for [CompanyName].
- She is in an often times impossible position and is doing well all things considered
- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- ___ is great...She provides valuable insight/opinion when asked and easily makes decisions.

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

- ___ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.
- ___ does a great job investigating an issue thinking it through before she takes action.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ___ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.
- She is open to feedback and actively tries to improve.
- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- Is a fantastic source of feedback and growth development.

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

- ___ 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.
- ___ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.
- I think ___ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.
- ___ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.

Any final comments?

- Uses her people skills to change negative situations into positive.
- She is very supportive of cross training and learning new skills.
- She knows product and how to engage potential clients.
- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- ___ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.
- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.