



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.

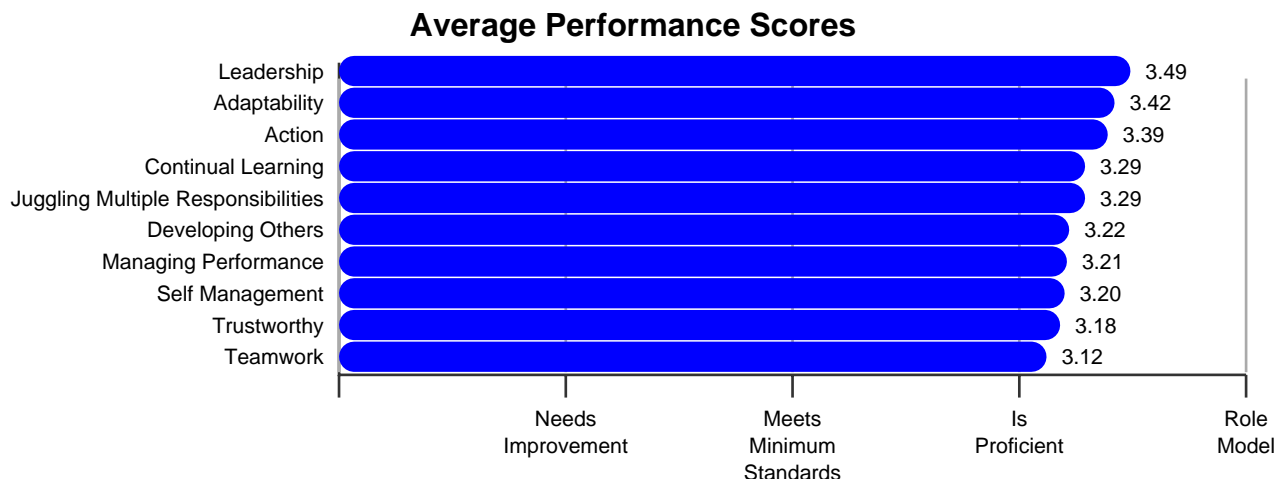
What to Do with Your Feedback

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.



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
1. You adjust priorities to changing business goals.	15	3.20	93.3	7%	67%		27%
2. You are flexible and adaptable when confronted with unexpected changes.	15	3.87	100.0	13%	87%		
3. You are willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	3.33	93.3	7%	53%		40%
4. You are able to adapt to changes in technology and processes.	15	3.60	93.3	7%	27%	67%	
5. You adjust plans or schedules to deal with changing situations.	15	3.33	93.3	7%	53%		40%
6. You work effectively in dynamic and changing work environments.	15	3.20	93.3	7%	60%		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
1. You adjust priorities to changing business goals.	3.29	3.20	-0.09 ▼
2. You are flexible and adaptable when confronted with unexpected changes.	3.65	3.87	+0.22 ▲
3. You are willing to change ideas or perceptions based on new information or contrary evidence which is presented.	3.18	3.33	+0.16 ▲
4. You are able to adapt to changes in technology and processes.	3.41	3.60	+0.19 ▲
5. You adjust plans or schedules to deal with changing situations.	3.24	3.33	+0.10 ▲
6. You work effectively in dynamic and changing work environments.	3.24	3.20	-0.04 ▼

Comments:

- _____ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- You can always count on _____ to respond to emails and telephone calls and follow through with commitments.
- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- _____ makes great hiring choices. he is clear on what needs to be done.
- _____ recently set a good example with staff in living out a key behavior he believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.

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
7. You work quickly when faced with difficult problems.	15	3.20	86.7	13%	53%		33%
8. You display high energy and enthusiasm on consistent basis.	15	3.40	93.3	7%	47%		47%
9. You get the job done.	15	3.47	93.3	7%	40%		53%
10. You drive and mobilizes others progress toward goals.	15	3.47	93.3	7%	40%		53%
11. You motivate & supports others to gain skills	15	3.53	100.0		47%		53%
12. You make effective decisions, even when under pressure.	15	3.27	100.0		73%		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
7. You work quickly when faced with difficult problems.	3.41	3.20	-0.21 ▼
8. You display high energy and enthusiasm on consistent basis.	3.24	3.40	+0.16 ▲
9. You get the job done.	3.18	3.47	+0.29 ▲
10. You drive and mobilizes others progress toward goals.	3.35	3.47	+0.11 ▲
11. You motivate & supports others to gain skills	3.47	3.53	+0.06 ▲
12. You make effective decisions, even when under pressure.	3.47	3.27	-0.20 ▼

