



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.

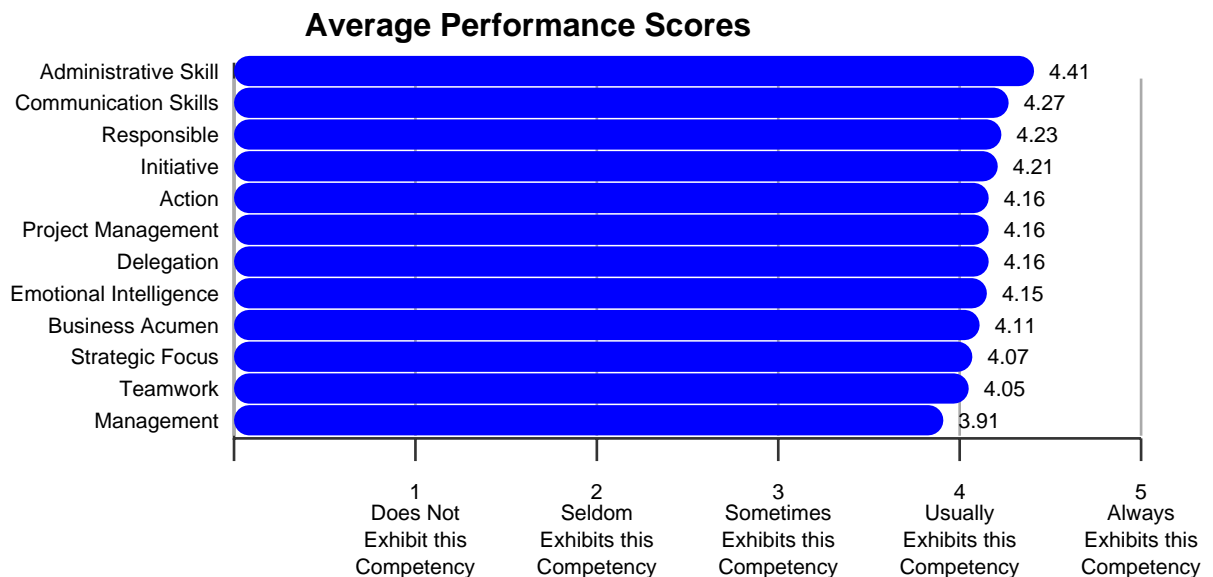
## What to Do with Your Feedback

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

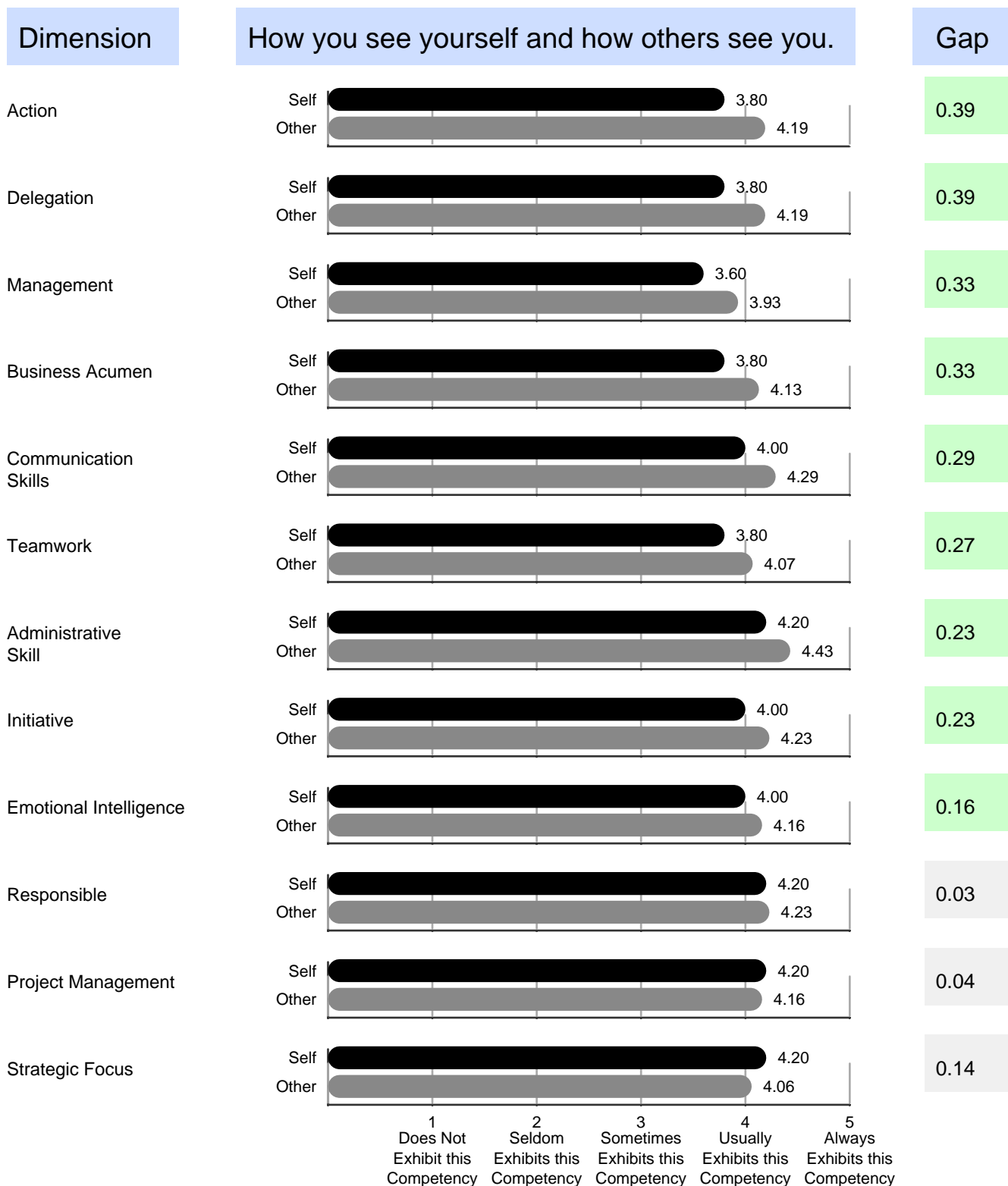
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



