



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.

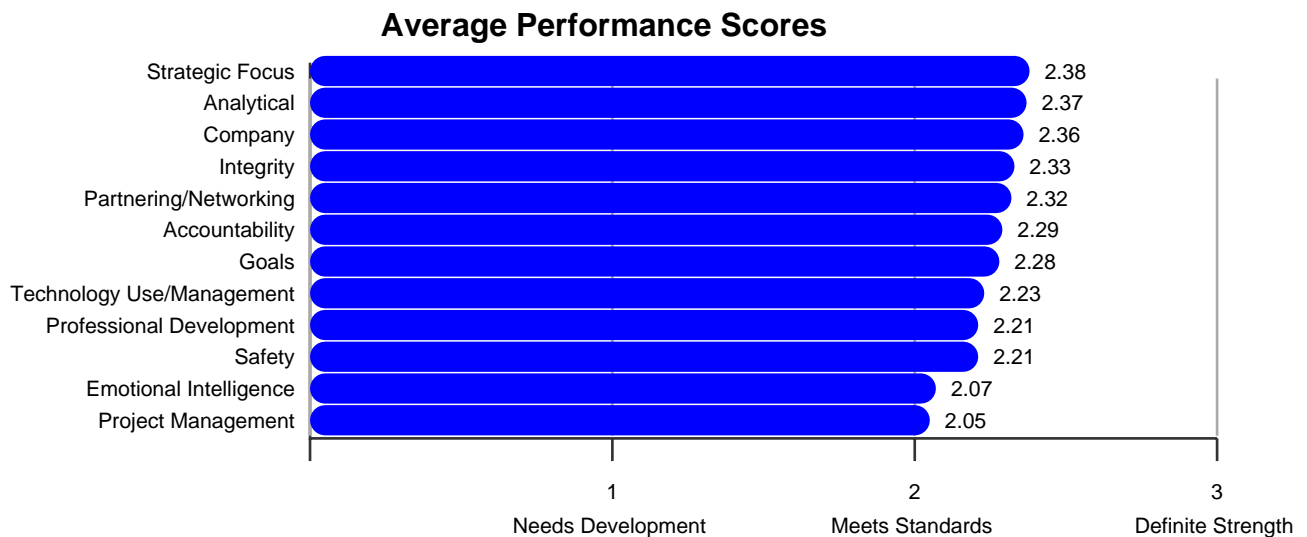
## What to Do with Your Feedback

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

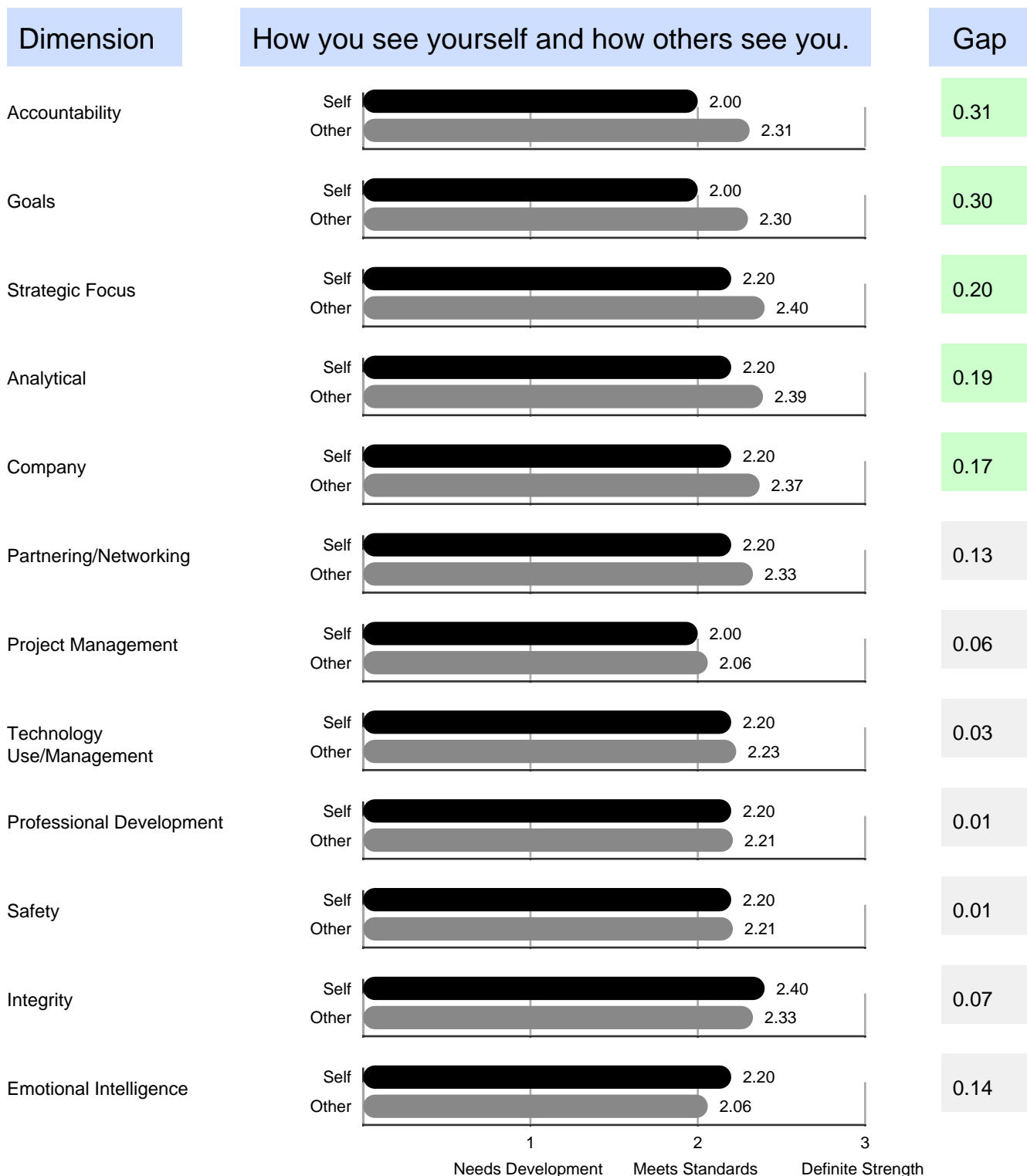
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



