



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

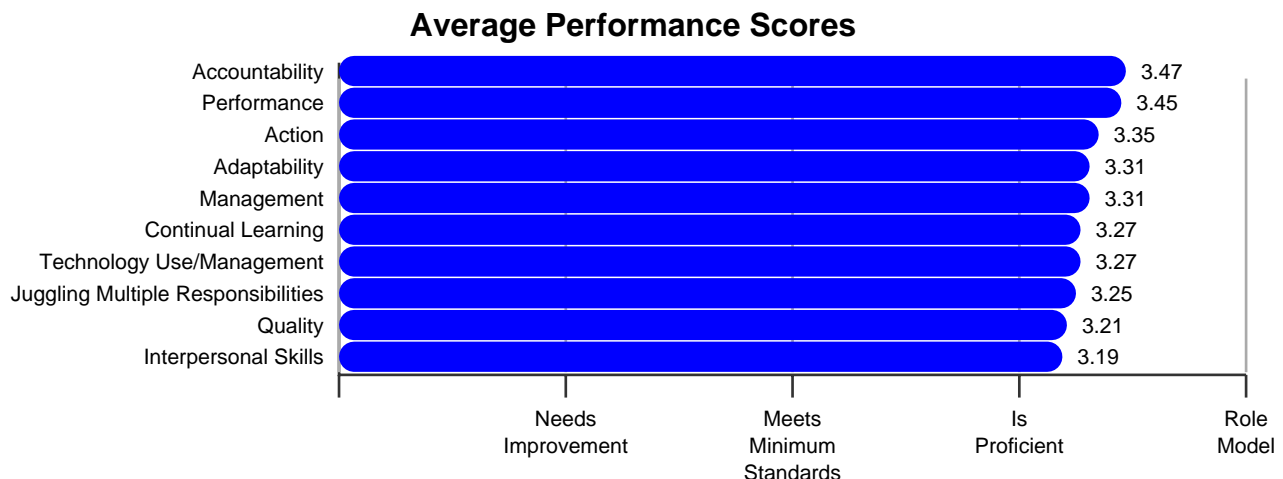
What to Do with Your Feedback

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

Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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



Gap Analysis

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



Accountability

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. Is aware of problems or issues that may affect the organization.	15	3.20	93.3	7%	67%		27%
2. Implements and facilitates controls and processes that maintain the integrity of the organization.	15	3.87	100.0	13%	87%		
3. Tackles issues head on and finds solutions.	15	3.33	93.3	7%	53%		40%
4. Creates a consistent process for prioritizing work.	15	3.60	93.3	7%	27%	67%	
5. Defines roles, rights, and responsibilities of employees.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
1. Is aware of problems or issues that may affect the organization.	3.29	3.20	-0.09 ▼
2. Implements and facilitates controls and processes that maintain the integrity of the organization.	3.65	3.87	+0.22 ▲
3. Tackles issues head on and finds solutions.	3.18	3.33	+0.16 ▲
4. Creates a consistent process for prioritizing work.	3.41	3.60	+0.19 ▲
5. Defines roles, rights, and responsibilities of employees.	3.24	3.33	+0.10 ▲

Comments:

- He is very effective and he has learned so much about our product.
- Provide more clarity. Increase your technical knowledge.
- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.
- _____ is the heart and soul of the pharmacy. He has great vision and he is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.
- Allocates resources in advance to ensure the required work can be completed.
- _____ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with. I am on a committee that he runs and he is an excellent meeting facilitator.

Action

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Makes effective decisions, even when under pressure.	15	3.20	93.3	7%	60%		33%
7. Displays high energy and enthusiasm on consistent basis.	15	3.20	86.7	13%	53%		33%
8. Effectively makes decisions	15	3.40	93.3	7%	47%		47%
9. Does whatever it takes (within reason) to get the job done.	15	3.47	93.3	7%	40%		53%
10. Gets the job done.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item

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

Item	2022	2023	Change
6. Makes effective decisions, even when under pressure.	3.24	3.20	-0.04 ▼
7. Displays high energy and enthusiasm on consistent basis.	3.41	3.20	-0.21 ▼
8. Effectively makes decisions	3.24	3.40	+0.16 ▲
9. Does whatever it takes (within reason) to get the job done.	3.18	3.47	+0.29 ▲
10. Gets the job done.	3.35	3.47	+0.11 ▲

Comments:

- _____ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, _____ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- I know I can always count on _____ to be reliable and respond in a timely manner to my request.
- He is honest in his delivery and every decision he makes is in the best interest of the organization, customers or staff.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.
- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- _____ is doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!

