

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.

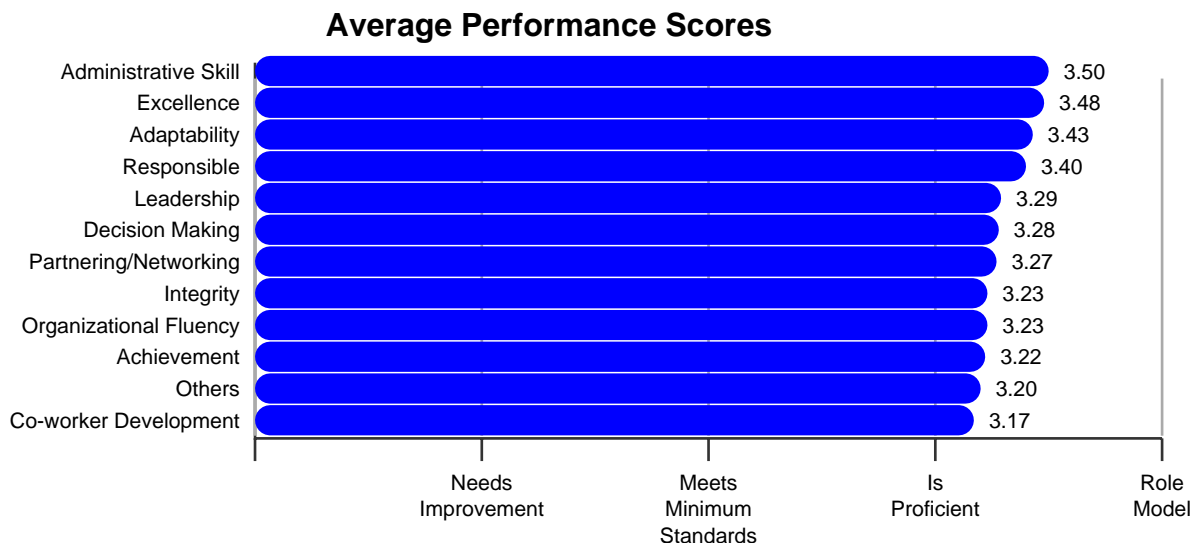
What to Do with Your Feedback

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

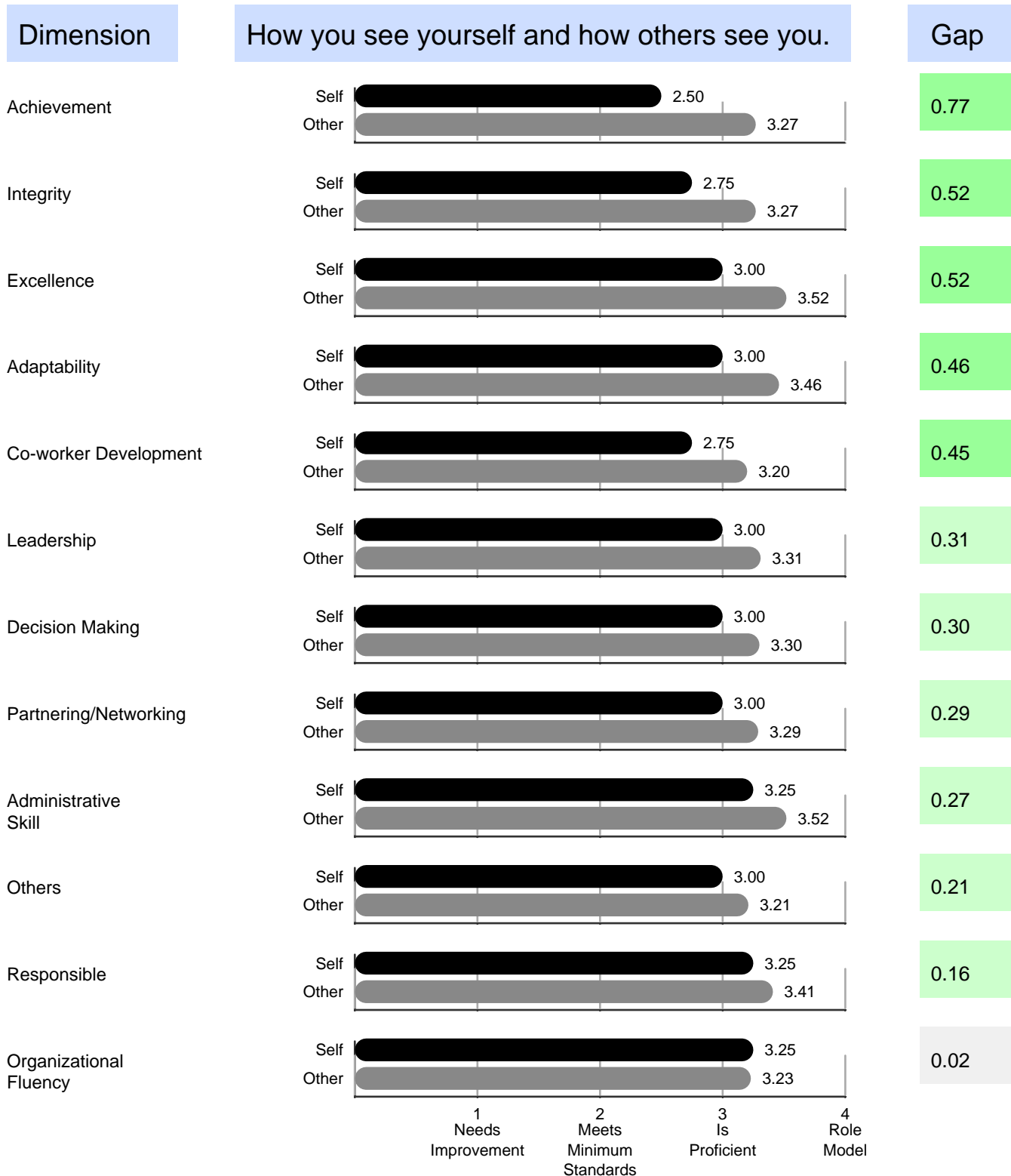
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. You are enthusiastic about taking on challenging projects.	15	3.20	93.3	7%	67%		27%
2. You have strong technical/computer skills.	15	3.87	100.0	13%	87%		
3. You have a high attention to detail.	15	3.33	93.3	7%	53%		40%
4. You accurately implement contract provisions.	15	3.60	93.3	7%	27%	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
1. You are enthusiastic about taking on challenging projects.	3.29	3.20	-0.09 ▼
2. You have strong technical/computer skills.	3.65	3.87	+0.22 ▲
3. You have a high attention to detail.	3.18	3.33	+0.16 ▲
4. You accurately implement contract provisions.	3.41	3.60	+0.19 ▲

Comments:

- _____'s leadership at [CompanyName] has been outstanding. I have been very impressed with him since he came here and I admire his work.
- Always has a positive, cheerful, and strong attitude.
- I have observed that _____ is always professional and respectful towards myself and others. He asks for our input before making decisions.
- _____ is deeply invested in the Labor and Delivery unit and it is obvious that his focus is in making it the top choice for customers and employees.
- We have made improvements in our documentation and have decreased duplicate reporting.
- I've appreciated his attempt to work collaboratively with others and demonstrate the organizational value of teamwork in his daily work. _____ demonstrates a high level of personal integrity in his daily work and is honest and ethical in his interactions with others.

Decision Making

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
5. You are able to make decisions quickly.	15	3.33	93.3	7%	53%	40%	
6. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	15	3.20	93.3	7%	60%	33%	
7. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.20	86.7	13%	53%	33%	
8. You ask for additional information when making critical decisions.	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
5. You are able to make decisions quickly.	3.24	3.33	+0.10 ▲
6. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	3.24	3.20	-0.04 ▼
7. You assess the risks, benefits, and potential impact of a number of options when deciding a course of action	3.41	3.20	-0.21 ▼
8. You ask for additional information when making critical decisions.	3.24	3.40	+0.16 ▲

Comments:

- He listens to the team.
- _____ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.
- His role this past year stretched his time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- _____'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!
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- _____ provides the appropriate amount of direction without being too hands-off or overbearing.

