



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.

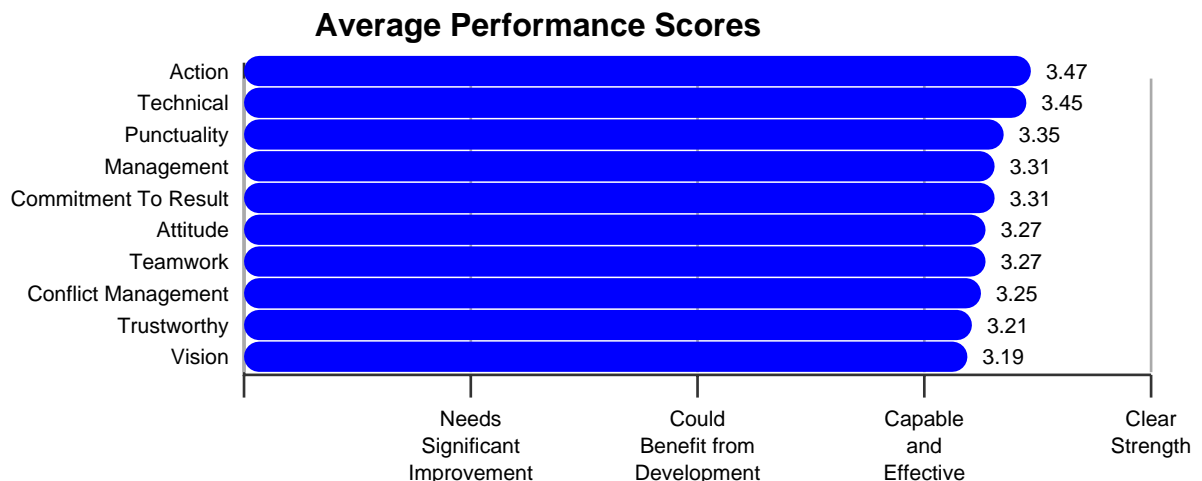
What to Do with Your Feedback

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

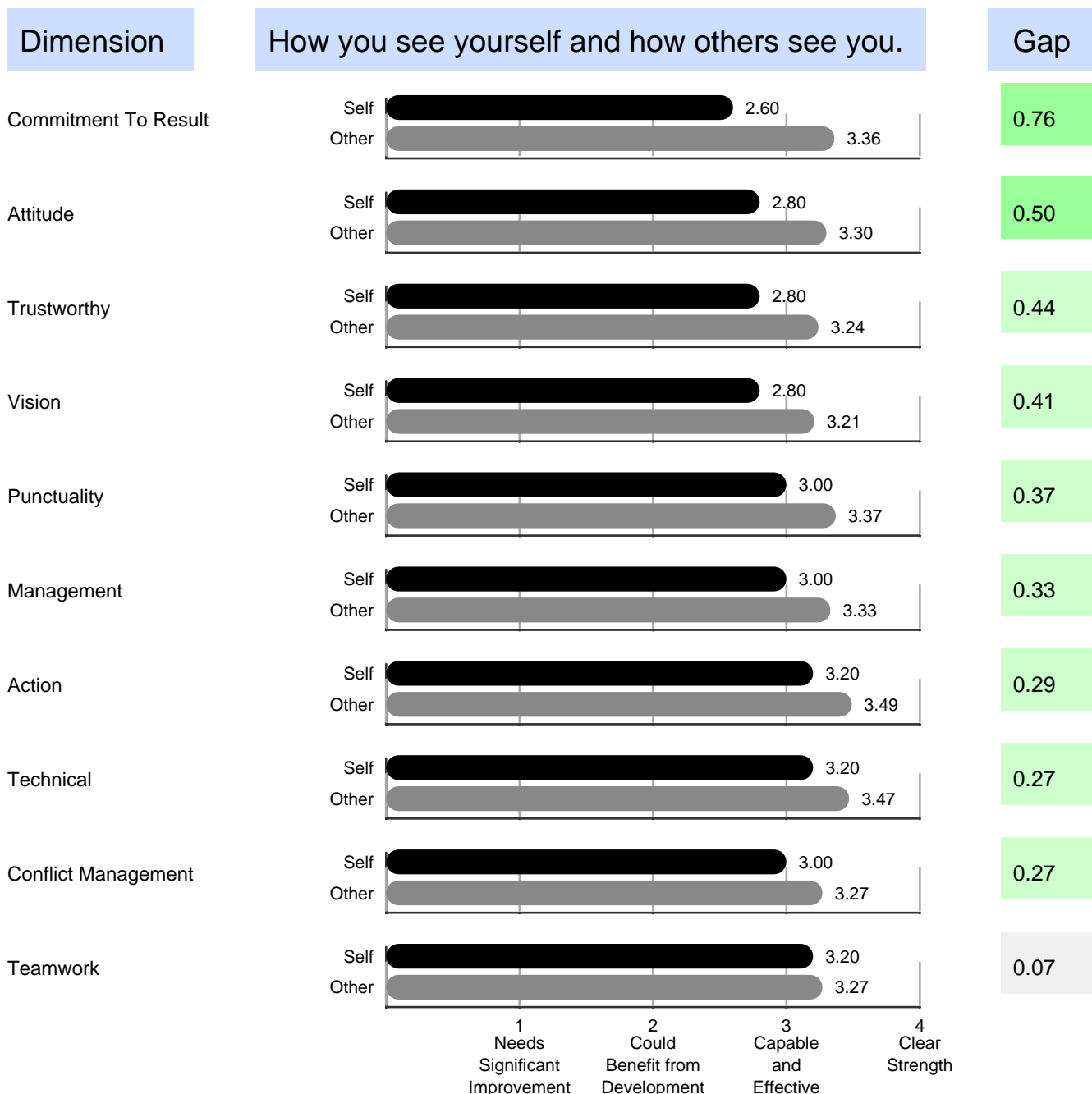
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Gets the job done.	15	3.20	93.3	7%	67%		27%
2. Effectively makes decisions	15	3.87	100.0	13%	87%		
3. Makes effective decisions, even when under pressure.	15	3.33	93.3	7%	53%		40%
4. Does whatever it takes (within reason) to get the job done.	15	3.60	93.3	7%	27%	67%	
5. Is not afraid to take corrective action when necessary.	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. Gets the job done.	3.29	3.20	-0.09 ▼
2. Effectively makes decisions	3.65	3.87	+0.22 ▲
3. Makes effective decisions, even when under pressure.	3.18	3.33	+0.16 ▲
4. Does whatever it takes (within reason) to get the job done.	3.41	3.60	+0.19 ▲
5. Is not afraid to take corrective action when necessary.	3.24	3.33	+0.10 ▲