Continual Learning

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. Is open to new ideas and concepts.	15	3.53	100.0	47%	53%		
12. Takes charge of their training and skills enhancement.	15	3.27	100.0	73%	27%		
13. Pursues professional development opportunities when they arise.	15	3.33	100.0	67%	33%		
14. Seeks opportunities to grow in skills and knowledge.	15	3.13	86.7	13%	60%	27%	
15. Takes the initiative to learn new skills.	15	3.07	80.0	20%	53%	27%	

Time Comparisons by Item

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

Item	2022	2023	Change
11. Is open to new ideas and concepts.	3.47	3.53	+0.06 ▲
12. Takes charge of their training and skills enhancement.	3.47	3.27	-0.20 ▼
13. Pursues professional development opportunities when they arise.	3.35	3.33	-0.02 ▼
14. Seeks opportunities to grow in skills and knowledge.	3.18	3.13	-0.04 ▼
15. Takes the initiative to learn new skills.	3.00	3.07	+0.07 ▲

Comments:

- _____ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. _____ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- The most important attribute that _____ demonstrates is making sure there is a solid, vibrant leadership team. When he meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. He pushes for honest opinions and decisions and he expects those decisions and opinions to be supportable with reason. At the same time, he somehow nurtures innovation that leads to improving process and outcomes.
- He is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- _____ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.
- _____ manages everyone else time very well. he puts everything out there, his soul, his time and his energy all to ensure a good outcome.
- _____ is a strong leader and continues to grow in his role. _____ is approachable even if he does not have time. Team members enjoy his great attitude and his non stop energy. Some things that _____ does especially well and seems to do with ease are bulleted below.

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
16. Able to adapt to changes in technology and processes.	15	3.40	93.3	7%	47%	47%	
17. Able to quickly learn new ways of performing their job.	15	3.27	93.3	7%	60%	33%	
18. Is proactive and takes steps to prepare for changes in the workplace.	14	3.00	92.9	7%	79%	14%	
19. Flexible and open to new ideas and encourages others to value change.	15	3.47	100.0		53%	47%	
20. Learns from personal experiences and/or mistakes.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
16. Able to adapt to changes in technology and processes.	3.65	3.40	-0.25 ▼
17. Able to quickly learn new ways of performing their job.	3.47	3.27	-0.20 ▼
18. Is proactive and takes steps to prepare for changes in the workplace.	3.12	3.00	-0.12 ▼
19. Flexible and open to new ideas and encourages others to value change.	3.59	3.47	-0.12 ▼
20. Learns from personal experiences and/or mistakes.	3.29	3.40	+0.11 ▲

Comments:

- _____ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- _____ is a great boss and director. _____ has been a great resource to me with my struggles as I grow professionally. _____ is respected greatly by myself and the staff I work with. He is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- Has one of the strongest work ethics I've ever encountered in a team member.
- _____ is very supportive to staff and offers many opportunities for staff to grow.
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.

Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Sets an example for others to follow	15	3.53	100.0	47%	53%		
22. Makes you feel enthusiastic about your work	15	3.00	80.0	20%	60%	20%	
23. Takes responsibility for things that go wrong	15	2.87	80.0	20%	73%	7%	
24. Delegate tasks effectively	15	3.47	100.0	53%	47%		
25. Is ready to offer help	15	3.67	100.0	33%	67%		

Time Comparisons by Item

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

Item	2022	2023	Change
21. Sets an example for others to follow	3.35	3.53	+0.18 ▲
22. Makes you feel enthusiastic about your work	3.00	3.00	
23. Takes responsibility for things that go wrong	2.88	2.87	-0.02 ▼
24. Delegate tasks effectively	3.00	3.47	+0.47 ▲
25. Is ready to offer help	3.76	3.67	-0.10 ▼

Comments:

- I think _____ is off to a very good start with the new division. He is engaging key players and helping form vision with his leadership team.
- _____ does a great job of keeping the lines of communication and this is appreciated.
- _____ is a great manager and has nothing but the greatest interest for his employees and customers.
- _____ continues to be a great boss. He is available to us and always has time to help with anything.
- _____ has an incredible vision for our organization's strategy and improvement efforts.
- _____'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.

