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.
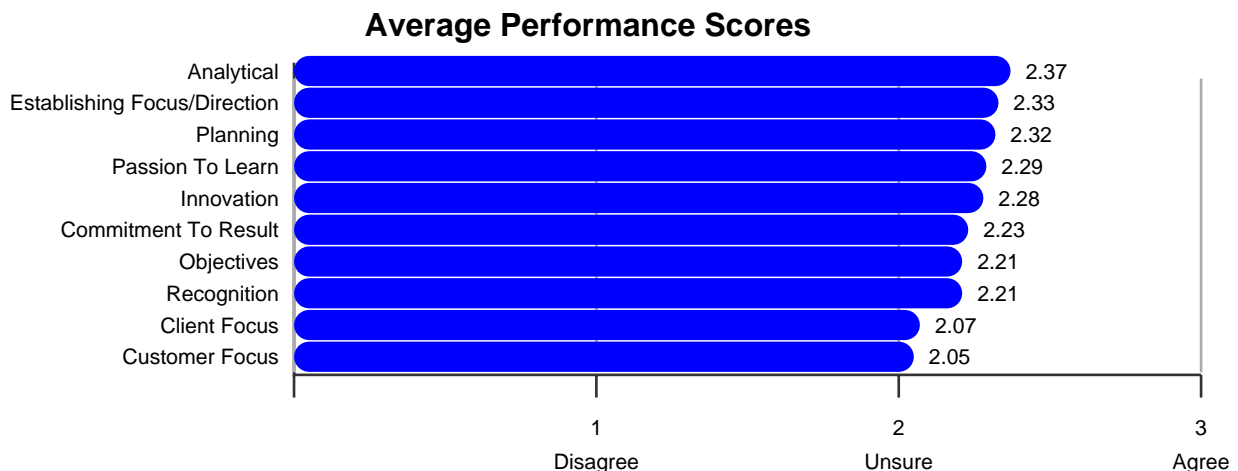
What to Do with Your Feedback

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.
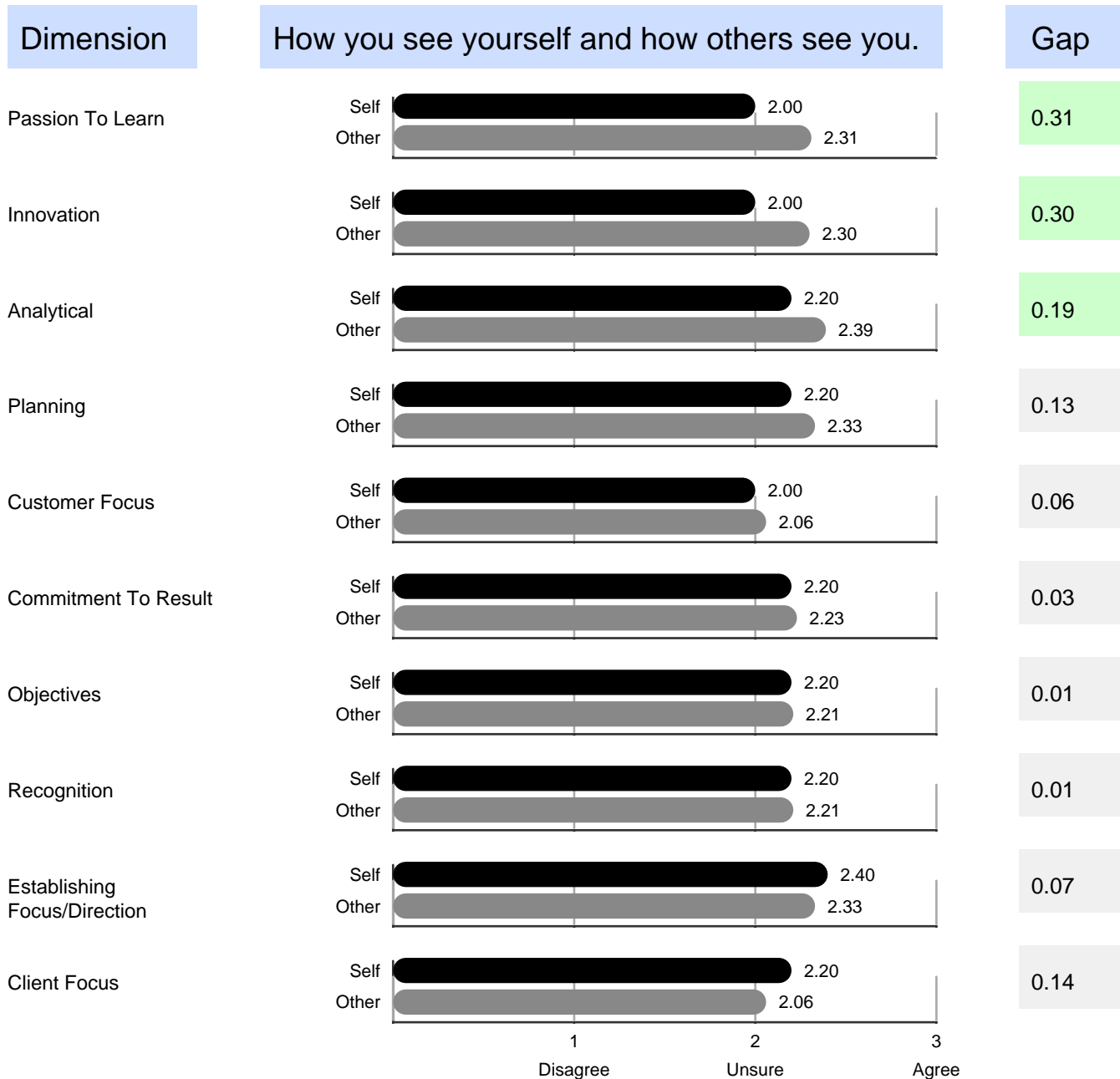
Summary