Comments:

- _____ makes great hiring choices. he is clear on what needs to be done.
- He sets a good example for personal growth.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- _____ could also improve his ability to work with the framework of a team. _____ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (_____) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- _____ is a great Manager. He is extremely talented at what he does and invests a great amount of effort into developing his staff. He is very supportive of staff growth, while also caring a great deal about each of his employees.

Punctuality

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. Avoids making personal phone calls during working hours.	15	3.20	93.3	7%	60%		33%
7. Starts meetings on time.	15	3.20	86.7	13%	53%		33%
8. Starts the workday when scheduled.	15	3.40	93.3	7%	47%		47%
9. Arrives to meetings on time.	15	3.47	93.3	7%	40%		53%
10. Invoices clients on a timely basis.	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. Avoids making personal phone calls during working hours.	3.24	3.20	-0.04 ▼
7. Starts meetings on time.	3.41	3.20	-0.21 ▼
8. Starts the workday when scheduled.	3.24	3.40	+0.16 ▲
9. Arrives to meetings on time.	3.18	3.47	+0.29 ▲
10. Invoices clients on a timely basis.	3.35	3.47	+0.11 ▲

Comments:

- His calm demeanor when the pressure's the greatest, his ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- I have only recently started working with _____ and therefore do not have comments on some items, but regarding the projects I have worked with _____ on to date the above applies.
- He is smart, quick, compassionate, and thorough.
- _____ is very supportive and knows his area of expertise. He is a pleasure to work with.
- _____ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.

Attitude

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. Is gracious and professional in their interactions with others.	15	3.53	100.0	47%	53%		
12. Treats all people fairly and with respect.	15	3.27	100.0	73%	27%		
13. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.33	100.0	67%	33%		
14. Builds open and trusting relationships.	15	3.13	86.7	13%	60%	27%	
15. Shows by their actions that they trust in the positive intentions of others.	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 gracious and professional in their interactions with others.	3.47	3.53	+0.06 ▲
12. Treats all people fairly and with respect.	3.47	3.27	-0.20 ▼
13. Works to eliminate unnecessary work or barriers that get in others' way.	3.35	3.33	-0.02 ▼
14. Builds open and trusting relationships.	3.18	3.13	-0.04 ▼
15. Shows by their actions that they trust in the positive intentions of others.	3.00	3.07	+0.07 ▲

Comments:

- I enjoy working with _____ very much.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- I have observed that _____ is always professional and respectful towards myself and others. He asks for our input before making decisions.
- _____ 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.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.

