



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

February 2025

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

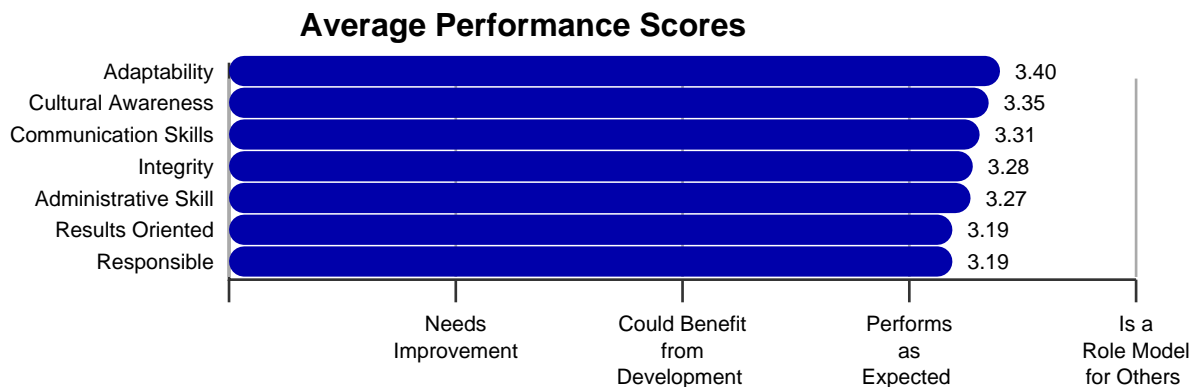
What to Do with Your Feedback

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

Summary

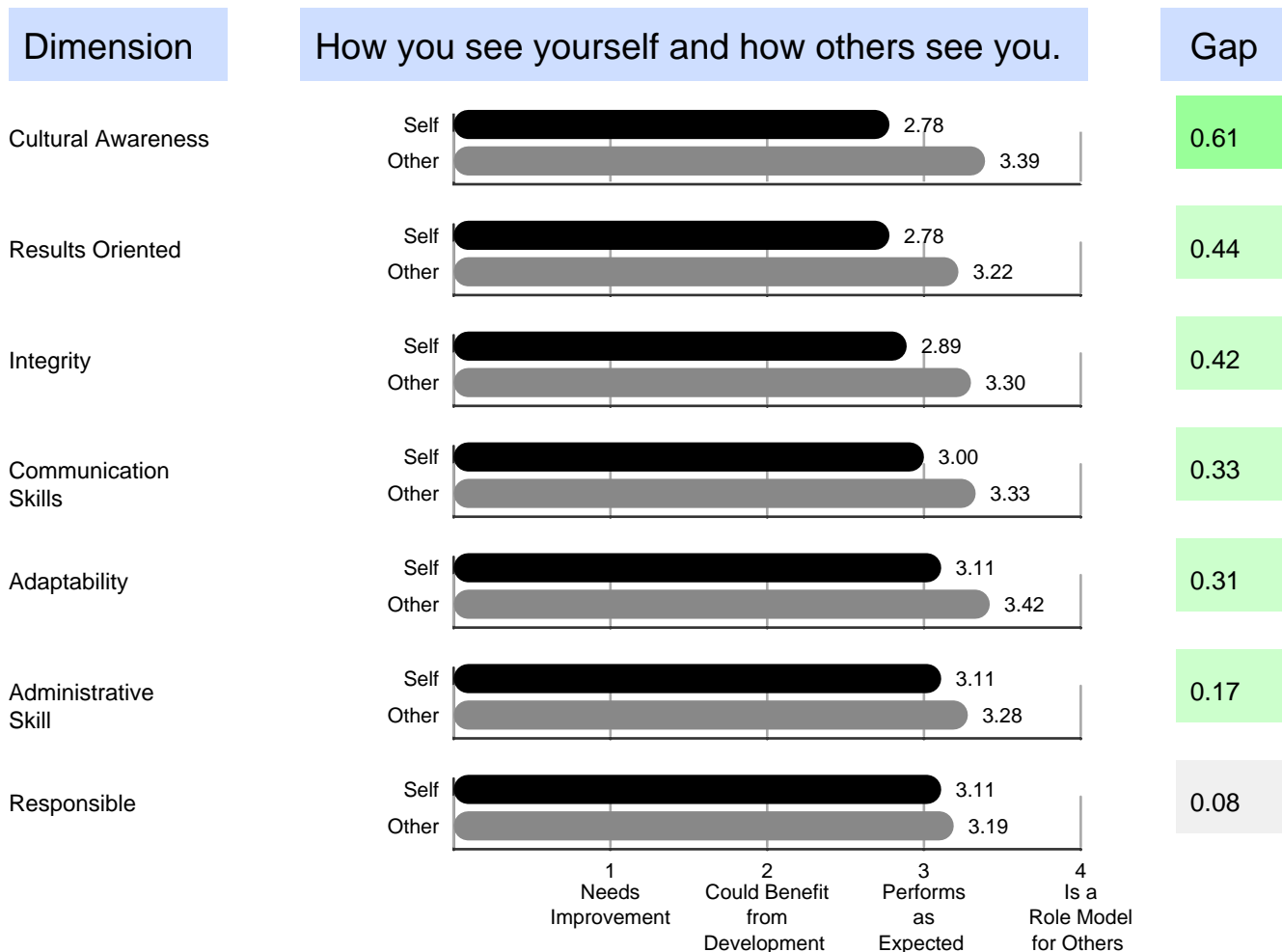
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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 (Is a Role Model for Others).