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

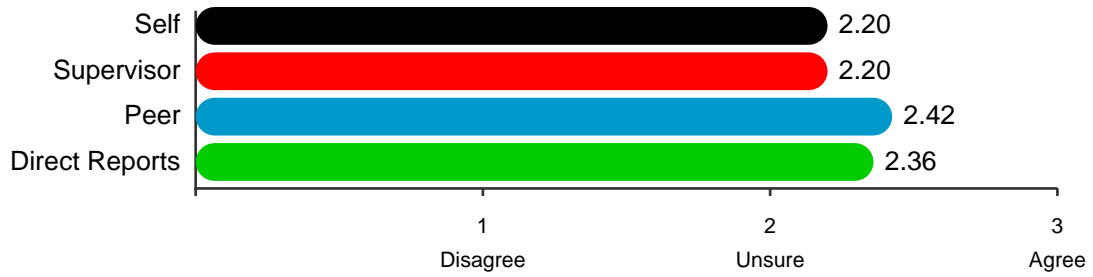| Dimension	Score
Analytical	2.37
Establishing Focus/Direction	2.33
Planning	2.32
Passion To Learn	2.29
Innovation	2.28
Commitment To Result	2.23
Objectives	2.21
Recognition	2.21
Client Focus	2.07
Customer Focus	2.05

Scale: 1 = Disagree, 2 = Unsure, 3 = Agree

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
Passion To Learn	Self 2.00 / Other 2.31	0.31
Innovation	Self 2.00 / Other 2.30	0.30
Analytical	Self 2.20 / Other 2.39	0.19
Planning	Self 2.20 / Other 2.33	0.13
Customer Focus	Self 2.00 / Other 2.06	0.06
Commitment To Result	Self 2.20 / Other 2.23	0.03
Objectives	Self 2.20 / Other 2.21	0.01
Recognition	Self 2.20 / Other 2.21	0.01
Establishing Focus/Direction	Self 2.40 / Other 2.33	0.07
Client Focus	Self 2.20 / Other 2.06	0.14

1 Disagree   2 Unsure   3 Agree

Analytical

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.42
Direct Reports	2.36

```
        1              2              3
     Disagree       Unsure         Agree
```

1. Selects the appropriate techniques for analysis.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

2. Analyzes data and information from several sources and arrives at logical conclusions.

Self	3.00
Supervisor	1.00
Peer	2.88
Direct Reports	2.20

3. Balances risks and costs with the rewards and probabilities of success when decisions.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.80

4. Prioritizes various actions to be taken when solving a problem.

Self	2.00
Supervisor	1.00
Peer	2.75
Direct Reports	2.40

5. Asks the "right" questions to size up or evaluate situations.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

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        1              2              3
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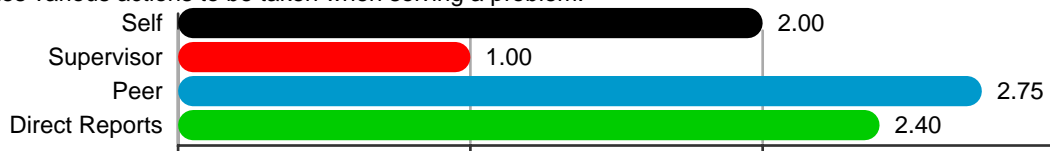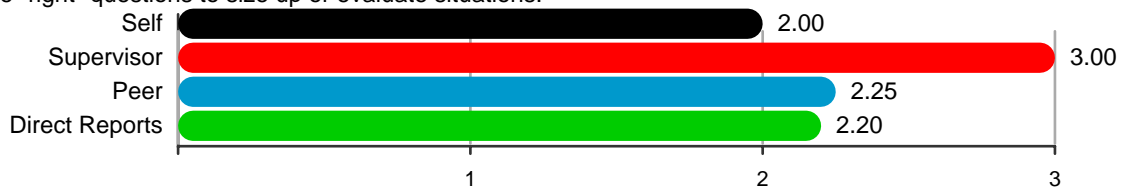
Level of Skill