# Analytical

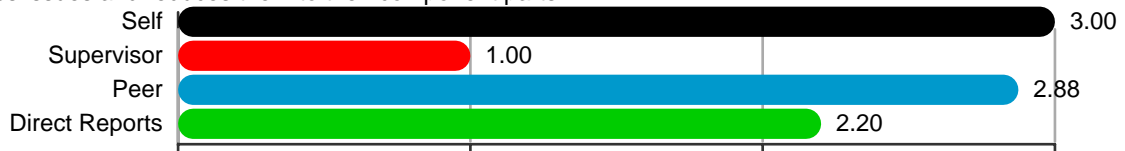
## Summary Scores



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



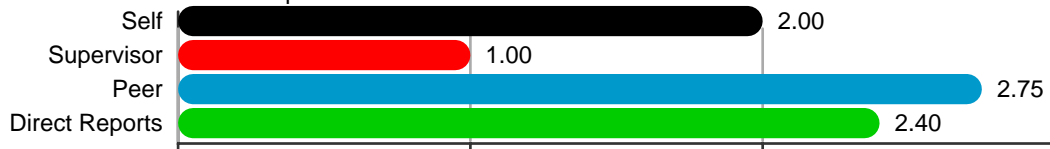
2. Analyzes issues and reduces them to their component parts.