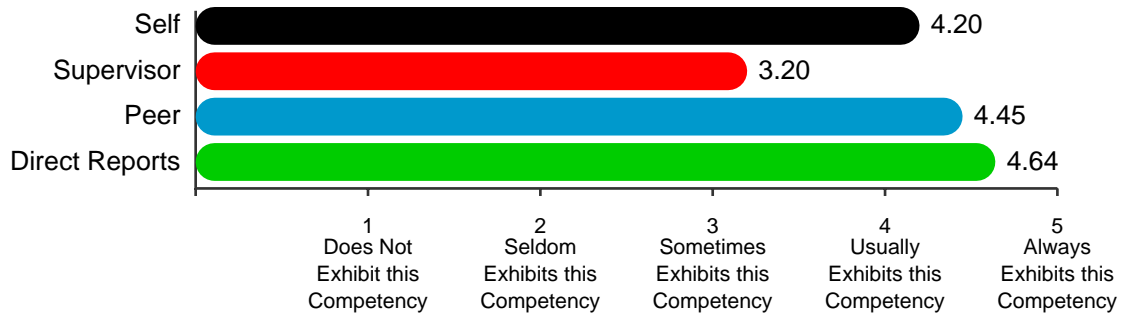
## Gap Analysis

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

## Summary Scores



### 1. Has strong technical/computer skills.



### 2. Takes responsibility for decisions.



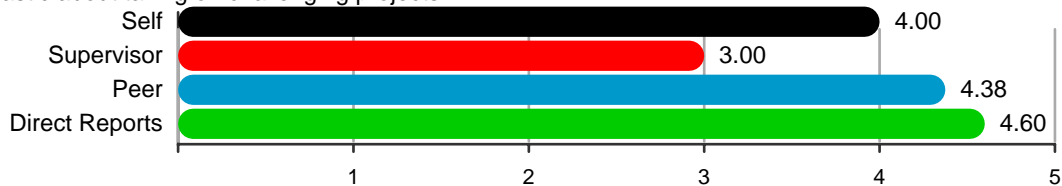
### 3. Strong organizational skills to keep the workspace and department in order



### 4. Implements and uses performance measures.



### 5. Enthusiastic about taking on challenging projects.



### 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

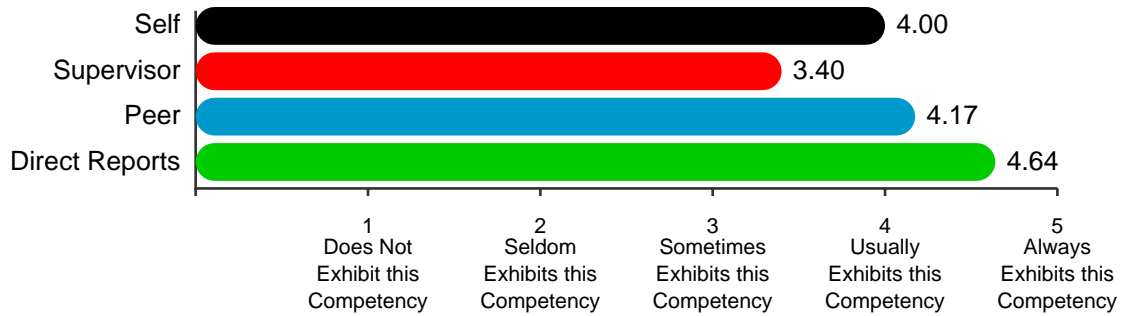
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Has strong technical/computer skills.	15	4.20	93.3	7%		67%		27%
2. Takes responsibility for decisions.	15	4.87	100.0			87%		
3. Strong organizational skills to keep the workspace and department in order	15	4.27	93.3	7%		60%		33%
4. Implements and uses performance measures.	15	4.40	86.7	13%		33%		53%
5. Enthusiastic about taking on challenging projects.	15	4.33	93.3	7%		53%		40%

Comments:

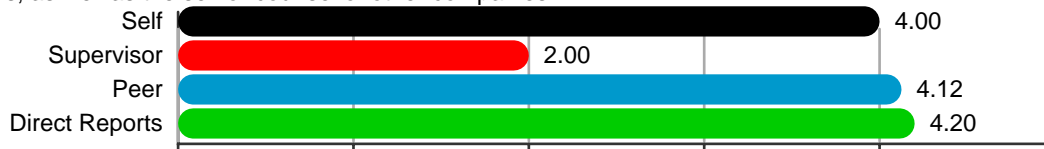
- \_\_\_\_\_ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- \_\_\_\_\_ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him with some feeling of success. While it is true that not everything can be important if everything IS important, \_\_\_\_\_ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. \_\_\_\_\_ has a solid reputation for being a direct communicator and his opinion is respected in our group.
- He has the ability to look at the system as a whole and make solid long range decisions.
- \_\_\_\_\_ works with a very diverse group and treats everyone the same while respecting that diversity.
- He is open to feedback and actively tries to improve.
- \_\_\_\_\_ is excellent at providing positive feedback in the moment while in meetings.

# Communication Skills

## Summary Scores



6. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.