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 (Disagree) to green (Agree).
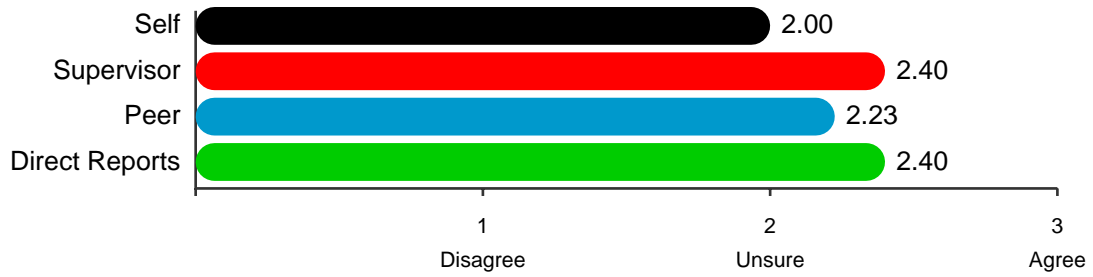
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Selects the appropriate techniques for analysis.	15	2.27	33.3	7%	60%	33%
2. Analyzes data and information from several sources and arrives at logical conclusions.	15	2.53	73.3	20%	7%	73%
3. Balances risks and costs with the rewards and probabilities of success when decisions.	15	2.33	40.0	7%	53%	40%
4. Prioritizes various actions to be taken when solving a problem.	15	2.47	53.3	7%	40%	53%
5. Asks the "right" questions to size up or evaluate situations.	15	2.27	40.0	13%	47%	40%

Comments:

- _____'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.
- _____ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- _____ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.
- 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.
- This has been a challenging year for _____ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- Seek and provide critical feedback.

Innovation

Summary Scores

Self	2.00
Supervisor	2.40
Peer	2.23
Direct Reports	2.40

1 — Disagree
2 — Unsure
3 — Agree

6. Develops new products and services.

Self	2.00
Supervisor	2.00
Peer	2.12
Direct Reports	2.20

7. Encourages open communication to ensure that all proposals are considered.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	1.80

8. Implements best practices within the department.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

9. Analyzes current procedures and identifies opportunities for improvement.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.60

10. Builds upon the ideas and solutions of others.

Self	2.00
Supervisor	1.00
Peer	2.38
Direct Reports	3.00

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 (Disagree) to green (Agree).
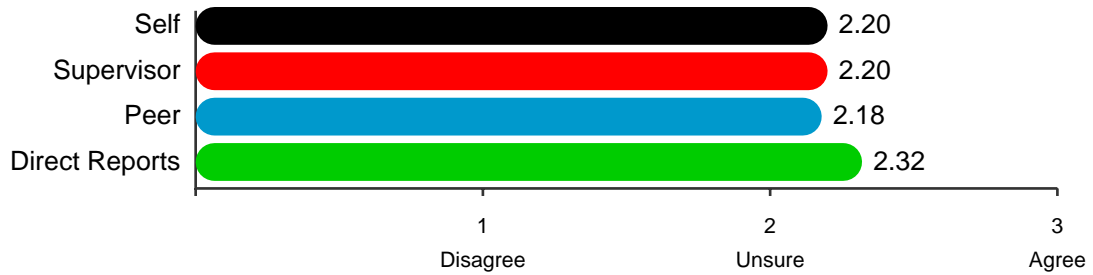
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Develops new products and services.	15	2.13	33.3	20%	47%	33%
7. Encourages open communication to ensure that all proposals are considered.	15	2.07	26.7	20%	53%	27%
8. Implements best practices within the department.	15	2.33	40.0	7%	53%	40%
9. Analyzes current procedures and identifies opportunities for improvement.	15	2.40	53.3	13%	33%	53%
10. Builds upon the ideas and solutions of others.	15	2.47	60.0	13%	27%	60%

Comments:
- He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- _____ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.
- He has the ability to look at the system as a whole and make solid long range decisions.
- I look forward to working with his in his new role.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
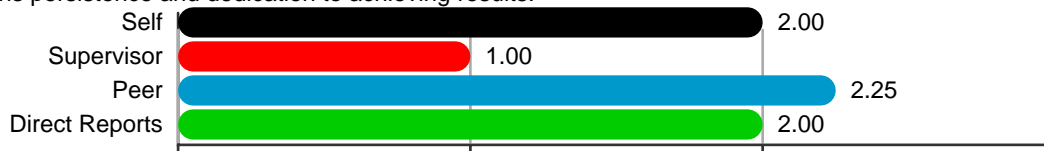
Commitment To Result

