



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.

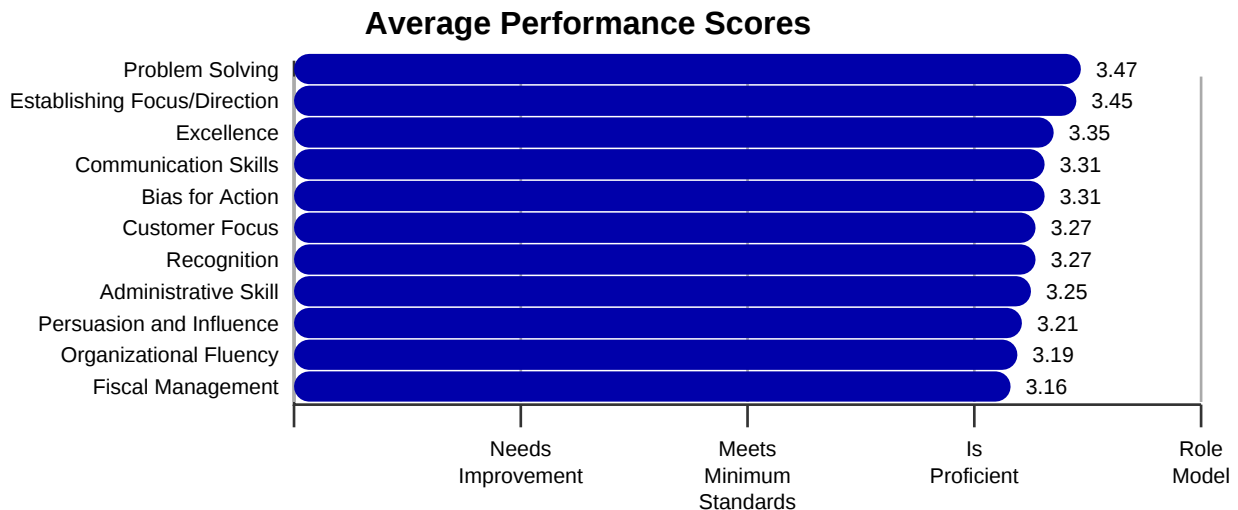
What to Do with Your Feedback

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.



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
1. Evaluates whether the necessary resources (budget, personnel, time, technology) are available to implement each solution.	15	3.20	93.3	7%	67%		27%
2. Creates a table or chart to compare the solutions side-by-side across all evaluation criteria.	15	3.87	100.0	13%	87%		
3. Identifies and assesses all potential responses to a problem.	15	3.33	93.3	7%	53%		40%
4. Selects the solution best aligned with the department's goals.	15	3.60	93.3	7%	27%	67%	
5. Able to solve problems with multiple criteria that need to be met.	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. Evaluates whether the necessary resources (budget, personnel, time, technology) are available to implement each solution.	3.29	3.20	-0.09 ▼
2. Creates a table or chart to compare the solutions side-by-side across all evaluation criteria.	3.65	3.87	+0.22 ▲
3. Identifies and assesses all potential responses to a problem.	3.18	3.33	+0.16 ▲
4. Selects the solution best aligned with the department's goals.	3.41	3.60	+0.19 ▲
5. Able to solve problems with multiple criteria that need to be met.	3.24	3.33	+0.10 ▲

Comments:

- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- I know she is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- One of the best supervisors that I have had.
- ___ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.
- ___ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- A willingness and flexibility to pitch in help where needed is important.

Excellence

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Demonstrates the functional or technical skills necessary to do their job.	15	3.20	93.3	7%	60%		33%
7. Keeps themselves and others focused on constant improvement.	15	3.20	86.7	13%	53%		33%
8. Can be counted on to add value wherever they are involved.	15	3.40	93.3	7%	47%		47%
9. Produces high quality work.	15	3.47	93.3	7%	40%		53%
10. Demonstrates the analytical skills to do their job.	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. Demonstrates the functional or technical skills necessary to do their job.	3.24	3.20	-0.04 ▼
7. Keeps themselves and others focused on constant improvement.	3.41	3.20	-0.21 ▼
8. Can be counted on to add value wherever they are involved.	3.24	3.40	+0.16 ▲
9. Produces high quality work.	3.18	3.47	+0.29 ▲
10. Demonstrates the analytical skills to do their job.	3.35	3.47	+0.11 ▲

Comments:

- She encourages individual and professional improvement and provides educational opportunities.
- ___ is a great leader and is committed to her role here at [CompanyName]!
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- Seek and provide critical feedback.
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- ___'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate ___'s approachability. There is nothing off limits - honesty and open communication are expected and valued.

