



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.

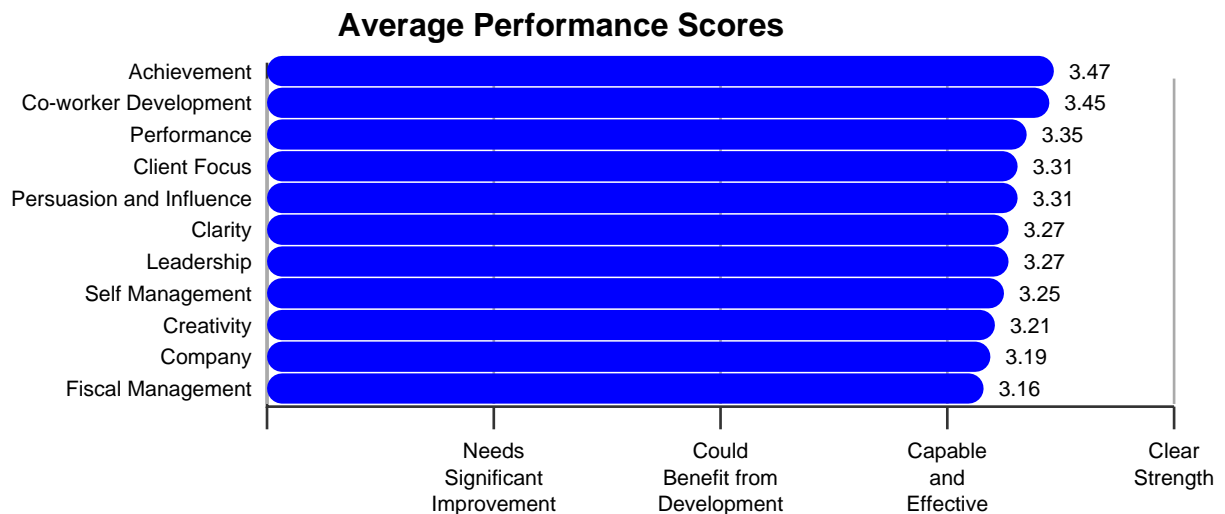
What to Do with Your Feedback

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 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.



Achievement

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Is flexible in adjusting priorities to meet the demands of changing situations.	15	3.20	93.3	7%	67%		27%
2. Holds others to high standards of achievement.	15	3.87	100.0	13%	87%		
3. Completes work to given time frame and to budget	15	3.33	93.3	7%	53%		40%
4. Takes calculated risks to achieve higher levels of performance.	15	3.60	93.3	7%	27%	67%	
5. Sets ambitious standards of performance.	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 flexible in adjusting priorities to meet the demands of changing situations.	3.29	3.20	-0.09 ▼
2. Holds others to high standards of achievement.	3.65	3.87	+0.22 ▲
3. Completes work to given time frame and to budget	3.18	3.33	+0.16 ▲
4. Takes calculated risks to achieve higher levels of performance.	3.41	3.60	+0.19 ▲
5. Sets ambitious standards of performance.	3.24	3.33	+0.10 ▲

Comments:

- He inspires us to remember that as leaders, anything's possible.
- _____, more than most, takes what we've learned and implements changes.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- _____ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Sets a high standard for job performance.	15	3.20	93.3	7%	60%	33%	
7. ...Overall Performance	15	3.20	86.7	13%	53%	33%	
8. Has great overall performance	15	3.40	93.3	7%	47%	47%	
9. Works well in this position.	15	3.47	93.3	7%	40%	53%	
10. Works effectively in the department.	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. Sets a high standard for job performance.	3.24	3.20	-0.04 ▼
7. ...Overall Performance	3.41	3.20	-0.21 ▼
8. Has great overall performance	3.24	3.40	+0.16 ▲
9. Works well in this position.	3.18	3.47	+0.29 ▲
10. Works effectively in the department.	3.35	3.47	+0.11 ▲

Comments:

- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- Needs to have more face-to-face communications with other employees in the company.
- _____ is a new manager. His openness and positive communication with his team and his steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- _____ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- _____'s leadership at [CompanyName] has been outstanding. I have been very impressed with him since he came here and I admire his work.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.

