



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.

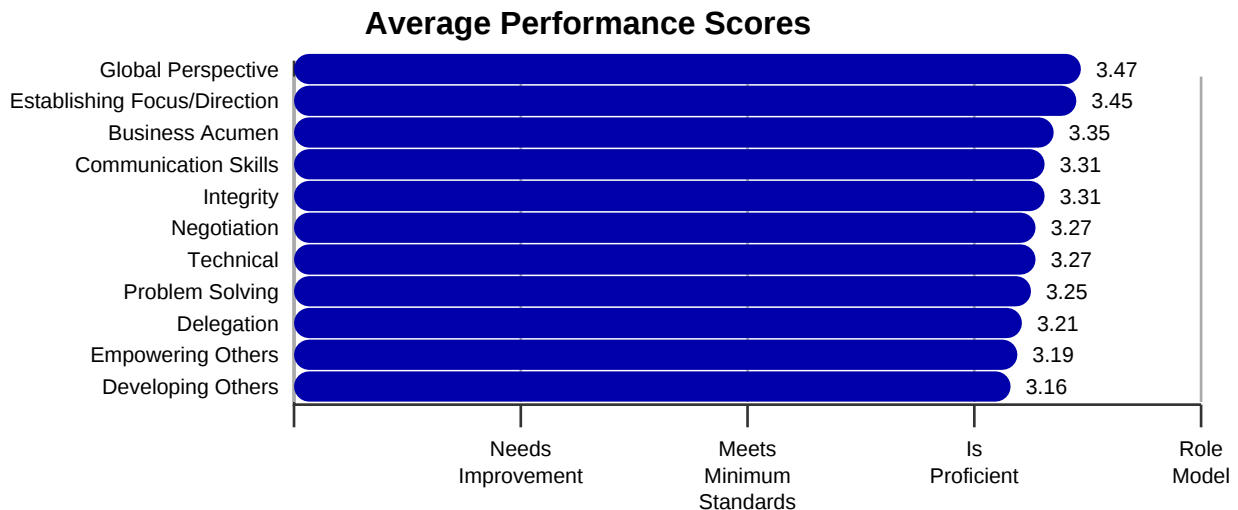
What to Do with Your Feedback

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 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.



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.



Global Perspective

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. Cooperates with others on a global scale.	15	3.20	93.3	7%	67%		27%
2. Able to work with others from different cultures and countries.	15	3.87	100.0	13%	87%		
3. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	15	3.33	93.3	7%	53%		40%
4. Understands global systems such as the global economy.	15	3.60	93.3	7%	27%	67%	
5. Forms strong client relationships with international partners.	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. Cooperates with others on a global scale.	3.29	3.20	-0.09 ▼
2. Able to work with others from different cultures and countries.	3.65	3.87	+0.22 ▲
3. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	3.18	3.33	+0.16 ▲
4. Understands global systems such as the global economy.	3.41	3.60	+0.19 ▲
5. Forms strong client relationships with international partners.	3.24	3.33	+0.10 ▲

Comments:

- She is a real advocate for the customers. Excellent department and computer skills
- Having a routine for schedule and coming to office more frequently
- ___ has made great visible improvements in her roles of communication, teamwork and engagement. She is creating a great presence in her position currently.
- I would encourage her to share with others the work going on in her area in this regard. It deserves to be recognized and shared.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- ___ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.

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
6. Shares information among teams and departments.	15	3.20	93.3	7%	60%		33%
7. Assists others in better understanding the company's operations, goals, and strategic challenges.	15	3.20	86.7	13%	53%		33%
8. Anticipates the consequences to the business of different potential risk events.	15	3.40	93.3	7%	47%		47%
9. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.47	93.3	7%	40%		53%
10. Has a good understanding of business operations to more effectively align company services to meet the needs of its customers.	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. Shares information among teams and departments.	3.24	3.20	-0.04 ▼
7. Assists others in better understanding the company's operations, goals, and strategic challenges.	3.41	3.20	-0.21 ▼
8. Anticipates the consequences to the business of different potential risk events.	3.24	3.40	+0.16 ▲
9. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.18	3.47	+0.29 ▲
10. Has a good understanding of business operations to more effectively align company services to meet the needs of its customers.	3.35	3.47	+0.11 ▲

Comments:

- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.
- I don't often get a chance to see ___ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.
- You can always count on ___ to respond to emails and telephone calls and follow through with commitments.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- Closes off discussions with action plans.