Comments:

- I would like to see his expand personal long-term goals at the company.
- I have great respect and appreciation for _____. Not only does he do his job well, he takes time to try and understand mine and what needs I may have to get my job done effeciently and effectively.
- Detail oriented
- _____ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- Needs to have more face-to-face communications with other employees in the company.
- _____ sometimes struggles with clarity in his communication and his understanding of operational issues.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
13. You use patience and self-control in working with customers and associates.	15	3.33	100.0		67%		33%
14. You analyze interpersonal problems instead of reacting to them.	15	3.13	86.7	13%	60%		27%
15. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.07	80.0	20%	53%		27%
16. You consciously control own negative emotions in order to keep team morale up.	15	3.40	93.3	7%	47%		47%
17. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.27	93.3	7%	60%		33%
18. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	14	3.00	92.9	7%	79%		14%

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
13. You use patience and self-control in working with customers and associates.	3.35	3.33	-0.02 ▼
14. You analyze interpersonal problems instead of reacting to them.	3.18	3.13	-0.04 ▼
15. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.00	3.07	+0.07 ▲
16. You consciously control own negative emotions in order to keep team morale up.	3.65	3.40	-0.25 ▼
17. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.47	3.27	-0.20 ▼
18. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.12	3.00	-0.12 ▼

Comments:

- _____ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- He has confidence in leading and making decisions improving rapidly.
- At times I feel like _____ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- Always appreciate _____'s organized approach to coordinating service opportunities between departments
- I think _____ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage him to sit down with his staff and peers for the learning and growth opportunities that are available within our unit.
- _____ 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.

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
19. You take charge of your training and skills enhancement.	15	3.47	100.0		53%	47%	
20. You participate in regular training offered.	15	3.40	93.3	7%	47%	47%	
21. You set relevant learning objectives and goals.	15	3.53	100.0		47%	53%	
22. You take the initiative to learn new skills.	15	3.00	80.0	20%	60%		20%
23. You improve on your skill sets.	15	2.87	80.0	20%	73%		7%
24. You expand your educational and future learning opportunities.	15	3.47	100.0		53%	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
19. You take charge of your training and skills enhancement.	3.59	3.47	-0.12 ▼
20. You participate in regular training offered.	3.29	3.40	+0.11 ▲
21. You set relevant learning objectives and goals.	3.35	3.53	+0.18 ▲
22. You take the initiative to learn new skills.	3.00	3.00	
23. You improve on your skill sets.	2.88	2.87	-0.02 ▼
24. You expand your educational and future learning opportunities.	3.00	3.47	+0.47 ▲

Comments:

- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- He consistently involves employees in shared decision making.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- _____ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad _____ has joined the team.
- I garner ideas from his regularly and look to him as a mentor.
- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
25. You recognize and reward employees for your accomplishments.	15	3.67	100.0	33%	67%		
26. You coach others and prepares them for current and future business demands.	15	3.40	93.3	7%	47%	47%	
27. You encourage dialogue to clarify decision making and inform staff	15	3.33	93.3	7%	53%	40%	
28. You motivate others to reach and exceed organizational goals and objectives.	15	3.53	100.0	47%	53%		
29. You sit down regularly with employees to review your job performance.	15	3.67	100.0	33%	67%		
30. You are a leader within the department.	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
25. You recognize and reward employees for your accomplishments.	3.76	3.67	-0.10 ▼
26. You coach others and prepares them for current and future business demands.	3.53	3.40	-0.13 ▼
27. You encourage dialogue to clarify decision making and inform staff	3.12	3.33	+0.22 ▲
28. You motivate others to reach and exceed organizational goals and objectives.	3.41	3.53	+0.12 ▲
29. You sit down regularly with employees to review your job performance.	3.59	3.67	+0.08 ▲
30. You are a leader within the department.	3.41	3.33	-0.08 ▼

Comments:

- He is an excellent teammate, great attitude, effort, and energy.
- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- He is an advocate for [CompanyName].
- _____ is professional in communication verbally, but misses hearing some important items that are verbalized to him.