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
16. Takes responsibility for things that go wrong	15	3.40	93.3	7%	47%	47%	
17. Is ready to offer help	15	3.27	93.3	7%	60%	33%	
18. Delegate tasks effectively	14	3.00	92.9	7%	79%	14%	
19. Sets an example for others to follow	15	3.47	100.0		53%	47%	
20. Makes you feel enthusiastic about your work	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. Takes responsibility for things that go wrong	3.65	3.40	-0.25 ▼
17. Is ready to offer help	3.47	3.27	-0.20 ▼
18. Delegate tasks effectively	3.12	3.00	-0.12 ▼
19. Sets an example for others to follow	3.59	3.47	-0.12 ▼
20. Makes you feel enthusiastic about your work	3.29	3.40	+0.11 ▲

Comments:

- _____ works very well with other departments.
- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.
- I don't often get a chance to see _____ in his natural habitat. I know that his team really likes him and that demonstrates a level of leadership that is not common.
- _____ 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.
- I am glad to have _____ in his role. Because of his openness and willingness to work with others he helps my department produce quality work, and encourages us to reciprocate.
- _____ is a role model for Transformational Leadership. He exceeds all of the above elements of performance by modeling his expertise in his decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect _____ as a visionary who pushes me further than I feel comfortable. Without him I might be too cautious to forge ahead. He has accomplished more in his 4 years as director of SCI than I have witnessed in the last 30 years.

Commitment To Result

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. Coordinates all department activities into a cohesive team effort.	15	3.53	100.0	47%	53%		
22. Encourages commitment in others to obtain results.	15	3.00	80.0	20%	60%	20%	
23. Committed to the team.	15	2.87	80.0	20%	73%	7%	
24. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.47	100.0	53%	47%		
25. Able to focus on a task even when working alone.	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. Coordinates all department activities into a cohesive team effort.	3.35	3.53	+0.18 ▲
22. Encourages commitment in others to obtain results.	3.00	3.00	
23. Committed to the team.	2.88	2.87	-0.02 ▼
24. Creates a sense of urgency among the store team members to complete activities, which drive sales.	3.00	3.47	+0.47 ▲
25. Able to focus on a task even when working alone.	3.76	3.67	-0.10 ▼

Comments:

- _____ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- _____ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.
- I have not had any issues with _____ since I have been working for him.
- _____ shines when it comes to teamwork and process improvement. His ability to lead a team with collaboration and communication is amazing.

Technical

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.40	93.3	7%	47%	47%	
27. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.33	93.3	7%	53%	40%	
28. Is knowledgeable of procedures or systems necessary for the job.	15	3.53	100.0		47%	53%	
29. Seeks information from others as needed.	15	3.67	100.0		33%	67%	
30. Willingly shares his/her technical expertise; sought out as resource by 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. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.53	3.40	-0.13 ▼
27. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.12	3.33	+0.22 ▲
28. Is knowledgeable of procedures or systems necessary for the job.	3.41	3.53	+0.12 ▲
29. Seeks information from others as needed.	3.59	3.67	+0.08 ▲
30. Willingly shares his/her technical expertise; sought out as resource by others	3.41	3.33	-0.08 ▼

Comments:

- He is very effective.
- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- _____ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.
- I really enjoy working with _____ and I respect his as a leader and role model.
- _____ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- He could help teammates by becoming more proficient in some areas.

Trustworthy

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. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.20	86.7	13%	53%	33%	
32. Demonstrates a sense of responsibility and commitment to public trust.	15	3.40	100.0		60%	40%	
33. Builds and maintains the trust of others.	15	3.20	86.7	13%	53%	33%	
34. Communicates an understanding of the other person's interests, needs and concerns.	15	3.27	93.3	7%	60%	33%	
35. Is a person you can trust.	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. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.18	3.20	+0.02 ▲
32. Demonstrates a sense of responsibility and commitment to public trust.	3.35	3.40	+0.05 ▲
33. Builds and maintains the trust of others.	3.18	3.20	+0.02 ▲
34. Communicates an understanding of the other person's interests, needs and concerns.	2.88	3.27	+0.38 ▲
35. Is a person you can trust.	3.18	3.00	-0.18 ▼

Comments:

- He has a vast storehouse of knowledge about the facility and our policies.
- _____ has done a remarkable job managing the department.
- _____ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- _____ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- We have made improvements in our documentation and have decreased duplicate reporting.