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



4. Implements data validation techniques and methods.



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



## 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Analyzes data and information from several sources and arrives at logical conclusions.	15	2.27	33.3	7%	60%	33%
2. Analyzes issues and reduces them to their component parts.	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. Implements data validation techniques and methods.	15	2.47	53.3	7%	40%	53%
5. Prioritizes various actions to be taken when solving a problem.	15	2.27	40.0	13%	47%	40%

### Comments:

- \_\_\_\_\_ has improved with his follow-up assignments from meetings.
- He also cares about me as a person. I have learned a lot from his and look forward to learning more.
- \_\_\_\_\_ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.
- While encouraging folks to continue with their education, he is also continuing with his education.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to \_\_\_\_\_ last month.
- He is the only manager in the department to help us when we are short.

# Goals

## Summary Scores



### 6. Understands & contributes to development of strategic goals.



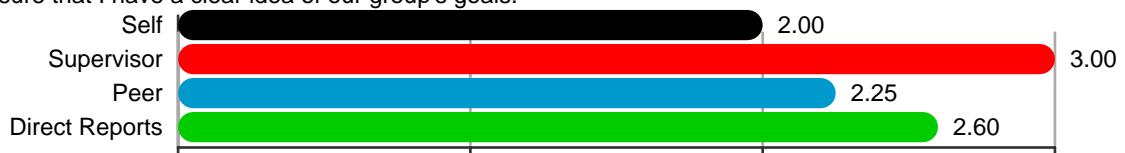
### 7. Establishes and documents goals and objectives.



### 8. Achieves established goals.



### 9. Makes sure that I have a clear idea of our group's goals.



### 10. Makes sure that team members have a clear idea of our group's 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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Understands & contributes to development of strategic goals.	15	2.13	33.3	20%	47%	33%
7. Establishes and documents goals and objectives.	15	2.07	26.7	20%	53%	27%
8. Achieves established goals.	15	2.33	40.0	7%	53%	40%
9. Makes sure that I have a clear idea of our group's goals.	15	2.40	53.3	13%	33%	53%
10. Makes sure that team members have a clear idea of our group's goals.	15	2.47	60.0	13%	27%	60%

### Comments:

- I appreciate his perspective and guidance on a variety of things.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- I appreciate that \_\_\_\_\_ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- \_\_\_\_\_ 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.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- He effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.

# Technology Use/Management

## Summary Scores



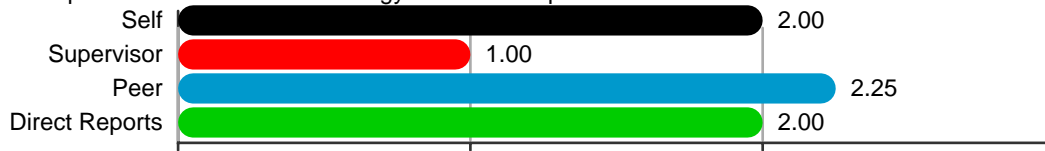
11. Understands and is committed to implementing new technologies.



12. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



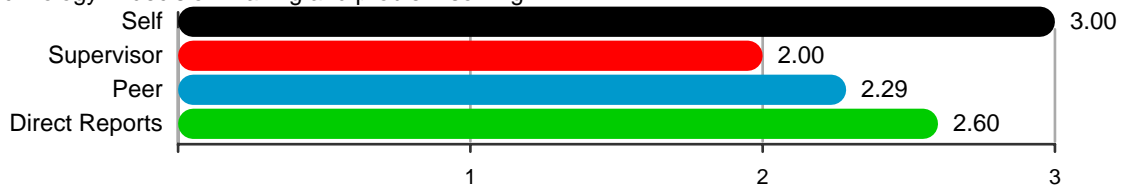
13. Adopts the implementation of new technology into the workplace.