7. Gives clear and convincing presentations.



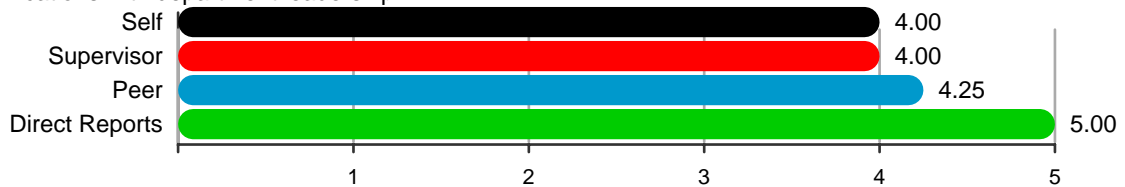
8. Communicates effectively with colleagues and customers



9. Is an effective communicator



10. Communications with department leadership



### Level of Skill

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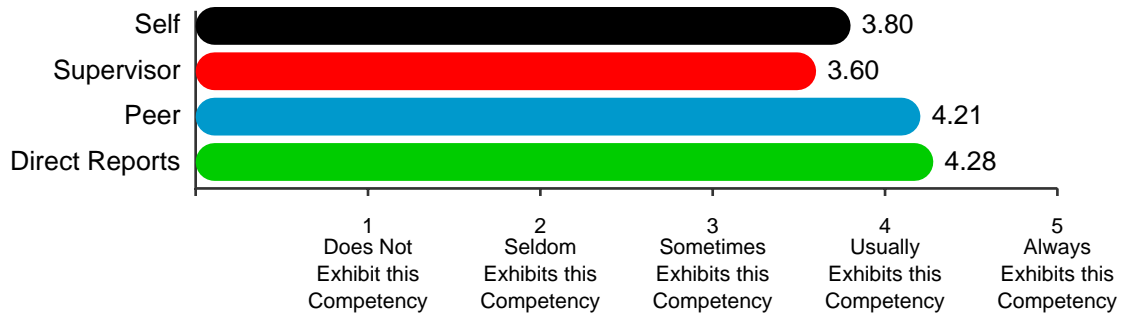
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	4.00	80.0	7%	13%	53%	27%	
7. Gives clear and convincing presentations.	15	4.07	80.0		20%	53%	27%	
8. Communicates effectively with colleagues and customers	15	4.33	93.3	7%		47%	47%	
9. Is an effective communicator	15	4.47	93.3	7%		40%	53%	
10. Communications with department leadership	15	4.47	93.3	7%		40%	53%	

Comments:

- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- By applying vision, strategy and activation in his day to day decisions he inspires us to be the best leaders we can be.
- He has taken his team to the next level.
- Unfortunately there has been inconsistency in actions and results.
- \_\_\_\_\_ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- 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.

# Action

## Summary Scores



### 11. Motivates & supports others to gain skills



### 12. Is not afraid to take corrective action when necessary.



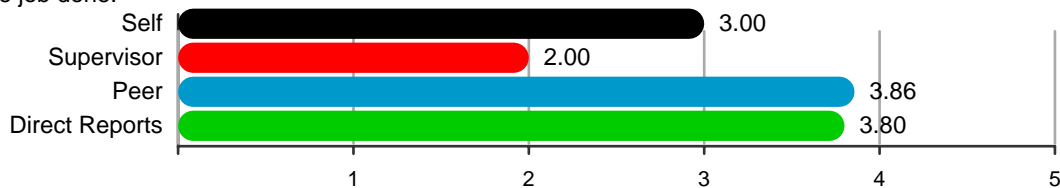
### 13. Makes effective decisions, even when under pressure.



### 14. Drives and mobilizes others progress toward goals.



### 15. Gets the job done.





## Level of Skill

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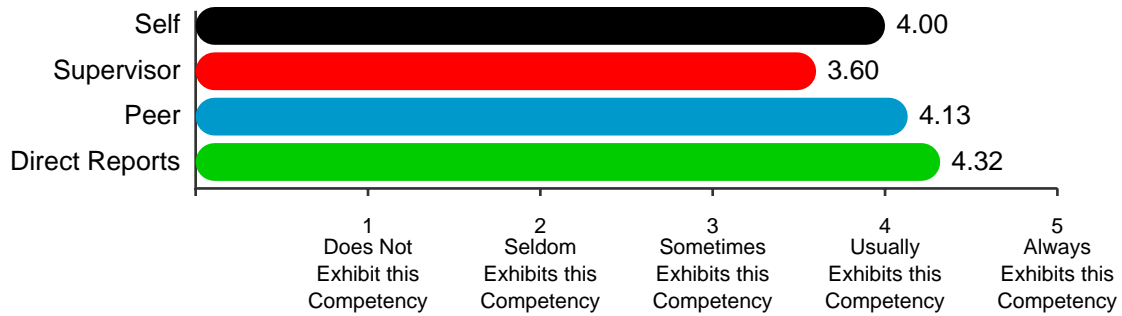
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Motivates & supports others to gain skills	15	4.60	100.0			40%	60%	
12. Is not afraid to take corrective action when necessary.	15	4.27	100.0			73%		27%
13. Makes effective decisions, even when under pressure.	15	4.33	100.0			67%	33%	
14. Drives and mobilizes others progress toward goals.	15	3.93	73.3	27%		53%		20%
15. Gets the job done.	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- He solicits input and involves front line staff in his everyday work and is admired for his holistic, humble view.
- \_\_\_\_\_ not only values and listens to his staff he also gives them the support they need.
- I appreciate his openness and availability to all the staff.
- \_\_\_\_\_ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- \_\_\_\_\_ has done an excellent job as the VP of Operations. He engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.

# Emotional Intelligence

## Summary Scores



16. Is able to manage their own emotions.



17. Is able to express themselves clearly.



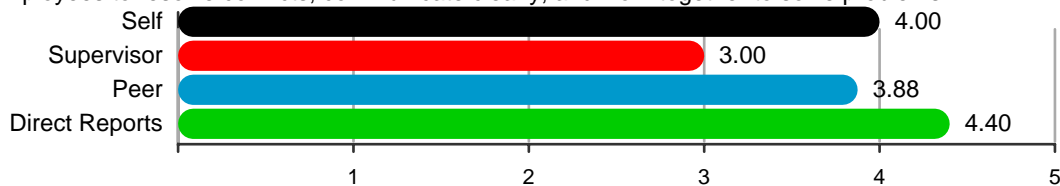
18. Is attentive to emotional cues and interprets others' feelings correctly.