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
26. Sets a high standard for job performance.	15	3.40	93.3	7%	47%	47%	
27. Works effectively in the department.	15	3.33	93.3	7%	53%	40%	
28. Listens and responds to issues and problems	15	3.53	100.0		47%	53%	
29. Effectively organizes resources and plans	15	3.67	100.0		33%	67%	
30. Shown significant improvement in job performance.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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

Item	2022	2023	Change
26. Sets a high skill standard for job performance.	3.53	3.40	-0.13 ▼
27. Works effectively in the department.	3.12	3.33	+0.22 ▲
28. Listens and responds to issues and problems	3.41	3.53	+0.12 ▲
29. Effectively organizes resources and plans	3.59	3.67	+0.08 ▲
30. Shown significant improvement in job performance.	3.41	3.33	-0.08 ▼

Comments:

- He is both the manager and the interim director for the service line.
- Has a "go getter" attitude!
- He has an open door policy and is available when needed.
- Closes off discussions with action plans.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.

Quality

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. Encourages others to achieve high quality standards.	15	3.20	86.7	13%	53%	33%	
32. Corrects issues in a timely manner.	15	3.40	100.0		60%	40%	
33. Always strives to produce the highest quality work products.	15	3.20	86.7	13%	53%	33%	
34. Holds employees accountable for their quality of work.	15	3.27	93.3	7%	60%	33%	
35. Encourages employees to produce the best quality products.	15	3.00	80.0	20%	60%	20%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
31. Encourages others to achieve high quality standards.	3.18	3.20	+0.02 ▲
32. Corrects issues in a timely manner.	3.35	3.40	+0.05 ▲
33. Always strives to produce the highest quality work products.	3.18	3.20	+0.02 ▲
34. Holds employees accountable for their quality of work.	2.88	3.27	+0.38 ▲
35. Encourages employees to produce the best quality products.	3.18	3.00	-0.18 ▼

Comments:

- Under his leadership, the department teams have become very cohesive.
- _____ has improved in all of the areas identified as needing improvement. However staff report that he can still be difficult at times.
- Without a doubt, _____ is the best director I have worked for in my 30+ year carrer at [CompanyName]. He inspires me and everyone else he comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- Stay focused more on the agenda for meetings.
- His knowledge of what's needed to take us to the next level (designation) is to be commended.

Juggling Multiple Responsibilities

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Assesses current capabilities before committing to new requests from customers.	15	3.20	93.3	7%	67%		27%
37. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	3.27	93.3	7%	60%		33%
38. Spends the most time and effort on critical tasks first.	15	3.27	86.7	13%	47%		40%
39. Begins tasks as soon as possible.	15	3.13	86.7	13%	60%		27%
40. Completes multiple tasks simultaneously.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
36. Assesses current capabilities before committing to new requests from customers.	3.18	3.20	+0.02 ▲
37. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	3.35	3.27	-0.09 ▼
38. Spends the most time and effort on critical tasks first.	3.24	3.27	+0.03 ▲
39. Begins tasks as soon as possible.	3.59	3.13	-0.45 ▼
40. Completes multiple tasks simultaneously.	3.29	3.40	+0.11 ▲

Comments:

- I really enjoy working with _____ and I respect his as a leader and role model.
- _____'s office staff each have their own personalities and he effectively communicates with all of them.
- I look forward to working with his in his new role.
- _____ is organized and thorough.
- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- I love working with his and hope to continue having his as my supervisor!