14. Applies complex rules and regulations to maintain optimal system performance.



15. Uses technology in decision making and problem solving.





## 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Understands and is committed to implementing new technologies.	15	2.33	40.0	7%	53%	40%
12. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	2.07	20.0	13%	67%	20%
13. Adopts the implementation of new technology into the workplace.	15	2.07	26.7	20%	53%	27%
14. Applies complex rules and regulations to maintain optimal system performance.	15	2.27	40.0	13%	47%	40%
15. Uses technology in decision making and problem solving.	14	2.43	50.0	7%	43%	50%

### Comments:

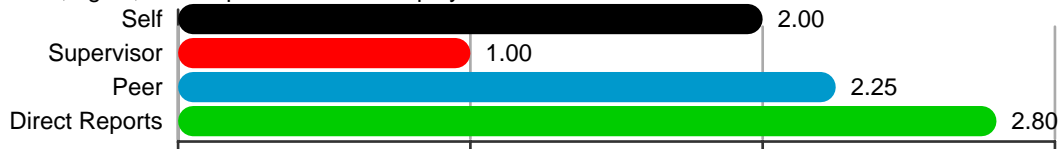
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- Overall, I think \_\_\_\_\_ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer. Once we get an answer it usually involves \_\_\_\_\_ wanting to complete the task on his own. More communication in this area would be nice, even when he would rather complete the task on his own.
- \_\_\_\_\_ is a good leader because he gives examples through his own behavior.
- \_\_\_\_\_, more than anyone, takes what he's learned with Core Competencies and implements them.
- I think at times his dedication to his team can sometimes come off like he is not thinking about a system perspective, I know that \_\_\_\_\_ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.
- He also has always been thankful for any help that I have given his.

# Accountability

## Summary Scores



### 16. Defines roles, rights, and responsibilities of employees.



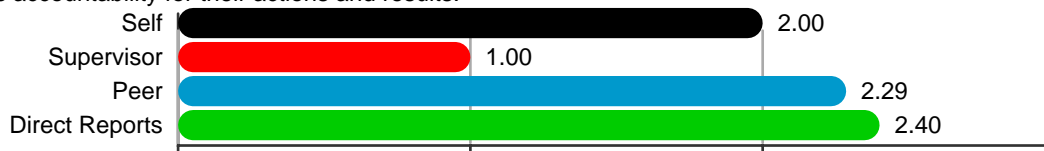
### 17. Develops goals and establishes objective measures of success.



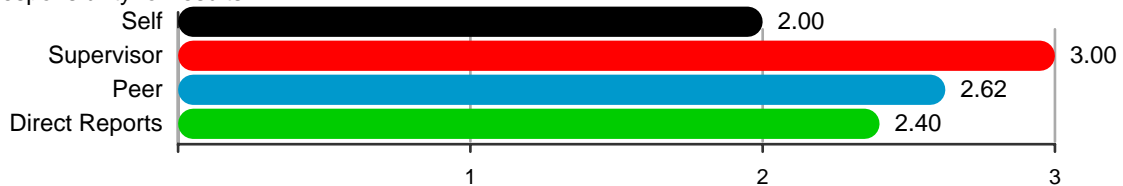
### 18. Keeps supervisor informed of recent events.



### 19. Accepts accountability for their actions and results.



### 20. Takes responsibility for results.



## 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Defines roles, rights, and responsibilities of employees.	15	2.33	46.7	13%	40%	47%
17. Develops goals and establishes objective measures of success.	15	2.33	40.0	7%	53%	40%
18. Keeps supervisor informed of recent events.	14	2.00	14.3	14%	71%	14%
19. Accepts accountability for their actions and results.	14	2.21	42.9	21%	36%	43%
20. Takes responsibility for results.	15	2.53	60.0	7%	33%	60%

### Comments:

- His positive attitude is constant.
- At times I feel like \_\_\_\_\_ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- Provides coaching for developing team leaders to help them meet their goals.
- \_\_\_\_\_ is one of the most hones, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- \_\_\_\_\_ has consistently demonstrated his ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in his care are performing at a level worthy of citation when compared to others nationwide.
- He has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.