19. Is able to control their own emotions.



20. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.



### Level of Skill

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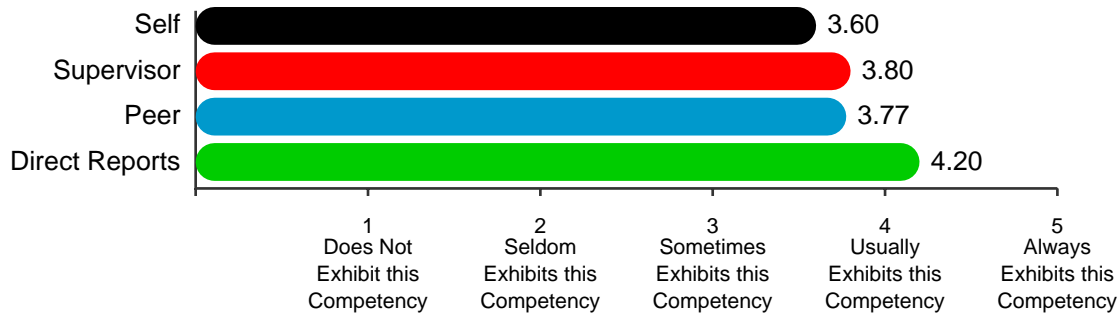
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Is able to manage their own emotions.	15	4.33	86.7	13%	40%	47%		
17. Is able to express themselves clearly.	15	4.27	93.3	7%	60%	33%		
18. Is attentive to emotional cues and interprets others' feelings correctly.	14	4.00	92.9	7%	86%	7%		
19. Is able to control their own emotions.	14	4.14	85.7	7%	7%	50%	36%	
20. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- The work \_\_\_\_\_ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- It doesn't feel like \_\_\_\_\_'s been at his best this year. He seems disconnected from the work of his group.
- I believe \_\_\_\_\_ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- \_\_\_\_\_ is an excellent listener. He is HIGHLY respected by his staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- Willingness to pitch in, desire to grow, and a great attitude.
- I have found \_\_\_\_\_ to be very competent and professional. He delivers when and what he says he will and his work is always complete and accurate.

# Management

## Summary Scores



### 21. Makes you feel enthusiastic about your work



### 22. Sets an example for others to follow



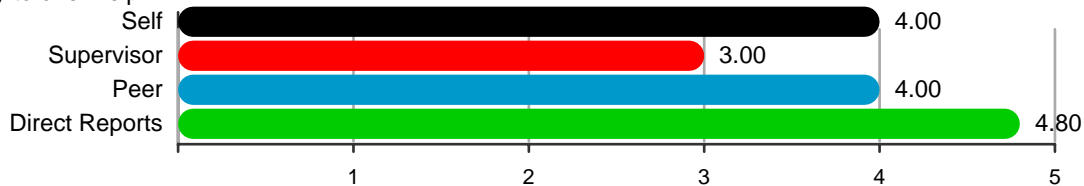
### 23. Takes responsibility for things that go wrong



### 24. Delegate tasks effectively



### 25. Is ready to offer help



## Level of Skill

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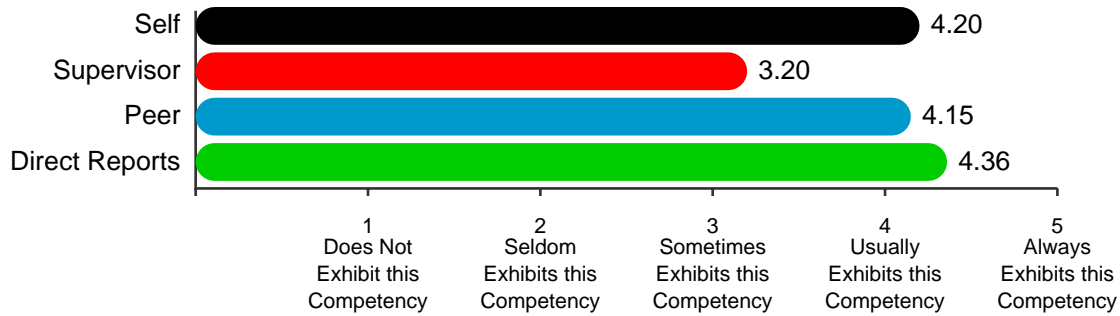
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Makes you feel enthusiastic about your work	15	4.00	66.7	13%	20%	20%	47%	
22. Sets an example for others to follow	15	3.47	53.3	13%	33%	47%	7%	
23. Takes responsibility for things that go wrong	15	3.60	66.7	13%	20%	60%	7%	
24. Delegate tasks effectively	15	4.27	86.7	7%	7%	40%	47%	
25. Is ready to offer help	15	4.20	80.0	7%	13%	33%	47%	

### Comments:

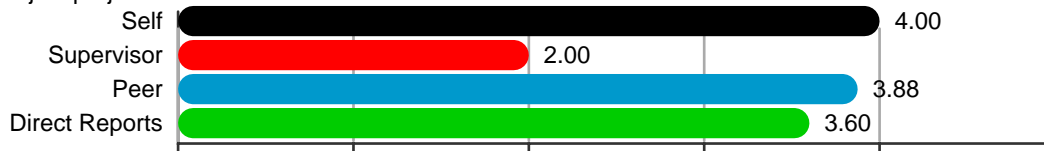
- I will always welcome \_\_\_\_\_'s direct, honest, caring feedback.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- His years of experience and wisdom are generously shared and appreciated.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- \_\_\_\_\_ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.