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 1. Will stop what they are doing to help colleagues in need. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 2. Works effectively in dynamic and changing work environments. | 15 | 3.87 | 100.0 | 13% | 87% | | |
| 3. Adjusts strategy when new information is presented. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 4. Responsive to the needs of others. | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 5. Easily accepts new responsibilities. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 6. Adjusts priorities to the new Corporate mission. | 15 | 3.20 | 93.3 | 7% | 60% | | 33% |
| 7. Effective in working with different personnel of the team. | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |
| 8. Adjusts to new plans and procedures. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 9. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments. | 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 | 2023 | 2024 | Change |
|---|------|------|---------|
| 1. Will stop what they are doing to help colleagues in need. | 3.29 | 3.20 | -0.09 ▼ |
| 2. Works effectively in dynamic and changing work environments. | 3.65 | 3.87 | +0.22 ▲ |
| 3. Adjusts strategy when new information is presented. | 3.18 | 3.33 | +0.16 ▲ |
| 4. Responsive to the needs of others. | 3.41 | 3.60 | +0.19 ▲ |
| 5. Easily accepts new responsibilities. | 3.24 | 3.33 | +0.10 ▲ |
| 6. Adjusts priorities to the new Corporate mission. | 3.24 | 3.20 | -0.04 ▼ |
| 7. Effective in working with different personnel of the team. | 3.41 | 3.20 | -0.21 ▼ |
| 8. Adjusts to new plans and procedures. | 3.24 | 3.40 | +0.16 ▲ |
| 9. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments. | 3.18 | 3.47 | +0.29 ▲ |

Comments:

- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
-

I appreciate his openness and availability to all the staff.

- He involves our team and holds us accountable out of respect.
- I observe him coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- This year _____ has completed his MBA degree and continues to be open to professional growth opportunities. He is receptive to any feedback that I have given him.

Integrity

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 (Is a Role Model for Others).

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 10. Follows tasks to completion. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 11. Establishes relationships of trust, honesty, fairness, and integrity. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 12. Maintains strong relationships with others. | 15 | 3.27 | 100.0 | | 73% | 27% | |
| 13. Develops trust and confidence from others. | 15 | 3.33 | 100.0 | | 67% | 33% | |
| 14. Does what was promised. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 15. Accepts responsibility for mistakes. | 15 | 3.07 | 80.0 | 20% | 53% | 27% | |
| 16. Demonstrates sincerity in actions with others. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 17. Fosters an environment built upon trust. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 18. Fosters a high standard of ethics and integrity. | 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 | 2023 | 2024 | Change |
|---|------|------|---------|
| 10. Follows tasks to completion. | 3.35 | 3.47 | +0.11 ▲ |
| 11. Establishes relationships of trust, honesty, fairness, and integrity. | 3.47 | 3.53 | +0.06 ▲ |
| 12. Maintains strong relationships with others. | 3.47 | 3.27 | -0.20 ▼ |
| 13. Develops trust and confidence from others. | 3.35 | 3.33 | -0.02 ▼ |
| 14. Does what was promised. | 3.18 | 3.13 | -0.04 ▼ |
| 15. Accepts responsibility for mistakes. | 3.00 | 3.07 | +0.07 ▲ |
| 16. Demonstrates sincerity in actions with others. | 3.65 | 3.40 | -0.25 ▼ |
| 17. Fosters an environment built upon trust. | 3.47 | 3.27 | -0.20 ▼ |
| 18. Fosters a high standard of ethics and integrity. | 3.12 | 3.00 | -0.12 ▼ |

Comments:

- _____ has been eager to learn his new position and is transitioning well.
- He's a very hard worker and always helping out when needed.
- _____ has improved with his follow-up assignments from meetings.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- Provides team members with frequent informal feedback.
- _____ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.