Customer Focus

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Responds to feedback from customers.	15	3.53	100.0		47%	53%	
12. Has excellent communication with customers.	15	3.27	100.0		73%		27%
13. Prioritizes customer issues to tackle the most pressing needs first.	15	3.33	100.0		67%		33%
14. Maintains up-to-date information regarding customer products.	15	3.13	86.7	13%	60%		27%
15. Is honest in all communication with the customers.	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. Responds to feedback from customers.	3.47	3.53	+0.06 ▲
12. Has excellent communication with customers.	3.47	3.27	-0.20 ▼
13. Prioritizes customer issues to tackle the most pressing needs first.	3.35	3.33	-0.02 ▼
14. Maintains up-to-date information regarding customer products.	3.18	3.13	-0.04 ▼
15. Is honest in all communication with the customers.	3.00	3.07	+0.07 ▲

Comments:

- ___ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- What I like is her standard line what resources do you need from me to make this work?
- I feel as though ___ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- I appreciate her dedication to the department employees.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.

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. Deconstructs complex issues into understandable segments.	15	3.40	93.3	7%	47%	47%	
17. Understands and adjusts delivery of communications to maximize impact.	15	3.27	93.3	7%	60%	33%	
18. Engages in clear communication with both senior and junior management.	14	3.00	92.9	7%	79%	14%	
19. Verifies understanding throughout discussions.	15	3.47	100.0		53%	47%	
20. Is approachable and accessible when needed.	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. Deconstructs complex issues into understandable segments.	3.65	3.40	-0.25 ▼
17. Understands and adjusts delivery of communications to maximize impact.	3.47	3.27	-0.20 ▼
18. Engages in clear communication with both senior and junior management.	3.12	3.00	-0.12 ▼
19. Verifies understanding throughout discussions.	3.59	3.47	-0.12 ▼
20. Is approachable and accessible when needed.	3.29	3.40	+0.11 ▲

Comments:

- ___ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.
- I so appreciate that ___ is so on top of everything that we do in payroll.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- ___ is very supportive to staff and offers many opportunities for staff to grow.
- ___ is an excellent employee, I do not know of any areas that need improvement.
- We are striving to meet best practice standards.

Bias for 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
21. Focuses on what matters most and allocate time and resources effectively.	15	3.53	100.0	47%	53%		
22. Initiates tasks or projects that address identified needs.	15	3.00	80.0	20%	60%	20%	
23. Offers assistance and creates a culture where team members feel supported and are more likely to help each other.	15	2.87	80.0	20%	73%	7%	
24. Is reliable and dependable taking on responsibilities for work in the department.	15	3.47	100.0	53%	47%		
25. Completes a high amount of work.	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. Focuses on what matters most and allocate time and resources effectively.	3.35	3.53	+0.18 ▲
22. Initiates tasks or projects that address identified needs.	3.00	3.00	
23. Offers assistance and creates a culture where team members feel supported and are more likely to help each other.	2.88	2.87	-0.02 ▼
24. Is reliable and dependable taking on responsibilities for work in the department.	3.00	3.47	+0.47 ▲
25. Completes a high amount of work.	3.76	3.67	-0.10 ▼

Comments:

- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- ___ is incredibly talented and very smart. Her attention to detail is unparalleled.
- ___ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- ___ would be my choice for permanent manager of the department.
- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.