Clarity

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Maintains clarity in goals and objectives.	15	3.53	100.0	47%	53%		
12. Uses appropriate grammar and tense in communications.	15	3.27	100.0	73%	27%		
13. Clearly defines work objectives for employees.	15	3.33	100.0	67%	33%		
14. Is clear about goals that need to be achieved.	15	3.13	86.7	13%	60%	27%	
15. Avoids creating ambiguity or mixed messages.	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. Maintains clarity in goals and objectives.	3.47	3.53	+0.06 ▲
12. Uses appropriate grammar and tense in communications.	3.47	3.27	-0.20 ▼
13. Clearly defines work objectives for employees.	3.35	3.33	-0.02 ▼
14. Is clear about goals that need to be achieved.	3.18	3.13	-0.04 ▼
15. Avoids creating ambiguity or mixed messages.	3.00	3.07	+0.07 ▲

Comments:

- He often will say he doesn't need the details or that he already knows and doesn't need an explanation.
- I really enjoy his mentorship.
- He has made improvements in organizing my time and meeting deadlines. However, he still sometimes get bogged down in process and needs to just make decisions.
- Sometimes I feel like I need to check on _____ and make sure that read an email/understands that I need his input on a project.
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.

Client Focus

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Satisfies client needs.	15	3.40	93.3	7%	47%	47%	
17. Looks for opportunities that have a positive impact on Clients.	15	3.27	93.3	7%	60%	33%	
18. Obtains feedback to ensure client needs are being met.	14	3.00	92.9	7%	79%	14%	
19. Maintains strong relationships with clients.	15	3.47	100.0		53%	47%	
20. Ensures client commitments and requirements are met or exceeded	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. Satisfies client needs.	3.65	3.40	-0.25 ▼
17. Looks for opportunities that have a positive impact on Clients.	3.47	3.27	-0.20 ▼
18. Obtains feedback to ensure client needs are being met.	3.12	3.00	-0.12 ▼
19. Maintains strong relationships with clients.	3.59	3.47	-0.12 ▼
20. Ensures client commitments and requirements are met or exceeded	3.29	3.40	+0.11 ▲

Comments:

- He does not settle- but will continue a search until the right fit is found.
- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- Another area he needs to work on is honoring team decisions. He will make unilateral decisions and then not tell the team.
- _____ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- Always steps up if help is needed.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Has excellent influencing/negotiating skills.	15	3.53	100.0	47%	53%		
22. Attempts to persuade others rather than simply control them.	15	3.00	80.0	20%	60%	20%	
23. Communicates effectively with others.	15	2.87	80.0	20%	73%	7%	
24. Seeks to obtain consensus or compromise.	15	3.47	100.0	53%	47%		
25. Persuades others to consider alternative points of view.	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. Has excellent influencing/negotiating skills.	3.35	3.53	+0.18 ▲
22. Attempts to persuade others rather than simply control them.	3.00	3.00	
23. Communicates effectively with others.	2.88	2.87	-0.02 ▼
24. Seeks to obtain consensus or compromise.	3.00	3.47	+0.47 ▲
25. Persuades others to consider alternative points of view.	3.76	3.67	-0.10 ▼

Comments:

- _____ is very knowledgeable, honest, and consistent in his leadership decisions.
- He knows his subject matter!
- He has helped make me a better manager through his actions and follow through.
- He also sees himself as a problem solver. The staff, however, experience being inundated with ideas and solutions that he 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.
- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- _____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.

