Feedback Results

Your CompanyName Here

2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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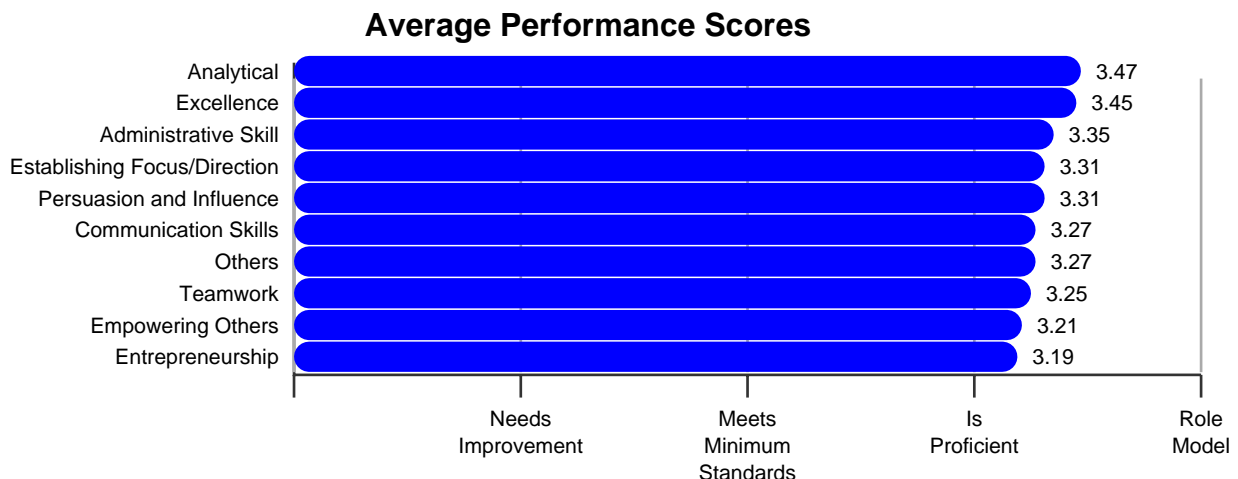
What to Do with Your Feedback

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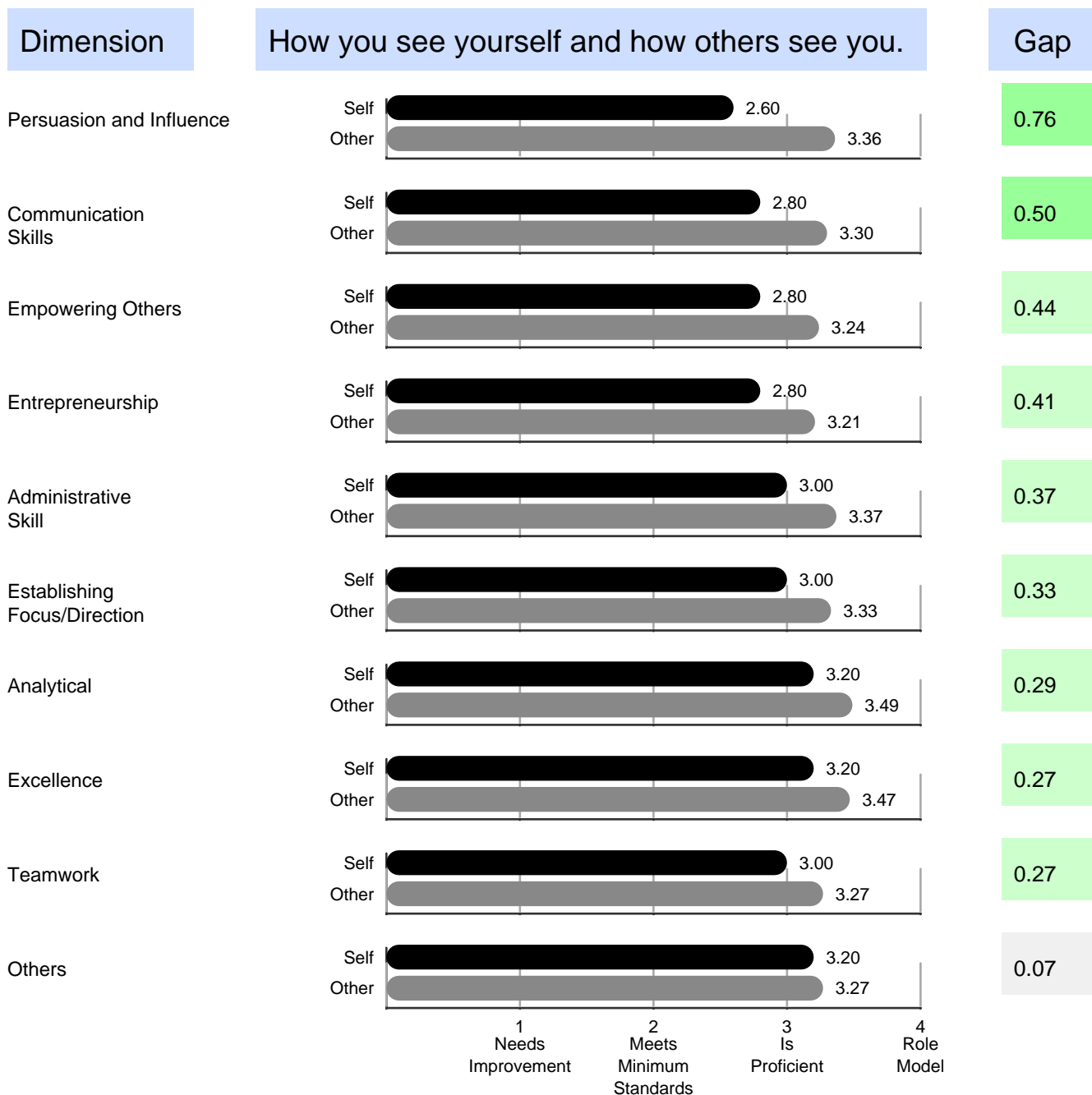
Summary