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. Prioritizes tasks and resources to maintain focus and direction for the department.	15	3.40	93.3	7%	47%	47%	
27. Develops shift patterns or schedules to maximize productivity while addressing individual availability.	15	3.33	93.3	7%	53%	40%	
28. Invests in skill-building resources that enable employees to meet evolving performance standards.	15	3.53	100.0		47%	53%	
29. Sets appropriate goals for employees.	15	3.67	100.0		33%	67%	
30. Allocates time for important goals.	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. Prioritizes tasks and resources to maintain focus and direction for the department.	3.53	3.40	-0.13 ▼
27. Develops shift patterns or schedules to maximize productivity while addressing individual availability.	3.12	3.33	+0.22 ▲
28. Invests in skill-building resources that enable employees to meet evolving performance standards.	3.41	3.53	+0.12 ▲
29. Sets appropriate goals for employees.	3.59	3.67	+0.08 ▲
30. Allocates time for important goals.	3.41	3.33	-0.08 ▼

Comments:

- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- Professionalism is an area where I feel ___ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.
- There have been many changes in management over the last 5 years. I can truly say that ___ is an exceptional manager. Our dept has made some truly good changes under ___.
- She knows product and how to engage potential clients.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.

Persuasion and Influence

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Convinces department employees of the soundness of a strategic plan.	15	3.20	86.7	13%	53%		33%
32. Leverages industry insights and benchmarks to support persuasive arguments and strategic recommendations.	15	3.40	100.0		60%		40%
33. Designs communication strategies that sequence information logically, building understanding and commitment step by step.	15	3.20	86.7	13%	53%		33%
34. Sets the proper context for employees to make the best decisions.	15	3.27	93.3	7%	60%		33%
35. Focuses negotiations on decision makers.	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. Convinces department employees of the soundness of a strategic plan.	3.18	3.20	+0.02 ▲
32. Leverages industry insights and benchmarks to support persuasive arguments and strategic recommendations.	3.35	3.40	+0.05 ▲
33. Designs communication strategies that sequence information logically, building understanding and commitment step by step.	3.18	3.20	+0.02 ▲
34. Sets the proper context for employees to make the best decisions.	2.88	3.27	+0.38 ▲
35. Focuses negotiations on decision makers.	3.18	3.00	-0.18 ▼

Comments:

- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- ___ has done a great job of continuing to grow and refine the service lines.
- Our organization is a better place because of her and her future focus.
- ___ is the best employee the department has employed.
- ___ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.

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
36. Accurately performs data entry.	15	3.20	93.3	7%	67%		27%
37. Organizes schedules, including departure and arrival times, check-in details, and reservation confirmations.	15	3.27	93.3	7%	60%		33%
38. Demonstrates keen awareness of others' reactions and adapts communication and actions accordingly to foster effective collaboration.	15	3.27	86.7	13%	47%		40%
39. Selects and uses training/instructional methods and procedures appropriate for the situation when learning or teaching new things.	15	3.13	86.7	13%	60%		27%
40. Answer phone calls and direct calls to appropriate parties or take messages.	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. Accurately performs data entry.	3.18	3.20	+0.02 ▲
37. Organizes schedules, including departure and arrival times, check-in details, and reservation confirmations.	3.35	3.27	-0.09 ▼
38. Demonstrates keen awareness of others' reactions and adapts communication and actions accordingly to foster effective collaboration.	3.24	3.27	+0.03 ▲
39. Selects and uses training/instructional methods and procedures appropriate for the situation when learning or teaching new things.	3.59	3.13	-0.45 ▼
40. Answer phone calls and direct calls to appropriate parties or take messages.	3.29	3.40	+0.11 ▲

Comments:

- ___ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and to the point.
- She has taken her team to the next level.
- She is a great leader.
- Her communication style can also come across as very directive at times to peers and subordinates.
- She is also very enthusiastic and energetic.
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.

Recognition

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Recognizes team members who offer a significant contribution to a project.	15	3.33	93.3	7%	53%		40%
42. Recognizes employees that participate on important teams.	15	3.33	93.3	7%	53%		40%
43. Offers recognition that reflects the employee's personal values, aspirations, and contributions in a way that feels authentic.	15	3.13	86.7	13%	60%		27%
44. Matches the reward to the person being recognized.	15	3.00	86.7	13%	73%		13%
45. Awards effective non-monetary rewards such as time off, keepsakes, or other awards.	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. Recognizes team members who offer a significant contribution to a project.	3.29	3.33	+0.04 ▲
42. Recognizes employees that participate on important teams.	3.41	3.33	-0.08 ▼
43. Offers recognition that reflects the employee's personal values, aspirations, and contributions in a way that feels authentic.	3.35	3.13	-0.22 ▼
44. Matches the reward to the person being recognized.	3.18	3.00	-0.18 ▼
45. Awards effective non-monetary rewards such as time off, keepsakes, or other awards.	3.35	3.53	+0.18 ▲

Comments:

- ___ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.
- Dedicated to the customer and community, she is worth her weight in gold.
- ___ is a true asset to [CompanyName].
- The department is lucky to have her.
- From my perspective, ___ is a very effective leader. I have seen ___ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. ___ is always open and is a great collaborator.
- Is always available to assist with issues, all scopes business or personal.