Summary Scores

	Score
Self	2.20
Supervisor	2.20
Peer	2.18
Direct Reports	2.32

Scale: 1 Disagree — 2 Unsure — 3 Agree

11. Encourages commitment in others to obtain results.

	Score
Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.60

12. Able to focus on a task even when working alone.

	Score
Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.80

13. Maintains persistence and dedication to achieving results.

	Score
Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.00

14. Takes immediate action toward goals.

	Score
Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.60

15. Coordinates all department activities into a cohesive team effort.

	Score
Self	3.00
Supervisor	2.00
Peer	2.29
Direct Reports	2.60

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 (Disagree) to green (Agree).
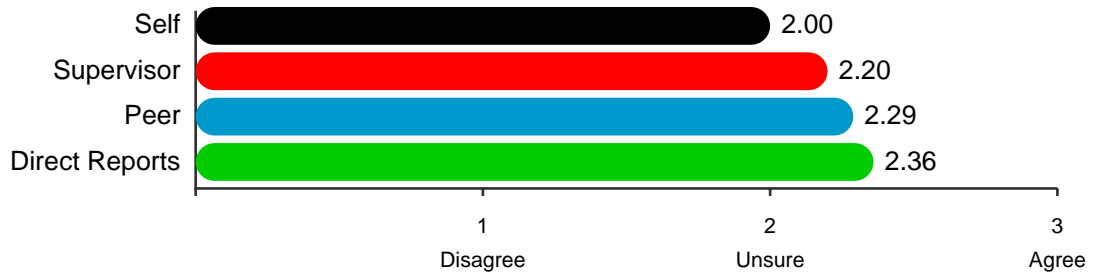
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Encourages commitment in others to obtain results.	15	2.33	40.0	7%	53%	40%
12. Able to focus on a task even when working alone.	15	2.07	20.0	13%	67%	20%
13. Maintains persistence and dedication to achieving results.	15	2.07	26.7	20%	53%	27%
14. Takes immediate action toward goals.	15	2.27	40.0	13%	47%	40%
15. Coordinates all department activities into a cohesive team effort.	14	2.43	50.0	7%	43%	50%

Comments:
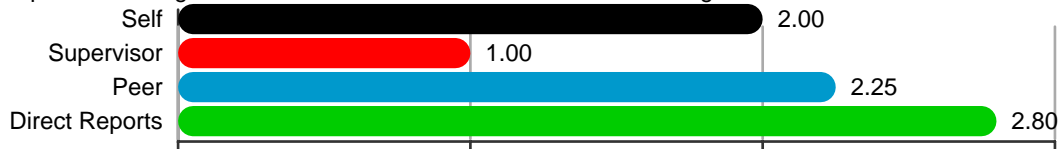
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- _____ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.
- I have not been directly involved in making hiring decisions with him, but I do know that he makes a point to ensure all stakeholders are involved in the process and decision.
- _____ is a great asset to our department.   He is always available when issues arise & help is needed to solve problems.
- _____ is a great team member. His technical skills are impeccable...great to see you in MBA program. Keep going.
- Seek and provide critical feedback.

Passion To Learn

Summary Scores

Self	2.00
Supervisor	2.20
Peer	2.29
Direct Reports	2.36

1 — Disagree
2 — Unsure
3 — Agree

16. Will participate in training classes even if offered outside of normal working hours.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.80