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

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.

Average Performance Scores

Dimension	Score
Analytical	3.47
Excellence	3.45
Administrative Skill	3.35
Establishing Focus/Direction	3.31
Persuasion and Influence	3.31
Communication Skills	3.27
Others	3.27
Teamwork	3.25
Empowering Others	3.21
Entrepreneurship	3.19

Scale: Needs Improvement — Meets Minimum Standards — Is Proficient — Role Model

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.

Dimension	How you see yourself and how others see you.	Gap
Persuasion and Influence	Self 2.60 / Other 3.36	0.76
Communication Skills	Self 2.80 / Other 3.30	0.50
Empowering Others	Self 2.80 / Other 3.24	0.44
Entrepreneurship	Self 2.80 / Other 3.21	0.41
Administrative Skill	Self 3.00 / Other 3.37	0.37
Establishing Focus/Direction	Self 3.00 / Other 3.33	0.33
Analytical	Self 3.20 / Other 3.49	0.29
Excellence	Self 3.20 / Other 3.47	0.27
Teamwork	Self 3.00 / Other 3.27	0.27
Others	Self 3.20 / Other 3.27	0.07

Scale:
1 Needs Improvement
2 Meets Minimum Standards
3 Is Proficient
4 Role Model

Analytical

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. Identifies the root cause of a problem.	15	3.20	93.3	7%	67%		27%
2. Prioritizes various actions to be taken when solving a problem.	15	3.87	100.0		13%	87%	
3. Identifies opportunities for progress and innovation.	15	3.33	93.3	7%	53%		40%
4. Balances risks and costs with the rewards and probabilities of success when decisions.	15	3.60	93.3	7%	27%	67%	
5. Asks the "right" questions to size up or evaluate situations.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
1. Identifies the root cause of a problem.	3.29	3.20	-0.09 ▼
2. Prioritizes various actions to be taken when solving a problem.	3.65	3.87	+0.22 ▲
3. Identifies opportunities for progress and innovation.	3.18	3.33	+0.16 ▲
4. Balances risks and costs with the rewards and probabilities of success when decisions.	3.41	3.60	+0.19 ▲
5. Asks the "right" questions to size up or evaluate situations.	3.24	3.33	+0.10 ▲

Comments:
- _____ continually is analyzing our current states and identifying areas that we can improve.
- _____ has an open door policy, when in the office, and encourages staff to set up appointments with his when he has many meetings throughout his week.
- He has an open door policy and is available when needed.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.
- He has been influential in our focus on the future.
- _____ is someone I have immense respect for.   He is someone that I can turn to if I am having problems or concerns.   Whenever I have concerns or frustrations, I feel that I can always ask _____ and get an honest response.