# Project Management

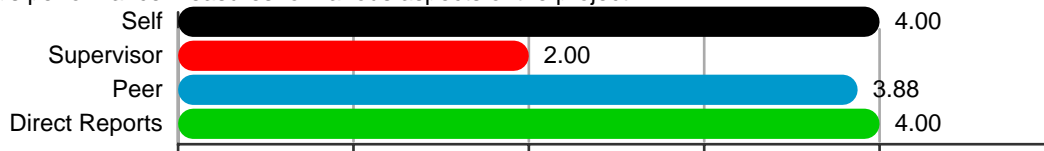
## Summary Scores



26. Able to adjust project schedule as needed to accommodate unforeseen issues.



27. Develops performance measures for various aspects of the project.



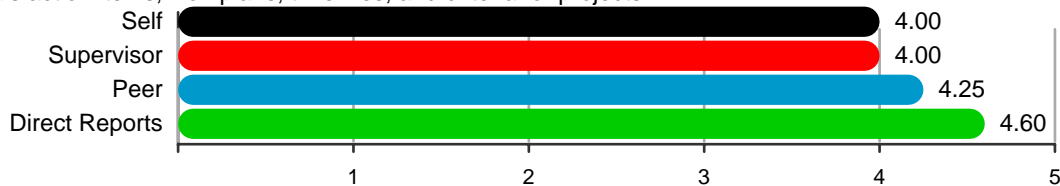
28. Regularly reviews project performance and goals.



29. Anticipates potential problems and institutes controls and contingency plans to address them.



30. Develops action items, workplans, timelines, and criteria for projects.



### Level of Skill

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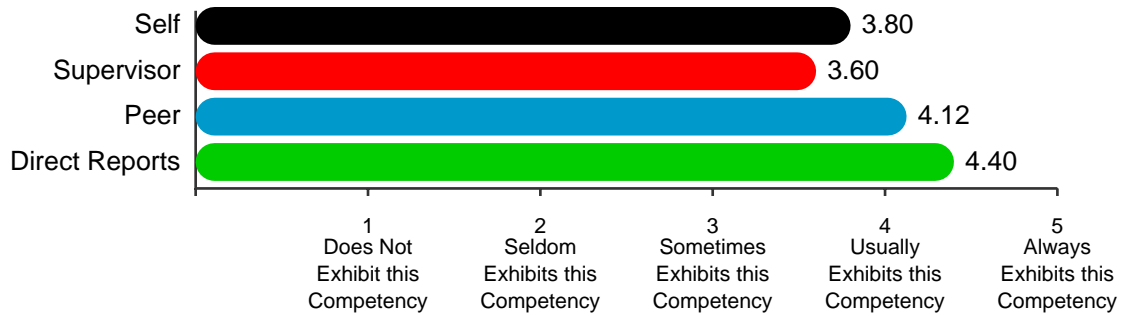
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Able to adjust project schedule as needed to accommodate unforeseen issues.	15	3.67	66.7	20%	13%	47%	20%	
27. Develops performance measures for various aspects of the project.	15	3.80	73.3	20%	7%	47%	27%	
28. Regularly reviews project performance and goals.	15	4.33	86.7	13%	40%	47%		
29. Anticipates potential problems and institutes controls and contingency plans to address them.	15	4.67	100.0		33%	67%		
30. Develops action items, workplans, timelines, and criteria for projects.	15	4.33	100.0		67%	33%		

Comments:

- Having very minimum one-on-one discussion.
- \_\_\_\_\_ is able to multitask in a variety of ways.
- \_\_\_\_\_ fully updates the unit and staff on needed information. His direction and focus are well explained.
- In many cases, not in all, he could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and he approved it.'
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- He encourages staff skill development and input to improve department processes

# Delegation

## Summary Scores



31. Clearly defines duties and tasks to be completed.



32. Allows subordinates to use their own methods and procedures.



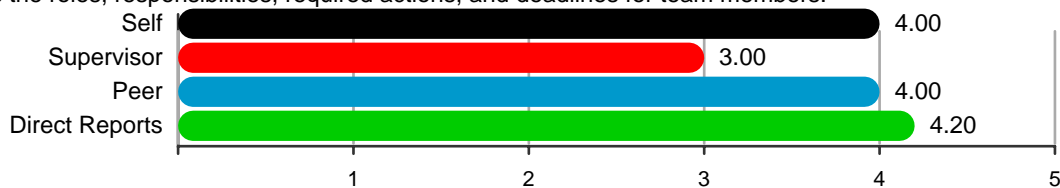
33. Defines goals and objectives for subordinates.



34. Encourages and empowers subordinates to use initiative in achieving goals and objectives.



35. Defines the roles, responsibilities, required actions, and deadlines for team members.





## Level of Skill

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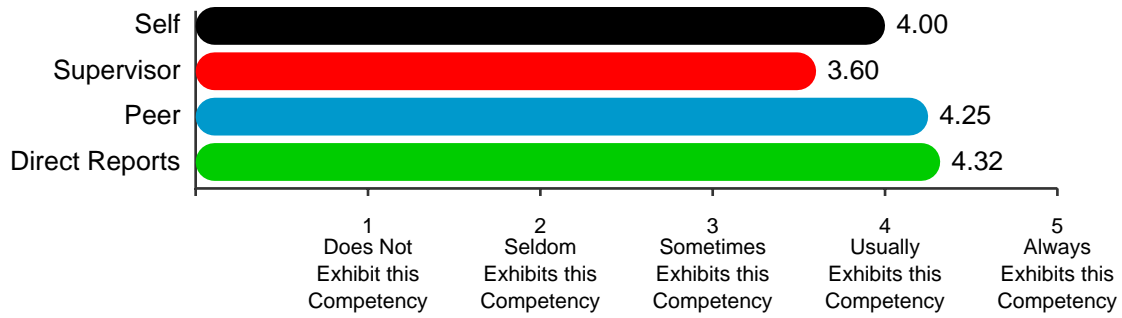
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Clearly defines duties and tasks to be completed.	15	4.07	80.0	20%		53%		27%
32. Allows subordinates to use their own methods and procedures.	15	4.47	100.0		53%		47%	
33. Defines goals and objectives for subordinates.	15	4.13	80.0	20%		47%		33%
34. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	4.13	86.7	13%		60%		27%
35. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	4.00	80.0	20%		60%		20%

### Comments:

- I admire \_\_\_\_\_ for his vision and ability to think outside the box to better meet our organization's needs.
- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- I appreciate his commitment in this area.
- \_\_\_\_\_ is a great role model and leader. Others could learn from his style.
- He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- I have appreciated partnering with \_\_\_\_\_ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department. and roles of various employees. His support during this transition was extremely helpful to me.