Negotiation

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. Understands the other person's needs, concerns, and motivations.	15	3.53	100.0	47%		53%	
12. Effectively sets the tone and agenda, creates rapport, and builds momentum at the start of negotiations.	15	3.27	100.0	73%		27%	
13. Sets and maintains firm negotiating limits and boundaries.	15	3.33	100.0	67%		33%	
14. Develops a unified understanding or strategy that acknowledges and addresses the different viewpoints and resolves conflicts.	15	3.13	86.7	13%	60%		27%
15. Knows the BATNA (Best Alternative to a Negotiated Agreement) and is prepared to walk away if core interests are not met.	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. Understands the other person's needs, concerns, and motivations.	3.47	3.53	+0.06 ▲
12. Effectively sets the tone and agenda, creates rapport, and builds momentum at the start of negotiations.	3.47	3.27	-0.20 ▼
13. Sets and maintains firm negotiating limits and boundaries.	3.35	3.33	-0.02 ▼
14. Develops a unified understanding or strategy that acknowledges and addresses the different viewpoints and resolves conflicts.	3.18	3.13	-0.04 ▼
15. Knows the BATNA (Best Alternative to a Negotiated Agreement) and is prepared to walk away if core interests are not met.	3.00	3.07	+0.07 ▲

Comments:

- ___ has been using more shared decision making and has allowed the department to enact recommendations that she personally may not have agreed with. That gave her a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- She has been influential in our focus on the future.
- We have made improvements in our documentation and have decreased duplicate reporting.
- She encourages staff skill development and input to improve department processes
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- ___ provides the appropriate amount of direction without being too hands-off or overbearing.

Communication 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
16. Willing to accept feedback from others.	15	3.40	93.3	7%	47%	47%	
17. Eliminates unnecessary details when giving instructions.	15	3.27	93.3	7%	60%	33%	
18. Responds in a timely manner, respecting deadlines and others' schedules.	14	3.00	92.9	7%	79%	14%	
19. Speaks clearly, fluently, and in a compelling manner to both individuals and groups.	15	3.47	100.0		53%	47%	
20. Delivers well-prepared, informed, poised and succinct presentations.	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. Willing to accept feedback from others.	3.65	3.40	-0.25 ▼
17. Eliminates unnecessary details when giving instructions.	3.47	3.27	-0.20 ▼
18. Responds in a timely manner, respecting deadlines and others' schedules.	3.12	3.00	-0.12 ▼
19. Speaks clearly, fluently, and in a compelling manner to both individuals and groups.	3.59	3.47	-0.12 ▼
20. Delivers well-prepared, informed, poised and succinct presentations.	3.29	3.40	+0.11 ▲

Comments:

- Our department continues to have a very low loss rate.
- ___ has done a great job in most of the areas above. She has really moved our services team forward in a very positive way.
- She sets her expectations high, and delivers a high level of performance herself.
- I would encourage her to rely on the documented minutes when she communicates decisions as a stop gap measure.
- ___ has high expectations of herself and her employees. She does an excellent job of managing the department.
- 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.

Integrity

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. Able to maintain confidential information.	15	3.53	100.0	47%	53%		
22. Is highly productive by efficiently managing time and resources to contribute significantly to the team's goals.	15	3.00	80.0	20%	60%	20%	
23. Makes decisions that are based on core principles and not on individual circumstances.	15	2.87	80.0	20%	73%	7%	
24. Shows respect and tolerance for others with different beliefs demonstrating integrity as a core value.	15	3.47	100.0	53%	47%		
25. Creates a culture where employees feel the need to maintain high standards of integrity.	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. Able to maintain confidential information.	3.35	3.53	+0.18 ▲
22. Is highly productive by efficiently managing time and resources to contribute significantly to the team's goals.	3.00	3.00	
23. Makes decisions that are based on core principles and not on individual circumstances.	2.88	2.87	-0.02 ▼
24. Shows respect and tolerance for others with different beliefs demonstrating integrity as a core value.	3.00	3.47	+0.47 ▲
25. Creates a culture where employees feel the need to maintain high standards of integrity.	3.76	3.67	-0.10 ▼

Comments:

- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- ___ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- ___'s team loves and respects her, the organization highly values her, others outside of HR seek her out for assistance, and I think even those outside of [CompanyName] look to her for guidance. I don't know how she does it!
- ___ is a new manager and it is clear that she wants to do well and engage her team.
- ___ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.