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
6. High attention to detail.	15	3.20	93.3	7%	60%		33%
7. Strong organizational skills to keep the workspace and department in order	15	3.20	86.7	13%	53%		33%
8. Able to develop, justify and present a budget.	15	3.40	93.3	7%	47%		47%
9. Implements and uses performance measures.	15	3.47	93.3	7%	40%		53%
10. Takes responsibility for decisions.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
6. High attention to detail.	3.24	3.20	-0.04 ▼
7. Strong organizational skills to keep the workspace and department in order	3.41	3.20	-0.21 ▼
8. Able to develop, justify and present a budget.	3.24	3.40	+0.16 ▲
9. Implements and uses performance measures.	3.18	3.47	+0.29 ▲
10. Takes responsibility for decisions.	3.35	3.47	+0.11 ▲

Comments:
- There are times that the customers interest is overlooked because it is the way we have always done it.
- He is determined to find the answer to any problem or obstacle in his way.
- He consistently helps us in problem solving a variety of issues.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- I feel that we would not be such a great place if it wasn't for _____. _____ is the best!!!!!!
- _____ has been very supportive for me in my new role as technical specialist.   He has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Delivers well-prepared, informed, poised and succinct presentations.	15	3.53	100.0		47%		53%
12. Communicates effectively with colleagues and customers	15	3.27	100.0		73%		27%
13. Able to deliver presentations.	15	3.33	100.0		67%		33%
14. Checks for understanding throughout conversations or group presentations/discussions	15	3.13	86.7	13%	60%		27%
15. An effective listener who is responsive to information needs.	15	3.07	80.0	20%	53%		27%

Time Comparisons by Item
Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
11. Delivers well-prepared, informed, poised and succinct presentations.	3.47	3.53	+0.06 ▲
12. Communicates effectively with colleagues and customers	3.47	3.27	-0.20 ▼
13. Able to deliver presentations.	3.35	3.33	-0.02 ▼
14. Checks for understanding throughout conversations or group presentations/discussions	3.18	3.13	-0.04 ▼
15. An effective listener who is responsive to information needs.	3.00	3.07	+0.07 ▲

Comments:
- _____ excels in defining outcomes and expectations. He isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. He is very effective in his communication. The thing I most appreciate about _____ is his enthusiasm about work, his dedication to teach others, and his passion to improve processes.
- Always has a positive, cheerful, and strong attitude.
- _____ is aware that he can come off as intimidating, and recognizes that fact in certain instances.
- _____ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. _____ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- He exceeded all of my expectations.   The outcome of this work was very successful, in great part to _____'s work.
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time).   when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.

Establishing Focus/Direction

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
16. Aligns the department's goals with the goals of the organization.	15	3.40	93.3	7%	47%		47%
17. Sets appropriate goals for employees.	15	3.27	93.3	7%	60%		33%
18. Helps guide employees with prioritizing tasks.	14	3.00	92.9	7%	79%		14%
19. Functions well under stress, deadlines, and/or significant workloads.	15	3.47	100.0		53%		47%
20. Maintains self-control when personally criticized.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
16. Aligns the department's goals with the goals of the organization.	3.65	3.40	-0.25 ▼
17. Sets appropriate goals for employees.	3.47	3.27	-0.20 ▼
18. Helps guide employees with prioritizing tasks.	3.12	3.00	-0.12 ▼
19. Functions well under stress, deadlines, and/or significant workloads.	3.59	3.47	-0.12 ▼
20. Maintains self-control when personally criticized.	3.29	3.40	+0.11 ▲

Comments:
- _____ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.
- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.
- _____ works very well with other departments.
- _____ 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 definietly the person to redirect the work of [CompanyName] and make it a viable entity.
- He always asks and seeks the advice of the whole leadership he listens to what we have to say.
- People come and go in this organization and I can say with no reservation that _____ is a colleague I will miss the most when he retires.

Persuasion and Influence

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. Seeks to obtain consensus or compromise.	15	3.53	100.0			47%	53%
22. Attempts to persuade others rather than simply control them.	15	3.00	80.0	20%	60%		20%
23. Persuades others to consider alternative points of view.	15	2.87	80.0	20%	73%		7%
24. Communicates effectively with others.	15	3.47	100.0		53%	47%	
25. Has excellent influencing/negotiating skills.	15	3.67	100.0		33%	67%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
21. Seeks to obtain consensus or compromise.	3.35	3.53	+0.18 ▲
22. Attempts to persuade others rather than simply control them.	3.00	3.00	
23. Persuades others to consider alternative points of view.	2.88	2.87	-0.02 ▼
24. Communicates effectively with others.	3.00	3.47	+0.47 ▲
25. Has excellent influencing/negotiating skills.	3.76	3.67	-0.10 ▼

Comments:
- I feel _____ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- Expectations are not always clearly communicated/outlined.
- Uses visual aids to communicate progress to your team.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- _____ is an excellent manager, our dept.is a good place to work with his as a boss
- You need to put yourself in a leadership role.   Lead by your positivity and encouragement of others.