17. Exhibits willingness to upgrade skills through additional training and education.

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.00

18. Creates an environment that supports personal development and exploration.

Self	2.00
Supervisor	3.00
Peer	1.71
Direct Reports	2.20

19. Holds self and associates accountable for goal achievement.

Self	2.00
Supervisor	1.00
Peer	2.29
Direct Reports	2.40

20. Is committed to enhancing their own knowledge and skills.

Self	2.00
Supervisor	3.00
Peer	2.62
Direct Reports	2.40
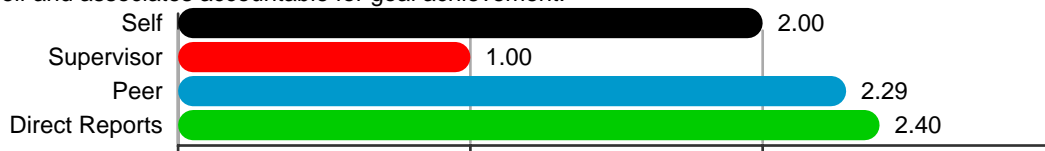
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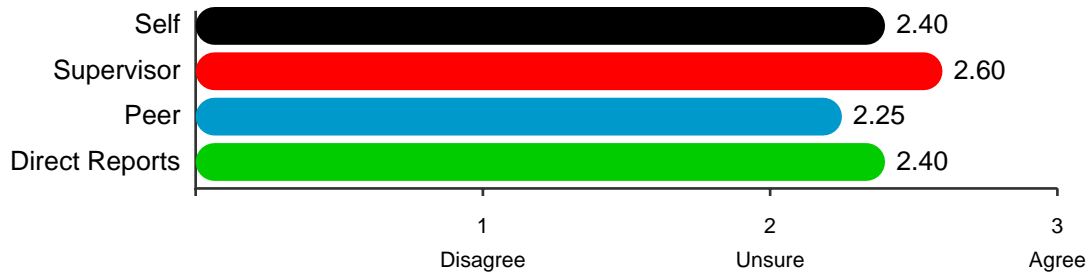
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Will participate in training classes even if offered outside of normal working hours.	15	2.33	46.7	13%	40%	47%
17. Exhibits willingness to upgrade skills through additional training and education.	15	2.33	40.0	7%	53%	40%
18. Creates an environment that supports personal development and exploration.	14	2.00	14.3	14%	71%	14%
19. Holds self and associates accountable for goal achievement.	14	2.21	42.9	21%	36%	43%
20. Is committed to enhancing their own knowledge and skills.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ came to [CompanyName] and has done a wonderful job of getting the message out.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- He is truly a great example of Competency improvement as he continuously improves his skills and abilities.
- _____ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- 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.
- I have not been directly involved in making hiring decisions with him, but I do know that he makes a point to ensure all stakeholders are involved in the process and decision.

Establishing Focus/Direction

Summary Scores

Self		2.40
Supervisor		2.60
Peer		2.25
Direct Reports		2.40

1	2	3
Disagree	Unsure	Agree

21. Helps guide employees with prioritizing tasks.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	3.00

22. Makes sure that employees understand how their work relates to organizational goals.

Self	3.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

23. Aligns the department's goals with the goals of the organization.

Self	3.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

24. Sets appropriate goals for employees.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

25. Stays focused even when under pressure and stress.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.60

1	2	3
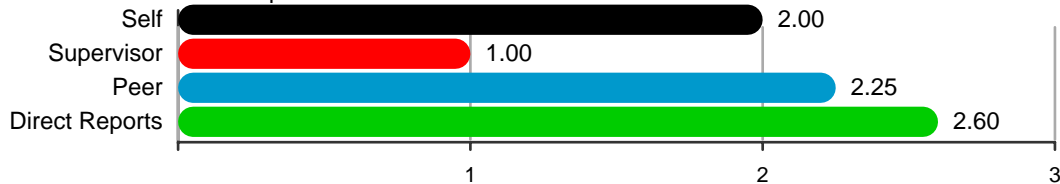
Level of Skill

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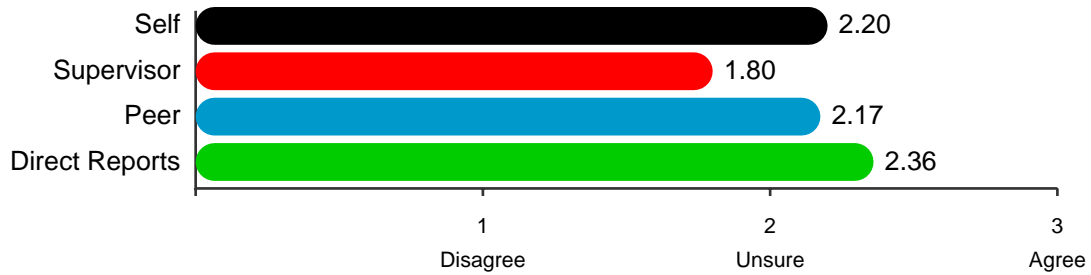
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Helps guide employees with prioritizing tasks.	15	2.60	66.7	7%	27%	67%
22. Makes sure that employees understand how their work relates to organizational goals.	15	2.33	40.0	7%	53%	40%
23. Aligns the department's goals with the goals of the organization.	15	2.07	20.0	13%	67%	20%
24. Sets appropriate goals for employees.	15	2.40	53.3	13%	33%	53%
25. Stays focused even when under pressure and stress.	15	2.27	53.3	27%	20%	53%

Comments:
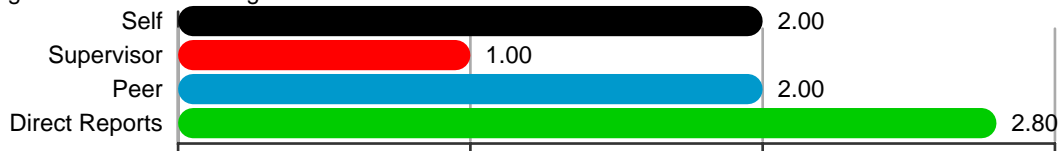- I would encourage _____ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see his in the rooms helping in the mornings.   Well liked by staff.
- He makes me feel like an important and valued team member.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- _____ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.