Co-worker Development

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Takes immediate action on poor performance	15	3.40	93.3	7%	47%	47%	
27. Gives others development opportunities through project assignments and increased job responsibilities	15	3.33	93.3	7%	53%	40%	
28. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.53	100.0		47%	53%	
29. Works to identify root causes of performance problems	15	3.67	100.0		33%	67%	
30. Sets and clearly communicates expectations, performance goals, and measurements to others	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. Takes immediate action on poor performance	3.53	3.40	-0.13 ▼
27. Gives others development opportunities through project assignments and increased job responsibilities	3.12	3.33	+0.22 ▲
28. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.41	3.53	+0.12 ▲
29. Works to identify root causes of performance problems	3.59	3.67	+0.08 ▲
30. Sets and clearly communicates expectations, performance goals, and measurements to others	3.41	3.33	-0.08 ▼

Comments:

- _____ is the best employee the department has employed.
- The department is lucky to have him.
- I have found _____ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.
- _____ has a strong knowledge base and willingly shares information.
- _____ has brought a level of professionalism and marketing skill to our team that we desperately needed. We are glad to have his direction, talent and enthusiasm.
- _____ has certainly done great things at [CompanyName]. He was the perfect match for the community and the staff. He has built a strong team at [CompanyName] and their work has continued to be outstanding after he added [CompanyName] to his responsibilities. I like working with _____ at [CompanyName] and appreciate his support and leadership.. _____ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken hold but I am confident it will with time. He has been great at diagnosing the problems and finding solutions. He is definitely the person to redirect the work of [CompanyName] and make it a viable entity.

Creativity

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Inspires creativity in their team.	15	3.20	86.7	13%	53%	33%	
32. Is creative and inspirational.	15	3.40	100.0		60%	40%	
33. Develops solutions to challenging problems.	15	3.20	86.7	13%	53%	33%	
34. Is creative.	15	3.27	93.3	7%	60%	33%	
35. Conceives, implements and evaluates ideas.	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. Inspires creativity in their team.	3.18	3.20	+0.02 ▲
32. Is creative and inspirational.	3.35	3.40	+0.05 ▲
33. Develops solutions to challenging problems.	3.18	3.20	+0.02 ▲
34. Is creative.	2.88	3.27	+0.38 ▲
35. Conceives, implements and evaluates ideas.	3.18	3.00	-0.18 ▼

Comments:

- Having a routine for schedule and coming to office more frequently
- Our desire to improve loss rates has been encouraged and supported by _____.
- When _____ was tapped for the VP position I was very pleased as he was a very good director.
- Provide more clarity. Increase your technical knowledge.
- I appreciate his ability to deliver a direct message while remaining sensitive to how it may impact others as well as his sense of humor.
- _____ always presents himself in the most professional manner.

Self 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.20	93.3	7%	67%		27%
37. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.27	93.3	7%	60%		33%
38. Uses patience and self-control in working with customers and associates.	15	3.27	86.7	13%	47%		40%
39. Steps away from a situation to process appropriate response.	15	3.13	86.7	13%	60%		27%
40. Consciously controls own negative emotions in order to keep team morale up.	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. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.18	3.20	+0.02 ▲
37. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.35	3.27	-0.09 ▼
38. Uses patience and self-control in working with customers and associates.	3.24	3.27	+0.03 ▲
39. Steps away from a situation to process appropriate response.	3.59	3.13	-0.45 ▼
40. Consciously controls own negative emotions in order to keep team morale up.	3.29	3.40	+0.11 ▲

Comments:

- 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.
- He is friendly, courteous, and kind all while being very professional.
- _____ is incredibly talented and very smart. His attention to detail is unparalleled.
- Always steps up if help is needed.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- _____ exemplifies outstanding professionalism.

Leadership

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Holds others accountable for their actions.	15	3.33	93.3	7%	53%	40%	
42. Effectively leads others.	15	3.33	93.3	7%	53%	40%	
43. Able to align manpower, design work, an allocate tasks to achieve goals.	15	3.13	86.7	13%	60%	27%	
44. Leads team to set goals, solve problems, and accomplish tasks.	15	3.00	86.7	13%	73%	13%	
45. Sets clear goals and objectives for subordinates.	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. Holds others accountable for their actions.	3.29	3.33	+0.04 ▲
42. Effectively leads others.	3.41	3.33	-0.08 ▼
43. Able to align manpower, design work, an allocate tasks to achieve goals.	3.35	3.13	-0.22 ▼
44. Leads team to set goals, solve problems, and accomplish tasks.	3.18	3.00	-0.18 ▼
45. Sets clear goals and objectives for subordinates.	3.35	3.53	+0.18 ▲

Comments:

- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.
- _____ leads by example.
- _____ does a great job of keeping the lines of communication and this is appreciated.
- _____ is a great team member. His technical skills are impeccable...great to see you in MBA program. Keep going.
- 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.
- I don't often get a chance to see _____ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.