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
26. Keeps themselves and others focused on constant improvement.	15	3.40	93.3	7%	47%	47%	
27. Takes a lot of pride in their work.	15	3.33	93.3	7%	53%	40%	
28. Produces high quality work.	15	3.53	100.0		47%	53%	
29. Is planful and organized.	15	3.67	100.0		33%	67%	
30. Demonstrates the functional or technical skills necessary to do their job.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change	
26. Keeps themselves and others focused on constant improvement.	3.53	3.40	-0.13	▼
27. Takes a lot of pride in their work.	3.12	3.33	+0.22	▲
28. Produces high quality work.	3.41	3.53	+0.12	▲
29. Is planful and organized.	3.59	3.67	+0.08	▲
30. Demonstrates the functional or technical skills necessary to do their job.	3.41	3.33	-0.08	▼

Comments:
- Is self-aware of own strength and weakness.   Asking for help by adding another manager.
- He has consistently been a strong advocate for me and my team.
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- Loyalty. Willingness to get it right.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which _____ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- _____ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.

Empowering 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
31. Provides support and resources needed to accomplish goals.	15	3.20	86.7	13%	53%		33%
32. Allows employees to make their own decisions.	15	3.40	100.0		60%		40%
33. Allows individuals to be responsible for their decisions.	15	3.20	86.7	13%	53%		33%
34. Gives employees the opportunity to make their own decisions at work.	15	3.27	93.3	7%	60%		33%
35. Lets employees make their own decisions.	15	3.00	80.0	20%	60%		20%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
31. Provides support and resources needed to accomplish goals.	3.18	3.20	+0.02 ▲
32. Allows employees to make their own decisions.	3.35	3.40	+0.05 ▲
33. Allows individuals to be responsible for their decisions.	3.18	3.20	+0.02 ▲
34. Gives employees the opportunity to make their own decisions at work.	2.88	3.27	+0.38 ▲
35. Lets employees make their own decisions.	3.18	3.00	-0.18 ▼

Comments:
- He has put together a fantastic leadership group that keeps the customer experience first and foremost.
- _____ addresses questions/concerns quickly and listens to staffs' needs.
- _____ has a Competency mindset.   He is always looking for how we as an organization and specifically his department can improve.
- _____ 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.
- _____ has high expectations of himself and his employees.   He does an excellent job of managing the department.
- _____ is honest, does what he says he is going to do and can be counted on to be timely in his communication.

Teamwork

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Carries his/her share of the workload	15	3.20	93.3	7%	67%		27%
37. Coaches team on how to solve problems, plan, and meet organizational goals and objectives.	15	3.27	93.3	7%	60%		33%
38. Encourages collaboration with other departments.	15	3.27	86.7	13%	47%		40%
39. Identifies and resolves conflicts within the team to increase team effectiveness	15	3.13	86.7	13%	60%		27%
40. Willingly share their technical expertise	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change	
36. Carries his/her share of the workload	3.18	3.20	+0.02	▲
37. Coaches team on how to solve problems, plan, and meet organizational goals and objectives.	3.35	3.27	-0.09	▼
38. Encourages collaboration with other departments.	3.24	3.27	+0.03	▲
39. Identifies and resolves conflicts within the team to increase team effectiveness	3.59	3.13	-0.45	▼
40. Willingly share their technical expertise	3.29	3.40	+0.11	▲

Comments:

- I can't think of a single thing _____ could improve upon.
- _____ is passionate about his role and does a fantastic job of working with other departments to improve process flows.
- Completes variance analysis and identifies corrective actions.
- _____ is able to multitask in a variety of ways.
- _____ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance he may receive from his peers.
- _____ is a true transformational leader who focuses on developing the talents and interests of individual staff members.   With six departments reporting to her, he has broadened his perspective from seeing individual departments, to visions of integrated teams that are customer centered.