Objectives

Summary Scores

Self	2.20
Supervisor	1.80
Peer	2.17
Direct Reports	2.36

1 Disagree   2 Unsure   3 Agree

26. Sets long-term and short-term goals.

Self	2.00
Supervisor	1.00
Peer	2.00
Direct Reports	2.80

27. Works toward achieving established goals and objectives.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.60

28. Effectively organizes resources and plans

Self	2.00
Supervisor	2.00
Peer	2.38
Direct Reports	2.80

29. Able to organize work.

Self	3.00
Supervisor	2.00
Peer	2.38
Direct Reports	3.00

30. Encourages me to take on greater responsibility.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	1.60

1   2   3
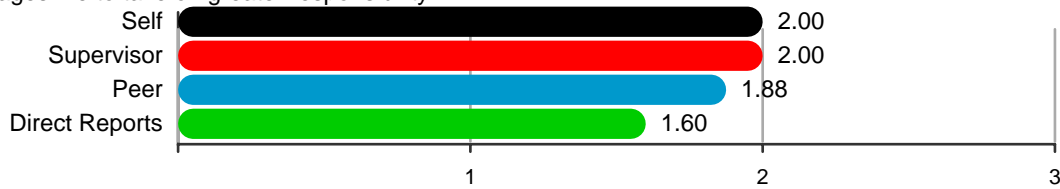
Level of Skill

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Sets long-term and short-term goals.	15	2.20	33.3	13%	53%	33%
27. Works toward achieving established goals and objectives.	15	2.00	26.7	27%	47%	27%
28. Effectively organizes resources and plans	15	2.47	53.3	7%	40%	53%
29. Able to organize work.	15	2.60	60.0		40%	60%
30. Encourages me to take on greater responsibility.	15	1.80	13.3	33%	53%	13%

Comments:
- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.
- _____ has high expectations of himself and his employees.   He does an excellent job of managing the department.
- _____ 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.   When taking on a project, initiative or educational need, he always ensures there is a purpose behind the work that's being accomplished.
- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- He often will say he doesn't need the details or that he already knows and doesn't need an explanation.
- He really wants the best for [CompanyName] and I see him consistently use that as a decision-making barometer.

Client Focus

Summary Scores
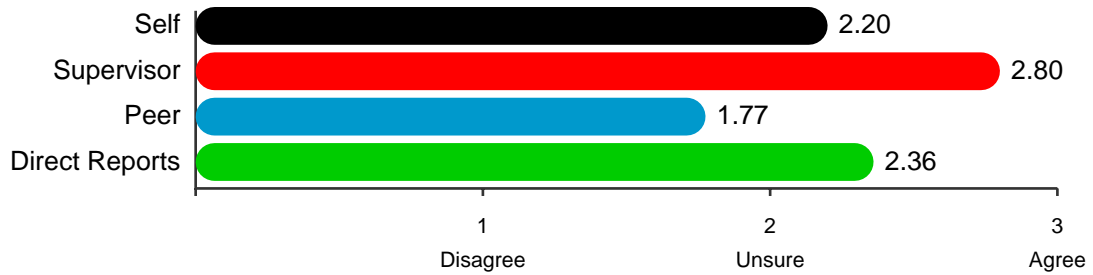
31. Looks for opportunities that have a positive impact on Clients.

32. Ensures client commitments and requirements are met or exceeded

33. Forms strong client relationships

34. Is pro-active in dealing with clients and addressing their needs.

35. Obtains feedback to ensure client needs are being met.

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 (Disagree) to green (Agree).
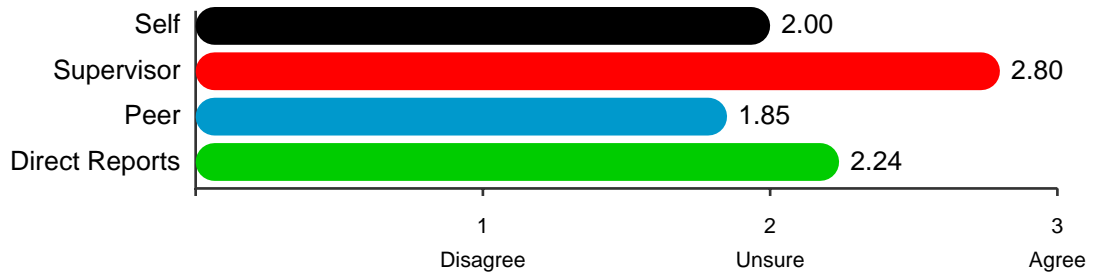
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Looks for opportunities that have a positive impact on Clients.	15	2.13	33.3	20%	47%	33%
32. Ensures client commitments and requirements are met or exceeded	15	2.13	33.3	20%	47%	33%
33. Forms strong client relationships	15	2.07	33.3	27%	40%	33%
34. Is pro-active in dealing with clients and addressing their needs.	15	2.13	26.7	13%	60%	27%
35. Obtains feedback to ensure client needs are being met.	15	1.87	20.0	33%	47%	20%

Comments:
- He has created a highly engaged team and manages a diverse group of individuals very well.
- He is very knowledgeable and is always willing to lend a helping hand!
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- _____'s style of leading a team is both refreshing and different than what I have experienced in the past.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- He has hired good people, and developed strong relationship's with finance.