# Initiative

## Summary Scores



36. Seeks and utilizes opportunities for continuous learning and self-development.



37. Takes action without being asked.



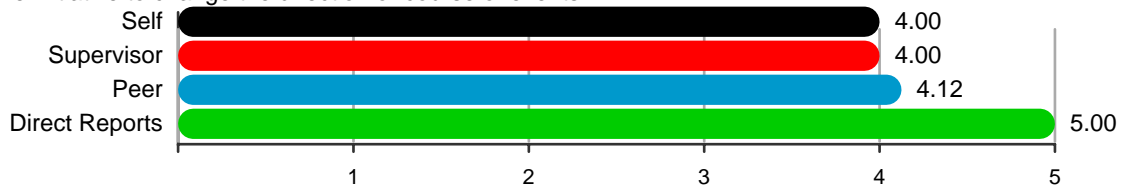
38. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.



39. Immediately works to complete goals well before their deadline.



40. Takes the initiative to change the direction or course of events.



### Level of Skill

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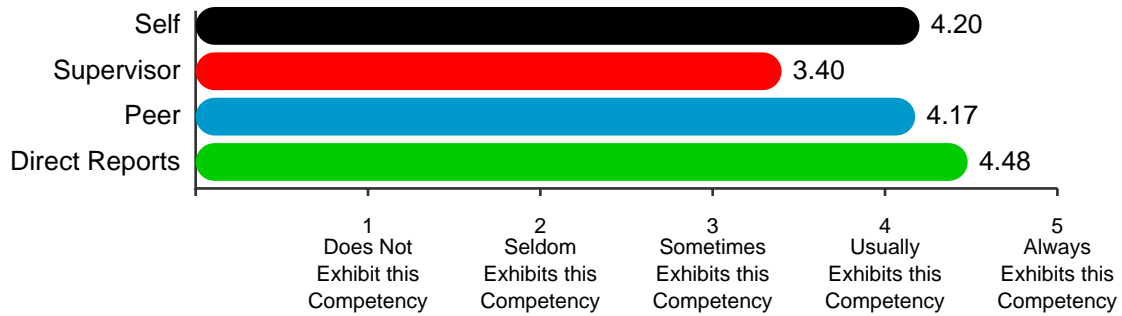
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Seeks and utilizes opportunities for continuous learning and self-development.	15	4.33	100.0				67%	33%
37. Takes action without being asked.	15	3.93	80.0	13%	7%		53%	27%
38. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	4.27	86.7		13%		47%	40%
39. Immediately works to complete goals well before their deadline.	15	4.13	86.7		13%		60%	27%
40. Takes the initiative to change the direction or course of events.	15	4.40	93.3		7%		47%	47%

Comments:

- \_\_\_\_\_ is collaborative in his management style and is very skilled in maximizing talents and strengths of each individual.
- \_\_\_\_\_ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.
- \_\_\_\_\_ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with. I am on a committee that he runs and he is an excellent meeting facilitator.
- \_\_\_\_\_ sometimes struggles with clarity in his communication and his understanding of operational issues.
- His skills, commitment, integrity and overall management style is something I have admired since I have worked here.

# Responsible

## Summary Scores



41. ...takes personal responsibility for results.



42. Works in a way that makes others want to work with her/him.



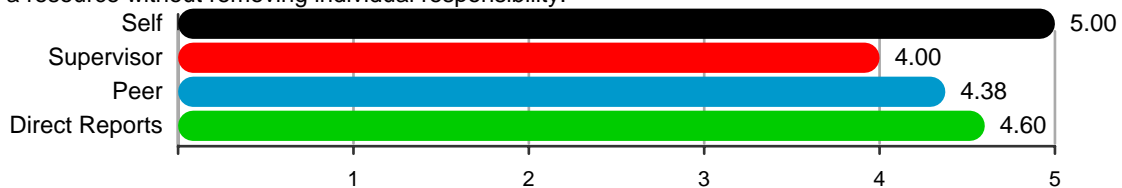
43. Responsible for setting the vision of the department.



44. Sets a good example



45. Acts as a resource without removing individual responsibility.



## Level of Skill

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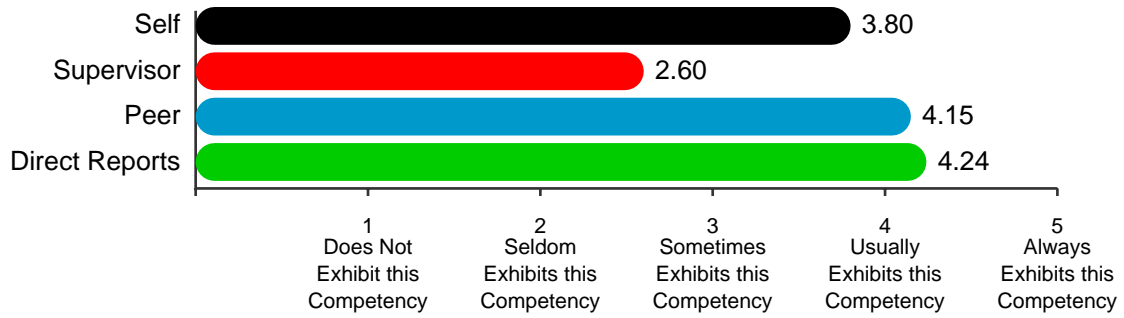
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. ...takes personal responsibility for results.	15	4.33	93.3	7%		53%		40%
42. Works in a way that makes others want to work with her/him.	15	4.20	80.0	20%		40%		40%
43. Responsible for setting the vision of the department.	15	4.13	86.7	13%		60%		27%
44. Sets a good example	15	4.00	86.7	13%		73%		13%
45. Acts as a resource without removing individual responsibility.	15	4.47	93.3	7%		40%		53%