Managing 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
31. You use timely and appropriate corrective/disciplinary actions.	15	3.20	86.7	13%	53%	33%	
32. You measure performance of goals and objectives.	15	3.40	100.0		60%	40%	
33. You prioritize the work of others.	15	3.20	86.7	13%	53%	33%	
34. You obtain commitment from employees regarding completion of tasks.	15	3.27	93.3	7%	60%	33%	
35. You ensure employees understand how work is to be completed.	15	3.00	80.0	20%	60%	20%	
36. You adjust performance goals as needed to meet the demands of the department/organization.	15	3.20	93.3	7%	67%	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
31. You use timely and appropriate corrective/disciplinary actions.	3.18	3.20	+0.02 ▲
32. You measure performance of goals and objectives.	3.35	3.40	+0.05 ▲
33. You prioritize the work of others.	3.18	3.20	+0.02 ▲
34. You obtain commitment from employees regarding completion of tasks.	2.88	3.27	+0.38 ▲
35. You ensure employees understand how work is to be completed.	3.18	3.00	-0.18 ▼
36. You adjust performance goals as needed to meet the demands of the department/organization.	3.18	3.20	+0.02 ▲

Comments:

- He always steps up and gets what needs to be done completed.
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.
- He had done amazingly well considering all of the global threats to the product line.
- _____ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance he may receive from his peers.
- He inspires others by the manner in which he does his work and engages others.
- Has a "go getter" attitude!

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
37. You can multitask while performing all of your other responsibilities and activities.	15	3.27	93.3	7%	60%		33%
38. You coordinate the work of a team by assigning tasks to other team members.	15	3.27	86.7	13%	47%		40%
39. You are aware of the schedule and the importance of being on-time.	15	3.13	86.7	13%	60%		27%
40. You effectively handle scheduling conflicts.	15	3.40	93.3	7%	47%		47%
41. You complete multiple tasks simultaneously.	15	3.33	93.3	7%	53%		40%
42. You switch attention to more urgent tasks 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
37. You can multitask while performing all of your other responsibilities and activities.	3.35	3.27	-0.09 ▼
38. You coordinate the work of a team by assigning tasks to other team members.	3.24	3.27	+0.03 ▲
39. You are aware of the schedule and the importance of being on-time.	3.59	3.13	-0.45 ▼
40. You effectively handle scheduling conflicts.	3.29	3.40	+0.11 ▲
41. You complete multiple tasks simultaneously.	3.29	3.33	+0.04 ▲
42. You switch attention to more urgent tasks when necessary.	3.41	3.33	-0.08 ▼

Comments:

- I know I can always count on _____ to consistently encourage collaboration and system perspective.
- _____'s management style is to push work down because it opens up capacity for him to do new tasks and provides his subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- _____ is the consummate professional and pleasure to work with.
- Overall _____ is highly competent and brings a fresh perspective to the Engineering department.
- Detail oriented

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
43. You deliver on promises made.	15	3.13	86.7	13%	60%		27%
44. You work in a way that makes others want to work with you.	15	3.00	86.7	13%	73%		13%
45. You communicate an understanding of the other person's interests, needs and concerns.	15	3.53	100.0		47%		53%
46. You take ownership, deliver on commitments	15	3.00	86.7	13%	73%		13%
47. You demonstrate congruence between statements and actions.	15	3.20	93.3	7%	60%		33%
48. You are a person others can count on.	15	3.20	93.3	7%	67%		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
43. You deliver on promises made.	3.35	3.13	-0.22 ▼
44. You work in a way that makes others want to work with you.	3.18	3.00	-0.18 ▼
45. You communicate an understanding of the other person's interests, needs and concerns.	3.35	3.53	+0.18 ▲
46. You take ownership, deliver on commitments	3.24	3.00	-0.24 ▼
47. You demonstrate congruence between statements and actions.	3.00	3.20	+0.20 ▲
48. You are a person others can count on.	3.18	3.20	+0.02 ▲

Comments:

- Willingness to pitch in, desire to grow, and a great attitude.
- Over this past year _____ has demonstrated ambition and the desire for professional growth in his new role as CIO.
- He is both the manager and the interim director for the service line.
- _____'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- He is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.