Conflict 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. Clearly expresses expectations to others.	15	3.20	93.3	7%	67%		27%
37. Helps employees to think through alternative ways to resolve conflict situations.	15	3.27	93.3	7%	60%		33%
38. Deals effectively with employee grievances.	15	3.27	86.7	13%	47%		40%
39. Tries to understand others' point of view before making judgments	15	3.13	86.7	13%	60%		27%
40. Discusses conflict situations with supervisor.	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. Clearly expresses expectations to others.	3.18	3.20	+0.02 ▲
37. Helps employees to think through alternative ways to resolve conflict situations.	3.35	3.27	-0.09 ▼
38. Deals effectively with employee grievances.	3.24	3.27	+0.03 ▲
39. Tries to understand others' point of view before making judgments	3.59	3.13	-0.45 ▼
40. Discusses conflict situations with supervisor.	3.29	3.40	+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.
- _____ has used his strengths to make this department stronger in many ways.
- The few problems we have experienced during these changes is a reflection of _____'s leadership.
- _____ is an effective leader and it shows with the annual score of departments he leads, resulting in upward trends of grand mean and Q1.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- I think that _____ is making good strides in setting expectations through clear communication.

Teamwork

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. Fosters teamwork rather than individual competition	15	3.33	93.3	7%	53%	40%	
42. Creates a culture that fosters and values collaboration.	15	3.33	93.3	7%	53%	40%	
43. Willingly share their technical expertise	15	3.13	86.7	13%	60%	27%	
44. Applies knowledge of team behavior to help achieve organizational goals and objectives.	15	3.00	86.7	13%	73%	13%	
45. Contributes to and supports team decision-making process	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. Fosters teamwork rather than individual competition	3.29	3.33	+0.04 ▲
42. Creates a culture that fosters and values collaboration.	3.41	3.33	-0.08 ▼
43. Willingly share their technical expertise	3.35	3.13	-0.22 ▼
44. Applies knowledge of team behavior to help achieve organizational goals and objectives.	3.18	3.00	-0.18 ▼
45. Contributes to and supports team decision-making process	3.35	3.53	+0.18 ▲

Comments:

- _____ appears engaged, focused on improvement, and bettering the organization. He collaborates with other leaders and his staff to drive increases in service and efficiency. I feel like my team's needs are met and _____ will respond to any escalation request or need for strategic planning positively and effectively.
- _____ has been using more shared decision making and has allowed the department to enact recommendations that he personally may not have agreed with. That gave him a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- he is trying to prove his strengths and be a firm leader in the organization, however when he makes these decisions before hearing all sides, he appears as if he does not care about the consequences.
- _____ is smart, detailed and committed. I appreciate having his on our team.
- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- _____ has been wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.

Vision

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. Leads employees in new directions.	15	3.00	86.7	13%	73%		13%
47. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	3.20	93.3	7%	60%		33%
48. Communicates a vision of where the Company needs to be in the future.	15	3.20	93.3	7%	67%		27%
49. Creates a common vision for others.	15	3.40	93.3	7%	47%		47%
50. Works to support the strategy of [Company]	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. Leads employees in new directions.	3.24	3.00	-0.24 ▼
47. Expresses the Company vision in a way that is easily understood and adopted by employees.	3.00	3.20	+0.20 ▲
48. Communicates a vision of where the Company needs to be in the future.	3.18	3.20	+0.02 ▲
49. Creates a common vision for others.	3.35	3.40	+0.05 ▲
50. Works to support the strategy of [Company]	3.29	3.13	-0.16 ▼

Comments:

- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- His communication techniques are clear and to the point which is very much appreciated.
- _____ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.
- Team-oriented and goal focused. Shows continuous desire for improvement.
- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.
- When there are any issues, I can take them to _____ and together we are able to work out the issues.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- I believe I need to give him a chance to get into his position.
- _____ maintains his focus on safety for all customers and staff. He stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- _____ is a strong advocate for both the customer and staff.
- _____ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- _____ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.

What do you like best about working with this individual?

- _____ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.
- You can count on _____ to be honest and stay true to commitments.
- _____ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and _____ is able to tie it into our work so it makes sense. He is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- Completes variance analysis and identifies corrective actions.
- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.

What do you like least about working with this individual?

- _____ takes pride in his department. His follow through is excellent. _____ leads be example.
- Provides team members with frequent informal feedback.
- He is honest in his delivery and every decision he makes is in the best interest of the organization, customers or staff.
- _____ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- _____ is a great leader and is committed to his role here at [CompanyName]!
- Team-oriented and goal focused. Shows continuous desire for improvement.

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

- _____ does a great job of ensuring his departments are meeting the needs of the organization and our community.
- Loyalty. Willingness to get it right.
- He can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- Provide more clarity. Increase your technical knowledge.
- Timely follow through.
- _____ is a great Manager. He is extremely talented at what he does and invests a great amount of effort into developing his staff. He is very supportive of staff growth, while also caring a great deal about each of his employees.

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

- _____ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.
- This has been a challenging year for _____ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- I will always welcome _____'s direct, honest, caring feedback.
- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- _____ 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.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.

Any final comments?

- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.
- _____ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what he has learned while leading his team-in other words he does not implement continuous improvement strategies independently.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- _____ has improved with his follow-up assignments from meetings.
- _____ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- I have found _____ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.