### Comments:

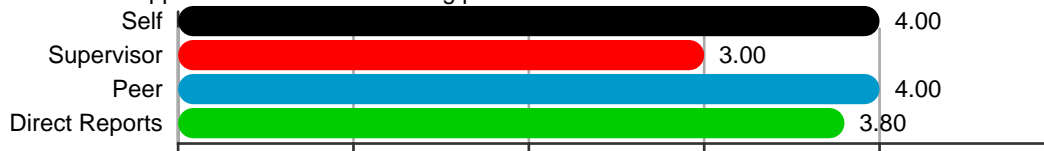
- \_\_\_\_\_ is committed to our organization and leads by example.
- \_\_\_\_\_ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- Need to continue to engage staff in team development and role clarification.
- \_\_\_\_\_ is a valued peer. I can count on his as a sounding board and for his perspective on issues we are dealing with, either at the director level or with our department.
- \_\_\_\_\_ is a role model for Transformational Leadership. He exceeds all of the above elements of performance by modeling his expertise in his decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect \_\_\_\_\_ as a visionary who pushes me further than I feel comfortable. Without him I might be too cautious to forge ahead. He has accomplished more in his 4 years as director of SCI than I have witnessed in the last 30 years.
- \_\_\_\_\_ is a new manager and it is clear that he wants to do well and engage his team.

# Teamwork

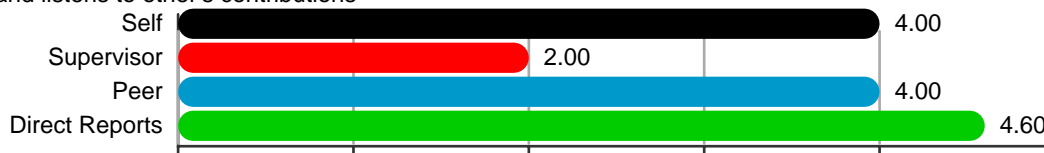
## Summary Scores



### 46. Contributes to and supports team decision-making process



### 47. Seeks and listens to other's contributions



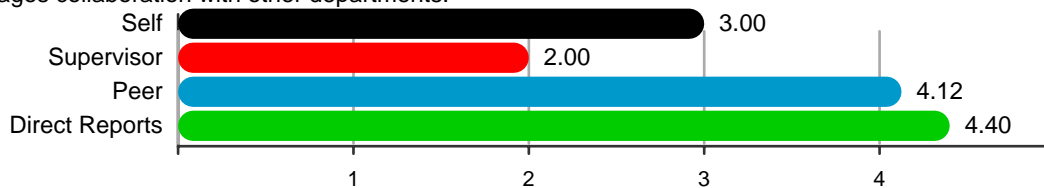
### 48. Communicates well with team members.



### 49. Fosters respect and understanding among team members



### 50. Encourages collaboration with other departments.



### 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

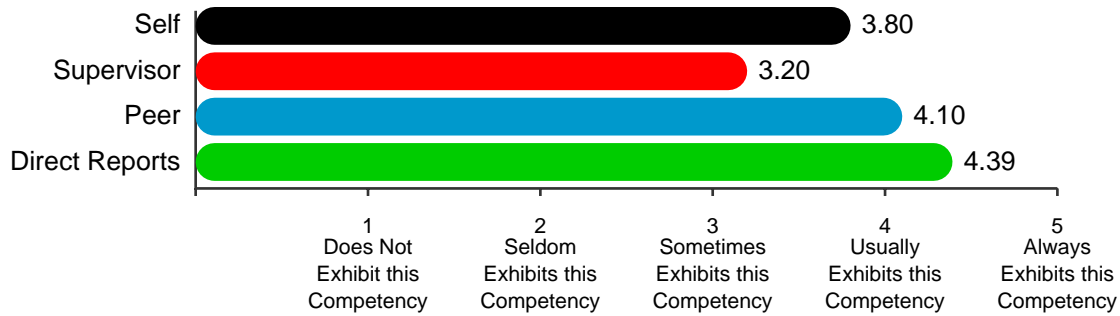
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Contributes to and supports team decision-making process	15	3.87	80.0	7%	13%	67%	13%	
47. Seeks and listens to other's contributions	15	4.07	86.7	13%		53%	33%	
48. Communicates well with team members.	15	4.13	86.7		13%	60%	27%	
49. Fosters respect and understanding among team members	15	4.20	86.7	7%	7%	47%	40%	
50. Encourages collaboration with other departments.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- \_\_\_\_\_ is very clear about his expectations and I appreciate this.
- I believe \_\_\_\_\_ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- He is strong in his convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- \_\_\_\_\_ is a great leader to have in our department, he helps us grow and encourages us to be better at everything we do.
- \_\_\_\_\_ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- He encourages staff skill development and input to improve department processes

# Business Acumen

## Summary Scores



### 51. Understands complex issues and problems.



### 52. Asks the 'right' questions to size up or evaluate situations.



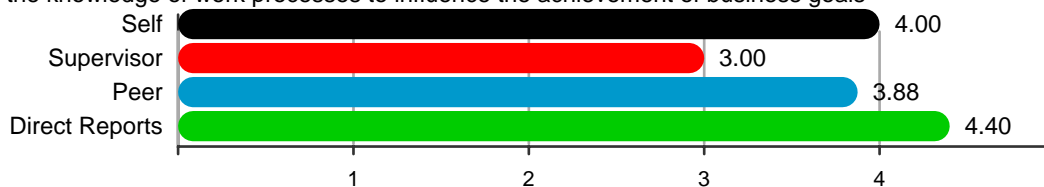
### 53. Exhibits behavior that is consistent with the vision, mission, and core values of the organization