Cultural Awareness

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 (Is a Role Model for Others).

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 19. Functions effectively within various cultural contexts. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 20. Communicates with others without the influence of racism. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 21. Accepts individual differences. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 22. Recognizes individual and cultural differences. | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |
| 23. Effective in working with individuals with a variety of cultural backgrounds. | 15 | 2.87 | 80.0 | 20% | 73% | | 7% |
| 24. Treats others with dignity and respect. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 25. Seeks knowledge and information about other cultures. | 15 | 3.67 | 100.0 | | 33% | 67% | |
| 26. Open to learning about different cultures. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 27. Aware of their own cultural views. | 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 | 2023 | 2024 | Change |
|---|------|------|---------|
| 19. Functions effectively within various cultural contexts. | 3.59 | 3.47 | -0.12 ▼ |
| 20. Communicates with others without the influence of racism. | 3.29 | 3.40 | +0.11 ▲ |
| 21. Accepts individual differences. | 3.35 | 3.53 | +0.18 ▲ |
| 22. Recognizes individual and cultural differences. | 3.00 | 3.00 | |
| 23. Effective in working with individuals with a variety of cultural backgrounds. | 2.88 | 2.87 | -0.02 ▼ |
| 24. Treats others with dignity and respect. | 3.00 | 3.47 | +0.47 ▲ |
| 25. Seeks knowledge and information about other cultures. | 3.76 | 3.67 | -0.10 ▼ |
| 26. Open to learning about different cultures. | 3.53 | 3.40 | -0.13 ▼ |
| 27. Aware of their own cultural views. | 3.12 | 3.33 | +0.22 ▲ |

Comments:

- _____ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- He strives to raise the bar everyday to improve our processes to best serve our customers.
- _____ came to [CompanyName] and has done a wonderful job of getting the message out.
- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.

- Professional Growth: _____ constantly strives to improve. He goes to lectures, seminars, and classes and learns from these.
- He offers up ideas of how I could have handled something differently in a constructive manner.

Communication Skills

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 28. Willing to communicate issues and concerns to colleagues. | 15 | 3.53 | 100.0 | 47% | 53% | | |
| 29. Accurately attends to/understands ideas which are exchanged. | 15 | 3.67 | 100.0 | 33% | 67% | | |
| 30. Asks follow-up questions as needed. | 15 | 3.33 | 100.0 | 67% | 33% | | |
| 31. Responds in a timely manner, respecting deadlines and others' schedules. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 32. Communicates concepts and ideas to others. | 15 | 3.40 | 100.0 | 60% | 40% | | |
| 33. Updates others on changes or progress in plans and goals. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 34. Uses polite language and shows respect for others' opinions and time. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 35. Able to communicate ideas effectively and succinctly to both individuals and groups, in any setting. | 15 | 3.00 | 80.0 | 20% | 60% | 20% | |
| 36. Clarifies problems logically, simplifying complex matters into digestible parts. | 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 | 2023 | 2024 | Change |
|--|------|------|---------|
| 28. Willing to communicate issues and concerns to colleagues. | 3.41 | 3.53 | +0.12 ▲ |
| 29. Accurately attends to/understands ideas which are exchanged. | 3.59 | 3.67 | +0.08 ▲ |
| 30. Asks follow-up questions as needed. | 3.41 | 3.33 | -0.08 ▼ |
| 31. Responds in a timely manner, respecting deadlines and others' schedules. | 3.18 | 3.20 | +0.02 ▲ |
| 32. Communicates concepts and ideas to others. | 3.35 | 3.40 | +0.05 ▲ |
| 33. Updates others on changes or progress in plans and goals. | 3.18 | 3.20 | +0.02 ▲ |
| 34. Uses polite language and shows respect for others' opinions and time. | 2.88 | 3.27 | +0.38 ▲ |
| 35. Able to communicate ideas effectively and succinctly to both individuals and groups, in any setting. | 3.18 | 3.00 | -0.18 ▼ |
| 36. Clarifies problems logically, simplifying complex matters into digestible parts. | 3.18 | 3.20 | +0.02 ▲ |

Comments:

- The department is lucky to have him.
- He is well respected.
- _____ is a great manager to work for.