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
9. You are willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	3.47	93.3	7%	40%	53%	
10. You are flexible and open to new ideas and encourages others to value change.	15	3.47	93.3	7%	40%	53%	
11. You recognize and implement changes to enhance efficiency and effectiveness.	15	3.53	100.0		47%	53%	
12. You are proactive and takes steps to prepare for changes in the workplace.	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
9. You are willing to change ideas or perceptions based on new information or contrary evidence which is presented.	3.18	3.47	+0.29 ▲
10. You are flexible and open to new ideas and encourages others to value change.	3.35	3.47	+0.11 ▲
11. You recognize and implement changes to enhance efficiency and effectiveness.	3.47	3.53	+0.06 ▲
12. You are proactive and takes steps to prepare for changes in the workplace.	3.47	3.27	-0.20 ▼

Comments:

- _____ 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.
- Confidence, Attitude, Desire to learn.
- He leads by example.
- I have worked with _____ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- _____ is always looking for ways to improve our workflow and values input from the team members. On a personal note, he has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- Transparency and honesty is important early in the process.

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
13. You foster a high standard of ethics and integrity.	15	3.33	100.0		67%		33%
14. You demonstrate sincerity in actions with others.	15	3.13	86.7	13%	60%		27%
15. You demonstrate honesty and truthfulness at all times.	15	3.07	80.0	20%	53%		27%
16. You follow tasks to completion.	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
13. You foster a high standard of ethics and integrity.	3.35	3.33	-0.02 ▼
14. You demonstrate sincerity in actions with others.	3.18	3.13	-0.04 ▼
15. You demonstrate honesty and truthfulness at all times.	3.00	3.07	+0.07 ▲
16. You follow tasks to completion.	3.65	3.40	-0.25 ▼

Comments:

- Uses his people skills to change negative situations into positive.
- Even though he is part-time, I don't like the minimal face-to-face exposure.
- _____ 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.
- _____ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. His high standards for excellence are admirable and inspiring.
- He consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. He shows integrity in his approach, always striving to add value, improve quality, and spend resources wisely.
- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.

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
17. You are able to influence others.	15	3.27	93.3	7%	60%	33%	
18. You provide resources to enable individuals to develop professionally.	14	3.00	92.9	7%	79%	14%	
19. You are a highly effective supervisor.	15	3.47	100.0		53%	47%	
20. You are able to organize the work of others.	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
17. You are able to influence others.	3.47	3.27	-0.20 ▼
18. You provide resources to enable individuals to develop professionally.	3.12	3.00	-0.12 ▼
19. You are a highly effective supervisor.	3.59	3.47	-0.12 ▼
20. You are able to organize the work of others.	3.29	3.40	+0.11 ▲

Comments:

- _____ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.
- 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+
- He has been a great addition to the department in this area.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what _____ has done with this but needs to be addressed and improved.
- Confidence is the only thing I think he needs to improve on.

Achievement

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. You follow-up and take action when goals are not met to ensure better results in the future.	15	3.53	100.0	47%		53%	
22. <u>You establish</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	15	3.00	80.0	20%	60%		20%
23. You are results oriented.	15	2.87	80.0	20%	73%		7%
24. You make use of talents of others to help achieve a high level of performance.	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
21. You follow-up and take action when goals are not met to ensure better results in the future.	3.35	3.53	+0.18 ▲
22. <u>You establish</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	3.00	3.00	
23. You are results oriented.	2.88	2.87	-0.02 ▼
24. You make use of talents of others to help achieve a high level of performance.	3.00	3.47	+0.47 ▲

Comments:

- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- I have also had the pleasure of partnering with _____ in our Core Competency leader learning. _____ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- He is highly engaged in his work and passionate about connecting with others in a meaningful way.
- Stay focused more on the agenda for meetings.
- Don't be afraid to ask questions when stuck on a task.