Developing Others

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
49. You are open to receiving feedback.	15	3.40	93.3	7%	47%	47%	
50. You assess employees' developmental needs.	15	3.13	80.0	7%	13%	40%	40%
51. You create a work environment that fosters positive feedback to employees.	14	3.14	92.9	7%	71%		21%
52. You recognize and celebrates accomplishments of others.	14	3.21	85.7	14%	50%		36%
53. You assign tasks and responsibilities to develop skills of others.	15	3.27	86.7	13%	47%		40%
54. You set performance objectives for subordinates that encourages development opportunities.	15	3.13	86.7	13%	60%		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
49. You are open to receiving feedback.	3.35	3.40	+0.05 ▲
50. You assess employees' developmental needs.	3.29	3.13	-0.16 ▼
51. You create a work environment that fosters positive feedback to employees.	3.24	3.14	-0.09 ▼
52. You recognize and celebrates accomplishments of others.	3.06	3.21	+0.16 ▲
53. You assign tasks and responsibilities to develop skills of others.	3.59	3.27	-0.32 ▼
54. You set performance objectives for subordinates that encourages development opportunities.	2.94	3.13	+0.19 ▲

Comments:

- He has taken the initiative to always be finding new ways to grow both professionally and personally.
- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- 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.
- Need to take in all opinions, not just those of employees who are not always truthful....
- Dependability, with whatever is needed.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
55. You communicate well with team members.	15	3.07	86.7	13%	67%		20%
56. You foster teamwork rather than individual competition	15	2.93	73.3	27%	53%		20%
57. You are an effective team player	15	3.20	93.3	7%	67%		27%
58. You coach team members	15	3.20	93.3	7%	67%		27%
59. You share credit for accomplishments with team members	15	3.13	93.3	7%	67%		27%
60. You willingly share your technical expertise	15	3.20	93.3	7%	67%		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
55. You communicate well with team members.	2.88	3.07	+0.18 ▲
56. You foster teamwork rather than individual competition	2.88	2.93	+0.05 ▲
57. You are an effective team player	3.18	3.20	+0.02 ▲
58. You coach team members	3.24	3.20	-0.04 ▼
59. You share credit for accomplishments with team members	3.18	3.13	-0.04 ▼
60. You willingly share your technical expertise	3.47	3.20	-0.27 ▼

Comments:

- _____ 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!
- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.
- _____ is a role model of a leader and I feel privileged to have _____ as a leader and a mentor.
- I value and appreciate _____ very much.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- _____ has done an amazing job in taking on this new role. He came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.

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?

- _____ 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.
- _____ is a great leader to have in our department, he helps us grow and encourages us to be better at everything we do.
- He has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- He engages other strong leaders empowering them to excel. He deals fairly in controversial situations striving for productive outcomes.
- _____ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- He is fair, focused and on top of things. He wears many hats at [CompanyName] and I admire the way he can 'know' what's happening in all areas.

What do you like best about working with this individual?

- _____ gives me feedback good and indifferent.
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- He encourages each staff member to understand each other and to work together in a very positive manner.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- Would like to see _____ more engaged in collaboration with other departments, specifically research, in designing training objectives.

What do you like least about working with this individual?

- Transparency and honesty is important early in the process.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.
- _____ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- _____ strives to be professional with each and every interaction and I think inspires confidence.
- It's been a pleasure to work for him.

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

- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- _____ has been so busy with his daily work, and filling in the gaps of a shortage of employee's that he has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for him to be able to attend these functions.
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- I think he is the kind of manager our department has needed and will continue to need.
- _____ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- He is an excellent Manager!

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

- he is clear in defining his desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- _____ is very process oriented. He has streamlined/improved several processes in the lab.
- Expectations are not always clearly communicated/outlined.
- _____ has an incredible vision for our organization's strategy and improvement efforts.
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- _____ has been eager to learn his new position and is transitioning well.

Any final comments?

- _____ is a good manager to work with he will find time to answer your questions and do a research if it needs to. He always appreciate the things everybody do for the department. He is a bright and smart manager to work with.
- _____ always goes above and beyond in his daily work.
- _____ is conscientious and expedient in his approach to work. He gets things done quickly and efficiently.
- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- I think _____ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- 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.