- He is a joy to work for.
- Is a great teammate and valuable resource for the company. it is obvious he cares for the team
- I can't think of a single thing _____ could improve upon.

Administrative Skill

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 37. Able to develop, justify and present a budget. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 38. Has strong technical/computer skills. | 15 | 3.27 | 86.7 | 13% | 47% | 40% | |
| 39. Strong organizational skills to keep the workspace and department in order | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 40. Takes responsibility for decisions. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 41. Accurately implements contract provisions. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 42. Completes reports on-time. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 43. Implements and uses performance measures. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 44. High attention to detail. | 15 | 3.00 | 86.7 | 13% | 73% | 13% | |
| 45. Enthusiastic about taking on challenging projects. | 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 | 2023 | 2024 | Change |
|--|------|------|---------|
| 37. Able to develop, justify and present a budget. | 3.35 | 3.27 | -0.09 ▼ |
| 38. Has strong technical/computer skills. | 3.24 | 3.27 | +0.03 ▲ |
| 39. Strong organizational skills to keep the workspace and department in order | 3.59 | 3.13 | -0.45 ▼ |
| 40. Takes responsibility for decisions. | 3.29 | 3.40 | +0.11 ▲ |
| 41. Accurately implements contract provisions. | 3.29 | 3.33 | +0.04 ▲ |
| 42. Completes reports on-time. | 3.41 | 3.33 | -0.08 ▼ |
| 43. Implements and uses performance measures. | 3.35 | 3.13 | -0.22 ▼ |
| 44. High attention to detail. | 3.18 | 3.00 | -0.18 ▼ |
| 45. Enthusiastic about taking on challenging projects. | 3.35 | 3.53 | +0.18 ▲ |

Comments:

- As noted in the comments above, _____ needs improvement with involving the team more consistently in the approval and management of projects.
- Seek and provide critical feedback.
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
-

I do see _____ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on his assignments.

- He has also greatly improved his communication.
- _____ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role

Results Oriented

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 (Is a Role Model for Others).

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|------|-------------------|--------------------------------|----------------------|----------------------------|
| 46. Ensures the team understands the objective that needs to be completed. | 15 | 3.00 | 86.7 | 13% | 73% | | 13% |
| 47. Does not become distracted by non-issues or interruptions. | 15 | 3.20 | 93.3 | 7% | 60% | | 33% |
| 48. Is a high achiever. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 49. Demonstrates the personal confidence to "stay the course," even when faced with difficulty | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 50. Encourages employees to give 100% to achieving high results. | 15 | 3.13 | 80.0 | 7% 13% | 40% | | 40% |
| 51. Willing to take on new assignments to help increase production. | 14 | 3.14 | 92.9 | 7% | 71% | | 21% |
| 52. Prioritizes goals to complete those in urgent need first. | 14 | 3.21 | 85.7 | 14% | 50% | | 36% |
| 53. Works toward achievement of goals even when confronted with obstacles. | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 54. Creates measures of performance to track progress. | 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 | 2023 | 2024 | Change |
|--|------|------|---------|
| 46. Ensures the team understands the objective that needs to be completed. | 3.24 | 3.00 | -0.24 ▼ |
| 47. Does not become distracted by non-issues or interruptions. | 3.00 | 3.20 | +0.20 ▲ |
| 48. Is a high achiever. | 3.18 | 3.20 | +0.02 ▲ |
| 49. Demonstrates the personal confidence to "stay the course," even when faced with difficulty | 3.35 | 3.40 | +0.05 ▲ |
| 50. Encourages employees to give 100% to achieving high results. | 3.29 | 3.13 | -0.16 ▼ |
| 51. Willing to take on new assignments to help increase production. | 3.24 | 3.14 | -0.09 ▼ |
| 52. Prioritizes goals to complete those in urgent need first. | 3.06 | 3.21 | +0.16 ▲ |
| 53. Works toward achievement of goals even when confronted with obstacles. | 3.59 | 3.27 | -0.32 ▼ |
| 54. Creates measures of performance to track progress. | 2.94 | 3.13 | +0.19 ▲ |

Comments:

- Show others it is possible to understand both sides without having to agree all the time.
- _____ is a strong leader and continues to grow in his role. _____ is approachable even if he does not have time. Team members enjoy his great attitude and his non stop energy. Some things that _____ does especially well and seems to do with ease are bulleted below.