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. ...treats others with respect and dignity.	15	3.33	93.3	7%	53%		40%
42. Is able to see issues from others' perspectives.	15	3.33	93.3	7%	53%		40%
43. Supports the efforts of other employees in implementing solutions to problems.	15	3.13	86.7	13%	60%		27%
44. Forms working relationships with employees from other departments.	15	3.00	86.7	13%	73%		13%
45. Respects the opinions of other employees.	15	3.53	100.0		47%		53%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
41. ...treats others with respect and dignity.	3.29	3.33	+0.04 ▲
42. Is able to see issues from others' perspectives.	3.41	3.33	-0.08 ▼
43. Supports the efforts of other employees in implementing solutions to problems.	3.35	3.13	-0.22 ▼
44. Forms working relationships with employees from other departments.	3.18	3.00	-0.18 ▼
45. Respects the opinions of other employees.	3.35	3.53	+0.18 ▲

Comments:
- _____ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- You can always count on _____ to respond to emails and telephone calls and follow through with committments.
- He is a great mentor and coach. I look forward to working with _____ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- He consistently conducts himself with professionalism and represents our unit well.
- I think _____ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage him to sit down with his staff and peers for the learning and growth opportunities that are available within our unit.
- Always steps up if help is needed.

Entrepreneurship

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
46. Seeks and utilizes mentors to help guide professional development.	15	3.00	86.7	13%	73%		13%
47. Maintains a high level of energy to respond to demands of the job.	15	3.20	93.3	7%	60%	33%	
48. Understands the processes and various stages of business development.	15	3.20	93.3	7%	67%	27%	
49. Is comfortable operating in an environment of uncertainty.	15	3.40	93.3	7%	47%	47%	
50. Encourages dynamic growth opportunities.	15	3.13	80.0	7% 13%	40%	40%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
46. Seeks and utilizes mentors to help guide professional development.	3.24	3.00	-0.24 ▼
47. Maintains a high level of energy to respond to demands of the job.	3.00	3.20	+0.20 ▲
48. Understands the processes and various stages of business development.	3.18	3.20	+0.02 ▲
49. Is comfortable operating in an environment of uncertainty.	3.35	3.40	+0.05 ▲
50. Encourages dynamic growth opportunities.	3.29	3.13	-0.16 ▼

Comments:
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- _____ has been a strong leader at [CompanyName] for many years, and he will be missed.
- 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.
- I his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- _____ has made a lot of headway in transforming his team this last year.   A number of changes to structure and job descriptions have been made.
- _____ leads by example in each of the areas noted above.

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?

- _____ supports each security officer in such a way that you want to grow and improve in what you do.
- His work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- He is strong and firm in his decisions, but involves his entire team in those decisions.
- _____ exceeds in above in all he does.
- He stays in his office, and is largely oblivious to the daily activities of customer service.
- 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.'•

What do you like best about working with this individual?

- I have observed _____ work with his staff and team on improvement activities.   He has assigned" lead people to work on projects given their strengths.   _____ does take action when there are employees who do not fit with the organization mission and values.
- _____ sometimes struggles with clarity in his communication and his understanding of operational issues.
- I know _____ is working with his director and HR business partner in understanding his role as a operational manager.
- _____ is very supportive of Core Competency and concepts. The one concept that _____ refers to consistently is what we respect most is people's ability to think.
- When in meetings in _____'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring their is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.
- He is a natural and perfect fit for the CFO position.

What do you like least about working with this individual?

- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- As I have indicated above, _____ has had a difficult time in defining his role as manager within the department.
  As the manager of the department I appreciate _____'s engagement since last month and I am hopeful that he will grow in his leadership role.
- Reliability-needs to delegate meetings to others that can handle the work. He has created a team that are experts and should allow more independence for development.
- He allows self-starter employees to take ownership of tasks/improvements and doesn't hover , but is available when you need him. He has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.

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

- I'm not sure if management is _____'s niche, but given his lack of experience in this capacity and the lack of direction that has been set forth, he's done pretty well in this role.
- _____ is very responsive and provides great support service.
- He is open to feedback and actively tries to improve.
- _____ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- _____ is a new manager and it is clear that he wants to do well and engage his team.
- _____ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.

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

* _____'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization.   I especially appreciate _____'s approachability.   There is nothing off limits - honesty and open communication are expected and valued.
* Great addition to the department!
* He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
* _____ always goes above and beyond in his daily work.
* He is doing great work with the CCO.   The role of COO is new at [CompanyName] and needs better definition over the long pull.
* _____ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.

Any final comments?

* He guides, influences, supports, facilitates his team towards the achievement of goals.
* _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
* _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
* Always looking for ways to grow as a person.   Inspires others to do the same.
* He is a dedicated person who inspires excellence in both staff and customer service.
* 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.