Excellence

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 demonstrate the functional or technical skills necessary to do your job.	15	3.67	100.0	33%	67%		
26. You take a lot of pride in your work.	15	3.40	93.3	7%	47%	47%	
27. You demonstrate the analytical skills to do your job.	15	3.33	93.3	7%	53%	40%	
28. You produce high quality work.	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
25. You demonstrate the functional or technical skills necessary to do your job.	3.76	3.67	-0.10 ▼
26. You take a lot of pride in your work.	3.53	3.40	-0.13 ▼
27. You demonstrate the analytical skills to do your job.	3.12	3.33	+0.22 ▲
28. You produce high quality work.	3.41	3.53	+0.12 ▲

Comments:

- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- _____ has certainly done great things at [CompanyName]. He was the perfect match for the community and the staff. He has built a strong team at [CompanyName] and their work has continued to be outstanding after he added [CompanyName] to his responsibilities. I like working with _____ at [CompanyName] and appreciate his support and leadership.. _____ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. He has been great at diagnosing the problems and finding solutions. He is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- He is detailed when presenting a plan.
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.
- I appreciate _____'s willingness to share his knowledge with our team.

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
29. You set a good example	15	3.67	100.0	33%	67%		
30. You are a person others can trust.	15	3.33	100.0		67%		33%
31. You hold yourself accountable to goals / objectives	15	3.20	86.7	13%	53%		33%
32. You set high personal standards of performance.	15	3.40	100.0		60%		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
29. You set a good example	3.59	3.67	+0.08 ▲
30. You are a person others can trust.	3.41	3.33	-0.08 ▼
31. You hold yourself accountable to goals / objectives	3.18	3.20	+0.02 ▲
32. You set high personal standards of performance.	3.35	3.40	+0.05 ▲

Comments:

- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.
- _____ 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.
- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- When _____ was tapped for the VP position I was very pleased as he was a very good director.

Co-worker Development

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
33. You work to identify root causes of performance problems	15	3.20	86.7	13%	53%	33%	
34. You take immediate action on poor performance	15	3.27	93.3	7%	60%	33%	
35. You give others development opportunities through project assignments and increased job responsibilities	15	3.00	80.0	20%	60%	20%	
36. You provide ongoing feedback to co-workers on your development progress	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
33. You work to identify root causes of performance problems	3.18	3.20	+0.02 ▲
34. You take immediate action on poor performance	2.88	3.27	+0.38 ▲
35. You give others development opportunities through project assignments and increased job responsibilities	3.18	3.00	-0.18 ▼
36. You provide ongoing feedback to co-workers on your development progress	3.18	3.20	+0.02 ▲

Comments:

- _____ has good knowledge and awareness of the strengths and talents within the organization.
- _____ has been here a short time, but I have believe from attending meeting with him and by his actions in the department, he is the right person to lead us forward in our growth and changes.
- He often will say he doesn't need the details or that he already knows and doesn't need an explanation.
- Don't know where we would be without him.
- Works hard to build a team environment.
- Please know that stress can occasionally slow down progress.

Partnering/Networking

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 support a partnering/networking culture.	15	3.27	93.3	7%	60%		33%
38. You collaborate with others to accomplish goals and objectives.	15	3.27	86.7	13%	47%		40%
39. You create the conditions for partnerships to grow and develop.	15	3.13	86.7	13%	60%		27%
40. You support and encourage relationships that are created by diverse team members.	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
37. You support a partnering/networking culture.	3.35	3.27	-0.09 ▼
38. You collaborate with others to accomplish goals and objectives.	3.24	3.27	+0.03 ▲
39. You create the conditions for partnerships to grow and develop.	3.59	3.13	-0.45 ▼
40. You support and encourage relationships that are created by diverse team members.	3.29	3.40	+0.11 ▲

Comments:

- _____ has the talent to use different Leadership styles to fit the situation.
- _____ has a way of bringing out the best in people, by modeling how to be a hard worker who knows his stuff and is supportive of his colleagues and able to create a fun atmosphere that makes us all want to work hard.
- I appreciate how _____ guides, supports, and direct staff.
- Is viewed by many as a strong organizational resource.
- Willingness to help, patience in teaching.
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.