### 54. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance



### 55. Applies the knowledge of work processes to influence the achievement of business goals





## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

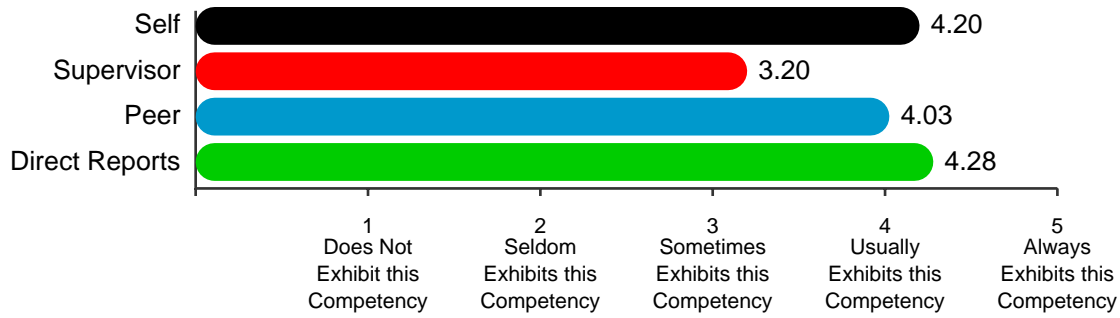
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Understands complex issues and problems.	14	4.14	92.9	7%		71%		21%
52. Asks the 'right' questions to size up or evaluate situations.	14	4.21	85.7	14%		50%		36%
53. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	4.13	80.0	20%		47%		33%
54. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	4.07	80.0	20%		53%		27%
55. Applies the knowledge of work processes to influence the achievement of business goals	15	4.00	80.0	20%		60%		20%

### Comments:

- It has been a wonderful having \_\_\_\_\_ as our manager so far, the future looks brighter!
- I appreciate that as a new manager to this department \_\_\_\_\_ has sought to understand my work flow and process. He is actively learning more about our work processes and involved to determine needed resources.
- \_\_\_\_\_ is professional, collaborative. . . a great team member.
- Is reliable and keeps the team focused on the delivery of outcomes.
- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- \_\_\_\_\_ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.

# Strategic Focus

## Summary Scores



56. Understands their role within the organization.



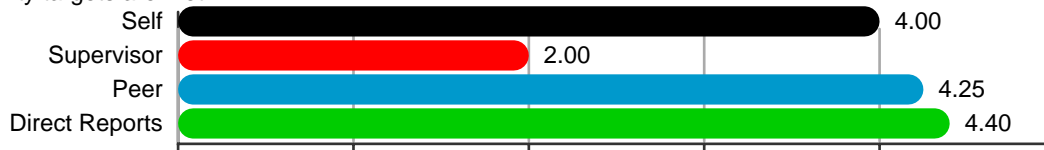
57. Communicates goals and objectives to employees.



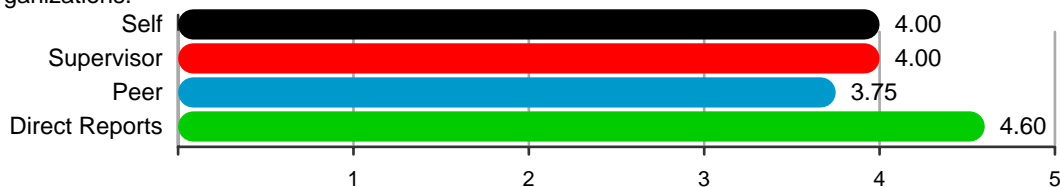
58. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.



59. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.



60. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.



### 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
56. Understands their role within the organization.	15	3.87	66.7			33%	47%	20%
57. Communicates goals and objectives to employees.	15	4.07	86.7			13%	67%	20%
58. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	4.20	93.3			7%	67%	27%
59. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	4.13	93.3	7%			67%	27%
60. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	4.07	86.7	7%	7%		60%	27%

Comments:

- \_\_\_\_\_ treats all employees with respect and in a very professional manner.
- I think \_\_\_\_\_ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when \_\_\_\_\_ took over and I feel \_\_\_\_\_ has risen to the occasion and handled himself well.
- He engages other strong leaders empowering them to excel. He deals fairly in controversial situations striving for productive outcomes.
- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- \_\_\_\_\_ has been a consistent resource to the Operations teams as we work in improving our scores.
- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.

## 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?

- \_\_\_\_\_ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- \_\_\_\_\_ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- He often will say he doesn't need the details or that he already knows and doesn't need an explanation.
- \_\_\_\_\_ is reliable and effective communicator. He has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- \_\_\_\_\_ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.

### What do you like best about working with this individual?

- He is also quick to tap into his past experiences in attempting to find the best solution.
- He exhibits vision, compassion and high integrity in all of his work.
- He always steps up and gets what needs to be done completed.
- \_\_\_\_\_ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- He is smart, quick, compassionate, and thorough.
- \_\_\_\_\_ is great about approaching and including staff input with decision making within the department.

### What do you like least about working with this individual?

- He exhibits vision, compassion and high integrity in all of his work.
- He makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- \_\_\_\_\_ takes the time to understand his team and the strengths that each team member brings to the organization.
- He is organized, kind, and extremely approachable.

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

- Building relationships of trust to enhance safety is an important part of our approach.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- I appreciate the straight forward style of leadership \_\_\_\_\_ uses.
- He has been a great addition to the company.
- \_\_\_\_\_ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- I truly enjoy working with \_\_\_\_\_ on a daily basis.

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

- He really wants the best for [CompanyName] and I see him consistently use that as a decision-making barometer.
- \_\_\_\_\_ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on \_\_\_\_\_ to stand his ground and take care of his employees / department.
- \_\_\_\_\_ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.
- I really enjoy his mentorship.
- \_\_\_\_\_ has an incredible vision for our organization's strategy and improvement efforts.
- \_\_\_\_\_ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and to the point.

### Any final comments?

- He keeps focused on things that are important for his department to run smoothly.
- \_\_\_\_\_ is an excellent Director.
- He communicates well to all staff and we know what is expected of us.
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- He sets his expectations high, and delivers a high level of performance herself.