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
41. Understands and is committed to implementing new technologies.	15	3.33	93.3	7%	53%	40%	
42. Supports employee training and development initiatives regarding implementation of technology.	15	3.33	93.3	7%	53%	40%	
43. Supports technical training and development of employees.	15	3.13	86.7	13%	60%	27%	
44. Maximizes the use of new technology to deliver products and services.	15	3.00	86.7	13%	73%	13%	
45. Uses technology in decision making and problem solving.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

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

Item	2022	2023	Change
41. Understands and is committed to implementing new technologies.	3.29	3.33	+0.04 ▲
42. Supports employee training and development initiatives regarding implementation of technology.	3.41	3.33	-0.08 ▼
43. Supports technical training and development of employees.	3.35	3.13	-0.22 ▼
44. Maximizes the use of new technology to deliver products and services.	3.18	3.00	-0.18 ▼
45. Uses technology in decision making and problem solving.	3.35	3.53	+0.18 ▲

Comments:

- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- _____ has done a great job of continuing to grow and refine the service lines.
- His leadership skills make me jealous and consider him a mentor on how I would want to be in that position
- He is becoming more comfortable to deliver critical feedback.
- _____ is very approachable. He is able to get people to follow through and engage in their daily work.
- _____ is an effective, responsive leader and embodies the core values of the organization. Furthermore, he is clearly advocating for customers' best interest at all times.

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
46. Is trusted by peers and co-workers; others are willing to confide in him/her	15	3.00	86.7	13%	73%		13%
47. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	3.20	93.3	7%	60%		33%
48. Builds a strong rapport with co-workers.	15	3.20	93.3	7%	67%		27%
49. Able to work with individuals at all levels of the Company.	15	3.40	93.3	7%	47%		47%
50. Demonstrates compassion and understanding of others.	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
46. Is trusted by peers and co-workers; others are willing to confide in him/her	3.24	3.00	-0.24 ▼
47. Uses knowledge and charisma rather than position, power, or coercion to influence others	3.00	3.20	+0.20 ▲
48. Builds a strong rapport with co-workers.	3.18	3.20	+0.02 ▲
49. Able to work with individuals at all levels of the Company.	3.35	3.40	+0.05 ▲
50. Demonstrates compassion and understanding of others.	3.29	3.13	-0.16 ▼

Comments:

- _____ needs no improvement
- He involves our team and holds us accountable out of respect.
- Always steps up if help is needed.
- _____ is the shining example of what a manager should be like. He is an amazing leader, he always solves problems promptly, you can count on his word, he truly cares for his customers and his staff, and he has gone above and beyond for all of us more times than I can remember. He is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- He is a strength that supports department morale and work flow.
- He is such a positive person and always willing to pitch in where help is needed.

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?

- He is a dedicated person who inspires excellence in both staff and customer service.
- I think _____ is doing a wonderful job in his new role here at this [CompanyName]. He has quickly become a vital part of the team. He is about to take on an even bigger role in the coming months and I think that he will demonstrate that he is very capable leader. I am glad that he has joined us.
- He truly is the best Manager I have ever had.
- _____ is an excellent leader. He seeks input from everyone involved to solve an issue.
- He's done a good job this year of addressing some difficult issues in his area (i.e. Budgeting and Finance leadership challenges).
- He could benefit from understanding about how to create resolution and clarity.

What do you like best about working with this individual?

- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- _____ is very friendly and expresses genuine care for the staff when he is present.
- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- I appreciate his receptiveness and openness and his sense of humor.
- I think _____ is very good at identifying processes he observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- Over the past year I've noticed that _____ doesn't seem to be as focused or organized as he used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting he's too preoccupied with his phone and this causes the leader of the meeting to repeat his/her self.

What do you like least about working with this individual?

- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- _____ is honest, does what he says he is going to do and can be counted on to be timely in his communication.
- I would encourage him to share with others the work going on in his area in this regard. It deserves to be recognized and shared.
- he understands where our opportunities for savings in the employee benefits plan may be.
- Demonstrates an ability to remain focused on outcomes.
- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.

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

- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- He follows up on questions and he is easily accessible. I think he is doing a great job!
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- _____ has a very high integrity standard. He handles all of his business with the utmost professionalism.
- _____ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think he has helped us come through it standing upright!

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

- _____ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- _____ works very well with other departments.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- 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.
- Detail oriented
- Overall, I think _____ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer. Once we get an answer it usually involves _____ wanting to complete the task on his own. More communication in this area would be nice, even when he would rather complete the task on his own.

Any final comments?

- _____ is fully engaged with all of the leadership team. He makes himself 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.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet his current and future needs.
- He is also quick to tap into his past experiences in attempting to find the best solution.
- _____ 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.
- He knows his material and obviously loves the continued learning that defines best practices.