Establishing Focus/Direction

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. Balances team workload by redistributing tasks when capacity or availability changes.	15	3.40	93.3	7%	47%	47%	
27. Gains employee commitment to the task.	15	3.33	93.3	7%	53%	40%	
28. Anticipates potential challenges or obstacles that might derail department plans.	15	3.53	100.0		47%	53%	
29. Makes sure that employees understand and identify with the team's mission.	15	3.67	100.0	33%	67%		
30. Provides incentives to help employees remain committed to the completion of important tasks.	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. Balances team workload by redistributing tasks when capacity or availability changes.	3.53	3.40	-0.13 ▼
27. Gains employee commitment to the task.	3.12	3.33	+0.22 ▲
28. Anticipates potential challenges or obstacles that might derail department plans.	3.41	3.53	+0.12 ▲
29. Makes sure that employees understand and identify with the team's mission.	3.59	3.67	+0.08 ▲
30. Provides incentives to help employees remain committed to the completion of important tasks.	3.41	3.33	-0.08 ▼

Comments:

- Her communication techniques are clear and to the point which is very much appreciated.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- She is always collaborative in her approach, and makes good decisions.
- She removes barriers so that we can do our job to the best of our ability.
- She has been a great addition to the company.

Delegation

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. Understands which areas an employee may have an expertise in or affinity for.	15	3.20	86.7	13%	53%		33%
32. Clearly defines roles, responsibilities, and autonomy to avoid ambiguity.	15	3.40	100.0		60%		40%
33. Facilitates employee understanding and acceptance of the assigned tasks.	15	3.20	86.7	13%	53%		33%
34. Lets employees know the importance of the tasks being delegated to them.	15	3.27	93.3	7%	60%		33%
35. Supplies necessary tools and guidance so delegated work drives meaningful contributions to team goals.	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. Understands which areas an employee may have an expertise in or affinity for.	3.18	3.20	+0.02 ▲
32. Clearly defines roles, responsibilities, and autonomy to avoid ambiguity.	3.35	3.40	+0.05 ▲
33. Facilitates employee understanding and acceptance of the assigned tasks.	3.18	3.20	+0.02 ▲
34. Lets employees know the importance of the tasks being delegated to them.	2.88	3.27	+0.38 ▲
35. Supplies necessary tools and guidance so delegated work drives meaningful contributions to team goals.	3.18	3.00	-0.18 ▼

Comments:

- I thoroughly enjoy working with ____ and she has been very helpful with the rework IS did with their job descriptions.
- I appreciate that as a new manager to this department ____ has sought to understand my work flow and process. She is actively learning more about our work processes and involved to determine needed resources.
- She is fully engaged in her work and shares her professional goals and projects so her team is aware of what she is working on and how the work of each team members fits within the departmental goals.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- I sit back and listen to ____'s approach and communication skills and love to glean things from her.
- She consistently involves employees in shared decision making.

Problem Solving

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. Decides which alternative solutions would have the greatest chance of success.	15	3.20	93.3	7%	67%		27%
37. Works cooperatively with others to solve problems.	15	3.27	93.3	7%	60%		33%
38. Pinpoints the origins of the issue to tackle the root causes and solve the problem at its source.	15	3.27	86.7	13%	47%		40%
39. Selects operating indicators to track organizational performance over time and communicates current status to the organization	15	3.13	86.7	13%	60%		27%
40. Closely examines all the contributing factors to identify the root cause of issues.	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. Decides which alternative solutions would have the greatest chance of success.	3.18	3.20	+0.02 ▲
37. Works cooperatively with others to solve problems.	3.35	3.27	-0.09 ▼
38. Pinpoints the origins of the issue to tackle the root causes and solve the problem at its source.	3.24	3.27	+0.03 ▲
39. Selects operating indicators to track organizational performance over time and communicates current status to the organization	3.59	3.13	-0.45 ▼
40. Closely examines all the contributing factors to identify the root cause of issues.	3.29	3.40	+0.11 ▲

Comments:

- ___ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- ___ has a great strength in process improvement-maybe even more than people around her realize. She has kind of a quiet strength in this area.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.
- ___ is willing to understand how a current process works before wanting to incorporate changes.
- We have a very strong team in finance. There has been significant turnover but the efforts ___ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- She not only clearly communicates her desired outcomes but also follows up with her team members to ensure they understand. She is open for questions or feedback by everyone.