Company

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.00	86.7	13%	73%		13%
47. Understands the "basics" as to how [Company] functions/operates.	15	3.20	93.3	7%	60%		33%
48. Follows existing procedures and processes.	15	3.20	93.3	7%	67%		27%
49. Impresses upon others the important aspects of [Company].	15	3.40	93.3	7%	47%		47%
50. Attends [Company] gatherings and social events.	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. Understands how decisions impact other business units beyond their immediate department of work group.	3.24	3.00	-0.24 ▼
47. Understands the "basics" as to how [Company] functions/operates.	3.00	3.20	+0.20 ▲
48. Follows existing procedures and processes.	3.18	3.20	+0.02 ▲
49. Impresses upon others the important aspects of [Company].	3.35	3.40	+0.05 ▲
50. Attends [Company] gatherings and social events.	3.29	3.13	-0.16 ▼

Comments:

- He communicates clearly, and is always willing to listen attentively.
- _____ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- _____ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- I believe _____ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- He is very customer focused and this reflects in his division leadership and performance.
- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
51. Develops of the department's annual budget.	14	3.14	92.9	7%	71%		21%
52. Monitors spending.	14	3.21	85.7	14%	50%		36%
53. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.27	86.7	13%	47%		40%
54. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.13	86.7	13%	60%		27%
55. Effective in using Company's resources.	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	2022	2023	Change
51. Develops of the department's annual budget.	3.24	3.14	-0.09 ▼
52. Monitors spending.	3.06	3.21	+0.16 ▲
53. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.59	3.27	-0.32 ▼
54. Ensures others follow the correct rules and regulations on fiscal matters.	2.94	3.13	+0.19 ▲
55. Effective in using Company's resources.	2.88	3.07	+0.18 ▲

Comments:

- I have appreciated _____'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- He checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- I envy his versatility in working with a wide variety of issues and topics.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- He routinely demonstrates professionalism and his priority for service which is a model example for others.

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 well respected by his peers and it is clear to see why.
- _____ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- A willingness and flexibility to pitch in help where needed is important.
- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.

What do you like best about working with this individual?

- Cannot think of anything
- I have not observed _____'s interaction with the members of his team. _____ consistently communicates openly in my interactions with him.
- One of the best supervisors that I have had.
- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.
- I can't think of a single thing _____ could improve upon.
- He allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.

What do you like least about working with this individual?

- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- _____ is a knowledgeable professional committed to improvement and quality. _____ shows his expertise in meetings and conversations, is helpful and solves problems effectively.
- Unfortunately there has been inconsistency in actions and results.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- He would benefit from soliciting more feedback and pushing others to do more.
- _____ is a fantastic manager who is now hitting his stride. He exhibits his strengths when called upon and is actively working on improving areas he needs to.

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

- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- _____ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- _____ provides opportunities for his staff to grow professionally and encourages them.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- He challenges me every day to be my best and I appreciate that.
- Communication to entire team is excellent and helps engage all staff. _____'s visibility to his team has been very positive.

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

- You can count on _____ to be honest and stay true to commitments.
- He is the model of a true leader. He will never ask his staff to do something he wouldn't do himself.
- _____ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- _____ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- _____ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support _____ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by _____ without his bringing them before the team for discussion.

Any final comments?

- His work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- _____ took over supervising an employee due to a difficult situation. He worked closely with HR to ensure his treatment of this individual was consistent and fair.
- _____ is a great communicator and challenges staff to look at process improvements. He is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- _____ 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.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.