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
41. You work effectively with people from other departments.	15	3.33	93.3	7%	53%	40%	
42. You include others in the decision making processes.	15	3.33	93.3	7%	53%	40%	
43. You are able to see issues from others' perspectives.	15	3.13	86.7	13%	60%	27%	
44. You treat others with respect and dignity.	15	3.00	86.7	13%	73%	13%	

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. You work effectively with people from other departments.	3.29	3.33	+0.04 ▲
42. You include others in the decision making processes.	3.41	3.33	-0.08 ▼
43. You are able to see issues from others' perspectives.	3.35	3.13	-0.22 ▼
44. You treat others with respect and dignity.	3.18	3.00	-0.18 ▼

Comments:

- _____ is an excellent manager, our dept.is a good place to work with his as a boss
- I have not observed _____'s interaction with the members of his team. _____ consistently communicates openly in my interactions with him.
- Again, he has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- _____ 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.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.

Organizational Fluency

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
45. You are able to use corporate politics to advance department objectives.	15	3.53	100.0	47%	53%		
46. You are able to explain departmental policies and procedures to others.	15	3.00	86.7	13%	73%		13%
47. You anticipate problems that may affect the department.	15	3.20	93.3	7%	60%		33%
48. You are able to deal with sensitive issues with tact and professionalism.	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
45. You are able to use corporate politics to advance department objectives.	3.35	3.53	+0.18 ▲
46. You are able to explain departmental policies and procedures to others.	3.24	3.00	-0.24 ▼
47. You anticipate problems that may affect the department.	3.00	3.20	+0.20 ▲
48. You are able to deal with sensitive issues with tact and professionalism.	3.18	3.20	+0.02 ▲

Comments:

- I appreciate that _____ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- He is truly dedicated to doing a good job, by helping us do a good job.
- _____ has my back and breaks down the barriers when I let him know that need his support.
- Personality. Great Mentor and Leader. Talented.
- _____ does not shy away from making the tough calls and is respected by many members of our team.
- He is very careful to choose someone that has the skills he desires and who will also be a good fit.

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 _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- He is very responsive when asked for input or his assistance is requested.
- His time has been in huge demand on the [CompanyName] operations side, which has not allowed him to do as much professional development for himself that he would like.
- He removes barriers so that we can do our job to the best of our ability.
- I know when I go to him with a problem, he will make himself available and is very thorough with his response.
- 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.

What do you like best about working with this individual?

- _____ has been particularly helpful to me as I transition into my new role. He provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- He knows his subject matter!
- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.
- He checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- _____'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.

What do you like least about working with this individual?

- I enjoy working with _____. I feel he is honest and has a desire to see improvement in the organization as a whole. His area is unique which, at times, allows _____ to give a whole new perspective on a subject.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- Need to continue to engage staff in team development and role clarification.
- _____ is a great partner in Systems Implementation.
- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.
- I am glad _____ was chosen to step in and take lead of [CompanyName]. He uses good judgment and makes the right decisions, even when they are difficult.

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

- _____ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- He tends to have self doubt at times, as we all do. But he is working on his confidence, and absolutely growing as a person.
- _____ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.

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

- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- I admire _____ and look up to his wisdom, he is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.
- Provides coaching for developing team leaders to help them meet their goals.
- _____ is always willing and routinely seeks opportunities to work with other departments.
- _____ does an excellent job as a leader. He has been presented with many challenges in the last year and has remained positive for his staff.

Any final comments?

- He is approachable and easy to talk to. In every interaction he is honest, encouraging, a great listener, and very supportive.
- He sets a good example for personal growth.
- By applying vision, strategy and activation in his day to day decisions he aspires us to be the best leaders we can be.
- 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.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- _____ is the right man for the job...there have been a couple of instances in which I feel that _____ has had tendency to lose staff or participants in his communication. To his merit, _____ will stop the conversation and clarify expectations or needs prior to moving forward.