Technical

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. Willingly shares his/her technical expertise; sought out as resource by others	15	3.33	93.3	7%	53%	40%	
42. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.33	93.3	7%	53%	40%	
43. Willingly shares information and expertise; sought out as resource by others	15	3.13	86.7	13%	60%	27%	
44. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.00	86.7	13%	73%	13%	
45. Knows how to produce high quality products/work.	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. Willingly shares his/her technical expertise; sought out as resource by others	3.29	3.33	+0.04 ▲
42. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.41	3.33	-0.08 ▼
43. Willingly shares information and expertise; sought out as resource by others	3.35	3.13	-0.22 ▼
44. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.18	3.00	-0.18 ▼
45. Knows how to produce high quality products/work.	3.35	3.53	+0.18 ▲

Comments:

- She is a pleasure to work with and an asset to [CompanyName].
- ___ pulls from the strengths of each of her staff. She utilizes them to the benefit of the department and to empower her employees to stay engaged and feel valued.
- ___ 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.
- ___ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.
- ___ has a calm and professional style.
- I really appreciate her as a member of the team.

Empowering Others

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Fosters a sense of ownership and accountability for the process/product.	15	3.00	86.7	13%	73%		13%
47. Willing to share in the decision making process.	15	3.20	93.3	7%	60%		33%
48. Recognizes the importance of a healthy work/life balance.	15	3.20	93.3	7%	67%		27%
49. Sets clear goals for others to accomplish.	15	3.40	93.3	7%	47%		47%
50. Recognizes the contributions that others make to the department.	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. Fosters a sense of ownership and accountability for the process/product.	3.24	3.00	-0.24 ▼
47. Willing to share in the decision making process.	3.00	3.20	+0.20 ▲
48. Recognizes the importance of a healthy work/life balance.	3.18	3.20	+0.02 ▲
49. Sets clear goals for others to accomplish.	3.35	3.40	+0.05 ▲
50. Recognizes the contributions that others make to the department.	3.29	3.13	-0.16 ▼

Comments:

- ___ has high expectations of herself and her employees. She does an excellent job of managing the department.
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- She has grown as a manager in the last few months and it shows.
- She uses the strengths of everyone around her to get the best solutions possible.

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
51. Assesses employees' developmental needs.	14	3.14	92.9	7%	71%		21%
52. Supports the successes of other employees.	14	3.21	85.7	14%	50%		36%
53. Assigns tasks and responsibilities to develop skills of others.	15	3.27	86.7	13%	47%		40%
54. Creates a work environment that fosters positive feedback to employees.	15	3.13	86.7	13%	60%		27%
55. Is open to receiving feedback.	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	2024	2025	Change
51. Assesses employees' developmental needs.	3.24	3.14	-0.09 ▼
52. Supports the successes of other employees.	3.06	3.21	+0.16 ▲
53. Assigns tasks and responsibilities to develop skills of others.	3.59	3.27	-0.32 ▼
54. Creates a work environment that fosters positive feedback to employees.	2.94	3.13	+0.19 ▲
55. Is open to receiving feedback.	2.88	3.07	+0.18 ▲

Comments:

- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- I respect ___'s focus and hard work to move this work forwards for the good of the organization and our customers, and without her personal efforts this project would not be underway.
- ___ 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.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- She has been challenging us to find other ways to communicate that would be effective, other than email.
- ___ exceeds in above in all she does.

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've only had the pleasure of working with ____ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- ____ is a valued member of the department.
- In the area of 'Communication skills' I would like to see ____ be more direct in her oral delivery.
- ____ 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.
- ____ listens to employees ideas and concerns and address the issues right away.

What do you like best about working with this individual?

- She recognized where I needed help and supported me in making the case to get it.
- Overall, ____ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- She is an excellent teammate, great attitude, effort, and energy.
- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.
- She is continually looking for ways to improve our service to our customers.
- Outstanding leader.

What do you like least about working with this individual?

- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.
- When in meetings in ____'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- 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 in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ____ does a good job.
- 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.
- ____ is consistent in her messaging about how we best serve the customers.
- You can count on ____ to give you the most honest feedback even if it is information you may not want to hear.

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

- Great year of growth!
- ____ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.
- She is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- She is passionate about providing the services necessary to meet the needs of our organization.
- ____ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. ____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. ____ is a role model for communication with staff, customers as well as community members.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.

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

- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- ___ is able to problem solve very well.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- She is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- I value ___'s advice and support as we realigned my department a few times this year.
- ___ delegates very effectively.

Any final comments?

- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- ___ has been very supportive of me and the Institute.
- I may not know all that is going on behind the scenes, however there are times when she may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- ___ is committed to our organization and leads by example.