Customer Focus

Summary Scores

Self	2.00
Supervisor	2.80
Peer	1.85
Direct Reports	2.24

```
        1           2           3
     Disagree     Unsure      Agree
```

36. ...friendliness and courtesy

Self	2.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.00

37. Ensures all customer commitments and requirements are met or exceeded.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.00

38. Does not hesitate to address customer concerns or complaints.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.20

39. Considers customers point of view when making decisions.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

40. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.

Self	2.00
Supervisor	2.00
Peer	1.75
Direct Reports	2.60

```
        1           2           3
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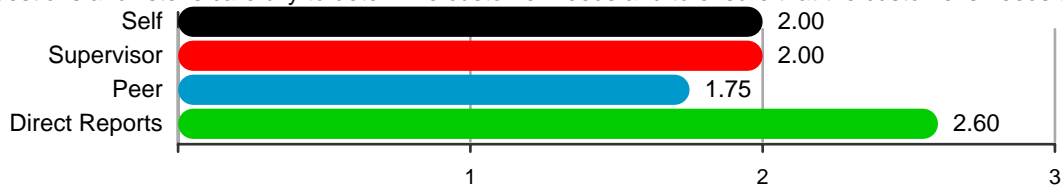
Level of Skill

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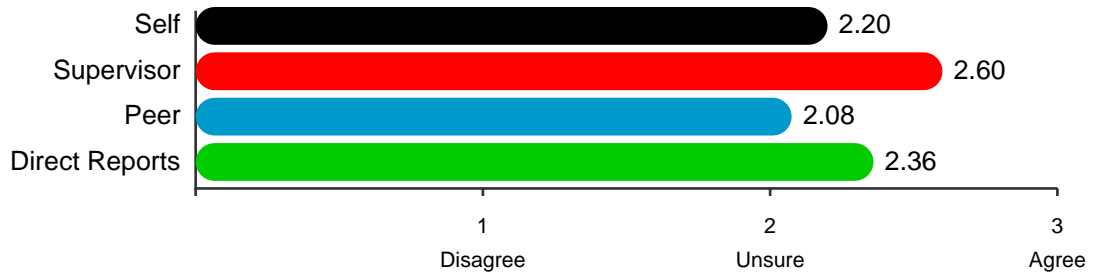
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. ...friendliness and courtesy	15	1.87	20.0	33%	47%	20%
37. Ensures all customer commitments and requirements are met or exceeded.	15	1.93	13.3	20%	67%	13%
38. Does not hesitate to address customer concerns or complaints.	15	2.07	33.3	27%	40%	33%
39. Considers customers point of view when making decisions.	15	2.33	33.3		67%	33%
40. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.
- I appreciate his commitment in this area.
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- I have found that _____ takes feedback very well.   Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- He is open to new ideas and ways to improve the service we provide.

Recognition

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.08
Direct Reports	2.36

```
              1              2              3
          Disagree       Unsure         Agree
```

41. Compliments other people when they do good work

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

42. Recognizes team members who offer a significant contribution to a project.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

43. Offers recognition in a timely manner.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.20

44. Makes people around them feel appreciated and valued.

Self	2.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.60

45. Recognizes individuals for a specific outstanding achievement.

Self	3.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.60

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              1              2              3
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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 (Disagree) to green (Agree).
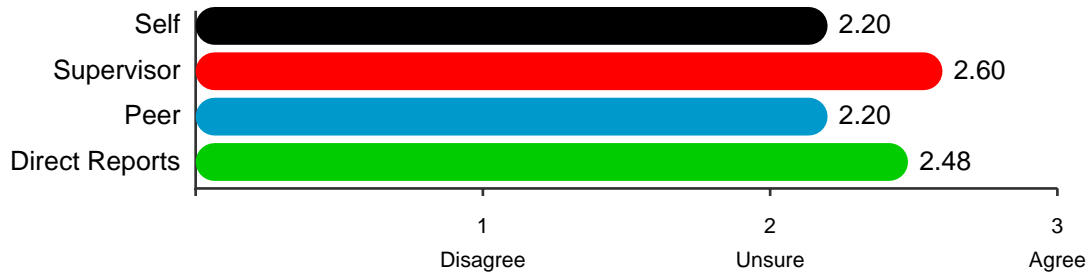
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Compliments other people when they do good work	15	2.00	26.7	27%	47%	27%
42. Recognizes team members who offer a significant contribution to a project.	15	2.13	33.3	20%	47%	33%
43. Offers recognition in a timely manner.	15	2.20	40.0	20%	40%	40%
44. Makes people around them feel appreciated and valued.	15	2.20	26.7	7%	67%	27%
45. Recognizes individuals for a specific outstanding achievement.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ is very sharp and plays a vital role in this organization
- Our organization is a better place because of his and his future focus.
- Has one of the strongest work ethics I've ever encountered in a team member.
- _____ is continuously looking for ways to learn and grow as a manager. He has shown a willingness to take suggestions from the staff as well.
- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- _____'s leadership in finance and strategy is exemplary.   However, his ability to use his team and discuss direction is an area where he can improve.

Planning

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.20
Direct Reports	2.48