Organizational Fluency

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 explain departmental policies and procedures to others.	15	3.00	86.7	13%	73%		13%
47. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.20	93.3	7%	60%		33%
48. Understands departmental policies and procedures.	15	3.20	93.3	7%	67%		27%
49. Adept at navigating within the culture of the department.	15	3.40	93.3	7%	47%		47%
50. Anticipates problems that may affect 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. Able to explain departmental policies and procedures to others.	3.24	3.00	-0.24 ▼
47. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.00	3.20	+0.20 ▲
48. Understands departmental policies and procedures.	3.18	3.20	+0.02 ▲
49. Adept at navigating within the culture of the department.	3.35	3.40	+0.05 ▲
50. Anticipates problems that may affect the department.	3.29	3.13	-0.16 ▼

Comments:

- I really enjoy working with ____ and I respect her as a leader and role model.
- ____ is incredibly talented and very smart. Her attention to detail is unparalleled.
- I really enjoy working with _____. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- She recognized where I needed help and supported me in making the case to get it.
- ____ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- ____ has done a remarkable job managing the department.

Fiscal 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
51. Provides budgeting and accounting support to the Company.	14	3.14	92.9	7%	71%		21%
52. Effective in using Company's resources.	14	3.21	85.7	14%	50%		36%
53. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.27	86.7	13%	47%		40%
54. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.13	86.7	13%	60%		27%
55. Monitors expenses and verifies the need for items purchased.	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. Provides budgeting and accounting support to the Company.	3.24	3.14	-0.09 ▼
52. Effective in using Company's resources.	3.06	3.21	+0.16 ▲
53. Ensures others follow the correct rules and regulations on fiscal matters.	3.59	3.27	-0.32 ▼
54. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	2.94	3.13	+0.19 ▲
55. Monitors expenses and verifies the need for items purchased.	2.88	3.07	+0.18 ▲

Comments:

- Over the past year I've noticed that ___ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.
- ___ is a great director to work with because she listens to understand and she balances the business and the HR needs before making decisions or rushing to a judgment.
- ___ teams with others to improve communication and process.
- ___ has brought a much needed positive change to [CompanyName].
- ___ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- ___ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.

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?

- When ___ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.
- ___ does a good job of mentoring and developing her team and capitalizing on the talent of each individual.
- She collaborates with all departments and operates under shared governance.
- ___ is a pleasure to work with.
- She is trustworthy, dependable, positive attitude, and team focused.
- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.

What do you like best about working with this individual?

- 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.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- ___ is incredibly talented and very smart. Her attention to detail is unparalleled.
- I feel very confident in her support, which she has already demonstrated several times in challenging situations.
- I think ___ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when ___ took over and I feel ___ has risen to the occasion and handled herself well.
- ___ is very reliable and collaborates well on projects.

What do you like least about working with this individual?

- She sets a good example for personal growth.
- She is an excellent Manager!
- Demonstrates a focus on the business goals through task prioritization.
- ___ is very approachable and always willing to listen.
- Provide and solicit more frequent feedback.
- ___ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.

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

- She correctly sets limits, and expectations of her managers.
- 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.
- You could check for clarity in expectations more frequently.
- She communicates clearly and responds to request without unnecessary delay.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- ___ is a wonderful collaborator and leader. It is a treat to be able to work with her.

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

- ____ exemplifies outstanding professionalism.
- 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.
- ____ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- She sets a good example for personal growth.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- ____ has great communication skills and is a dependable member of the team.

Any final comments?

- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- ____ is fully engaged in her unit. She took on the position and jumped in with both feet.
- She also sees herself as a problem solver. The staff, however, experience being inundated with ideas and solutions that she presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- ____ established an environment in which teamwork and creativity flourished.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- ____ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!