- _____ sets high standards for those he works with and expects the same of herself.
- He exceeded all of my expectations. The outcome of this work was very successful, in great part to _____'s work.
- _____ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- He is in an often times impossible position and is doing well all things considered

Responsible

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 (Is a Role Model for Others).

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 55. Holds herself / himself accountable to goals / objectives | 15 | 3.07 | 86.7 | 13% | 67% | | 20% |
| 56. Responsible for setting the vision of the department. | 15 | 2.93 | 73.3 | 27% | 53% | | 20% |
| 57. ...takes personal responsibility for results. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 58. Works in a way that makes others want to work with her/him. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 59. Sets a good example | 15 | 3.13 | 93.3 | 7% | 67% | | 27% |
| 60. Is a person you can trust. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 61. Behavior is ethical and honest. | 15 | 3.47 | 100.0 | | 53% | | 47% |
| 62. Sets a good example. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 63. Acts as a resource without removing individual responsibility. | 15 | 3.20 | 86.7 | 13% | 53% | | 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 | 2023 | 2024 | Change |
|--|------|------|---------|
| 55. Holds herself / himself accountable to goals / objectives | 2.88 | 3.07 | +0.18 ▲ |
| 56. Responsible for setting the vision of the department. | 2.88 | 2.93 | +0.05 ▲ |
| 57. ...takes personal responsibility for results. | 3.18 | 3.20 | +0.02 ▲ |
| 58. Works in a way that makes others want to work with her/him. | 3.24 | 3.20 | -0.04 ▼ |
| 59. Sets a good example | 3.18 | 3.13 | -0.04 ▼ |
| 60. Is a person you can trust. | 3.47 | 3.20 | -0.27 ▼ |
| 61. Behavior is ethical and honest. | 3.29 | 3.47 | +0.17 ▲ |
| 62. Sets a good example. | 3.35 | 3.27 | -0.09 ▼ |
| 63. Acts as a resource without removing individual responsibility. | 3.18 | 3.20 | +0.02 ▲ |

Comments:

- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- _____ is able to manage an ever-changing work load. His time management has improved over the last year, to promote a work-life balance.
- _____ has also come down to help our department when we have been very busy and needed help.

- He can always be counted on to do what he commits to.
- _____ is committed to our organization and leads by example.
- _____ is very knowledgeable, honest, and consistent in his leadership decisions.

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 think _____ is doing a wonderful job in his new role here at this [CompanyName]. He has quickly become a vital part of the team. He is about to take on an even bigger role in the coming months and I think that he will demonstrate that he is very capable leader. I am glad that he has joined us.
- _____ is a knowledgeable professional committed to improvement and quality. _____ shows his expertise in meetings and conversations, is helpful and solves problems effectively.
- _____ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- _____ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.

What do you like best about working with this individual?

- I admire _____ for his vision and ability to think outside the box to better meet our organization's needs.
- He correctly sets limits, and expectations of his managers.
- _____ works to keep up but a lot of new concepts.
- Is viewed by many as a strong organizational resource.
- 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.
- When there are any issues, I can take them to _____ and together we are able to work out the issues.

What do you like least about working with this individual?

- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that _____'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- _____ is a great manager, committed to each employee in our department.
- He is such a model for leaders throughout our organization.
- We are very blessed to have _____ for our manager! Best one we've EVER had. We appreciate his very much.
- I value _____ for so much more than his negotiating skills which are outstanding.

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

- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- Take charge without being pushed to do so.
- On occasion _____'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- _____ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- _____ is a great mentor and leader for his team. He recognizes the strengths that each of his team members bring to the organization and works to continue to develop those strengths. _____ also helps his team recognize areas of improvement and works to improve those areas as well.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+

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

- _____ is a great team player for our organization as a whole and for the Department itself.
- He continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- Expectations are not always clearly communicated/outlined.
- Delegates often with little to no direction.
- Our organization is a better place because of his and his future focus.
- There is apprehension with all the changes, but still a lot of engagement and positivity.

Any final comments?

- _____ is one of the most responsible and committed directors in the organization. He does an excellent job serving his customers and following up to make sure they are satisfied.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- _____'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 can ask a question and truly listen to the answer before giving feedback.
- _____ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.
- I think _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.