```
            1              2              3
        Disagree        Unsure         Agree
```

46. Anticipates obstacles and ways to overcome them.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

47. Able to identify the needs of the department before a major change.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

48. Delegates role to team members to accomplish goals.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

49. Able to look ahead (beyond the present) when addressing the work/needs of the department.

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.40

50. Works in an organized manner

Self	3.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.80

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            1              2              3
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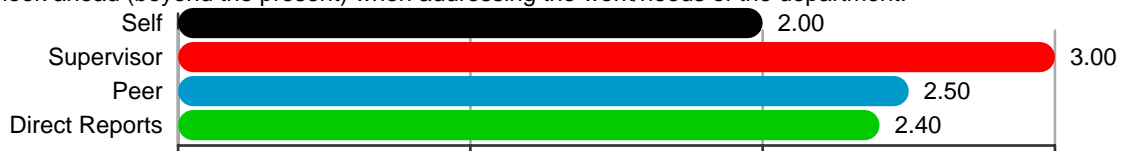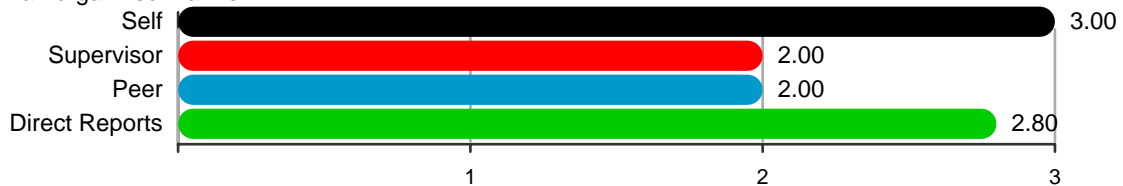
Level of Skill

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Anticipates obstacles and ways to overcome them.	15	2.27	26.7		73%	27%
47. Able to identify the needs of the department before a major change.	15	2.13	26.7	13%	60%	27%
48. Delegates role to team members to accomplish goals.	15	2.40	40.0		60%	40%
49. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	2.47	46.7		53%	47%
50. Works in an organized manner	15	2.33	46.7	13%	40%	47%

Comments:
- I have participated in multiple interviews with _____ and he is always clear that the individual selected be one with the right talents- not just skills.
- _____ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- Is self-aware of own strength and weakness.   Asking for help by adding another manager.
- He is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- _____ manages everyone else time very well. He puts everything out there, his soul, his time and his energy all to ensure a good outcome.

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?

- 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.
- _____ is a wonderful partner.   He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- He is an excellent communicator.   The only real opportunity I see is around translating his data and observations into solid action plans to drive improvement.
- The staff are so energetic and encouraging of each other.   They all look out for each other in each unit and appreciate all of their team mates.
- Cannot think of anything
- It's been a pleasure to work for him.

What do you like best about working with this individual?

- _____ has great communication skills and is a dependable member of the team.
- _____ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- I have found that _____ takes feedback very well.   Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- _____ is a great leader. He has excellent communication skills and has a wonderful leadership style.
- He has deep technical expertise in a number of areas of human resource management.
- Appreciate _____'s willingness to participate on leadership in expanding research activity.

What do you like least about working with this individual?

- _____ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support _____ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by _____ without his bringing them before the team for discussion.
- _____ 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.
- I like that he challenges me.
- _____ strives to be professional with each and every interaction and I think inspires confidence.
- We have made improvements in our documentation and have decreased duplicate reporting.
- He is trustworthy, dependable, positive attitude, and team focused.

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

- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.
- _____ has been a tremendous resource for my own professional development in this department and in recruitment. He openly provides feedback, talks through issues/questions, and engages me in the entire process. He finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!
- _____ is a new manager and it is clear that he wants to do well and engage his team.
- Be being better organized. It would help with prioritizing.

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

*   _____ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. _____ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we funtion as one corporation.
*   _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
*   _____ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.
*   _____ is a very effective leader. His ability to drill down to find root cause with regards to issues, allows him to pin point the real issue instead of the surface issues.
*   Expectations are not always clearly communicated/outlined.
*   _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.

Any final comments?

*   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.
*   _____ 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.
*   I have been in the work force for over 30 years and had outstanding directors and leaders, however _____ surpasses anyone I met before.
*   I really appreciate him as a member of the team.
*   He is a dedicated person who inspires excellence in both staff and customer service.
*   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.