# Integrity

## Summary Scores



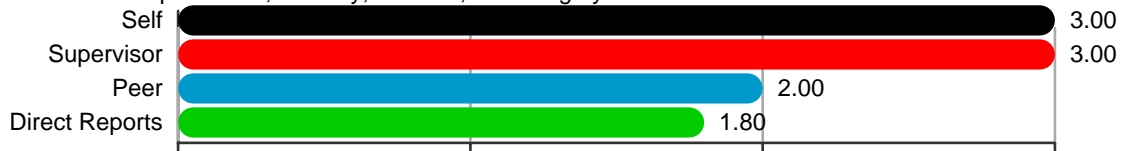
### 21. Maintains strong relationships with others.



### 22. Develops trust and confidence from others.



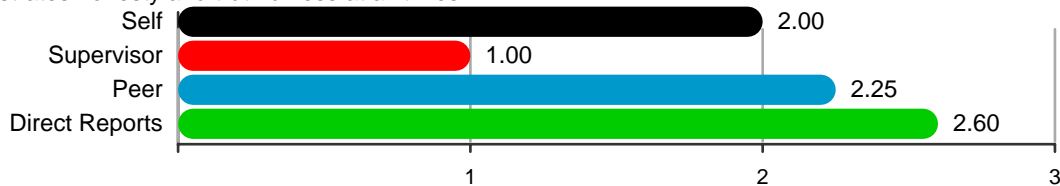
### 23. Establishes relationships of trust, honesty, fairness, and integrity.



### 24. Fosters a high standard of ethics and integrity.



### 25. Demonstrates honesty and truthfulness at all times.



## 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Maintains strong relationships with others.	15	2.60	66.7	7%	27%	67%
22. Develops trust and confidence from others.	15	2.33	40.0	7%	53%	40%
23. Establishes relationships of trust, honesty, fairness, and integrity.	15	2.07	20.0	13%	67%	20%
24. Fosters a high standard of ethics and integrity.	15	2.40	53.3	13%	33%	53%
25. Demonstrates honesty and truthfulness at all times.	15	2.27	53.3	27%	20%	53%

### Comments:

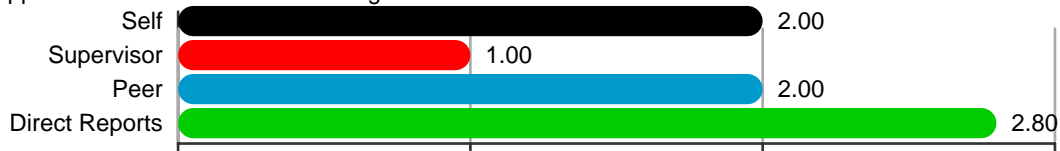
- I feel safe and comfortable going to him for any reason. I am very glad to have him for a Director, and also as a partner and teammate.
- He's a good and reliable team member.
- \_\_\_\_\_'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase his strengths and [CompanyName] has not capitalized on them.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- The integrity, professionalism and high ethics he exhibits everyday, every time with everyone is remarkable.
- \_\_\_\_\_ analyzes all situations before making a decision.

# Professional Development

## Summary Scores



### 26. Seeks opportunities for continuous learning.



### 27. Allows employees to fully participate in employee training and professional development.



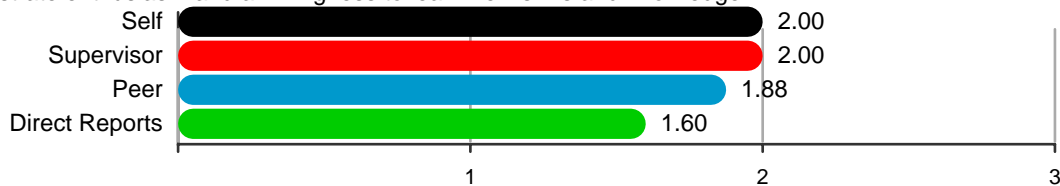
### 28. Seeks opportunities for professional development.



### 29. Encourages employees to take courses relevant to their job.



### 30. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



## 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Seeks opportunities for continuous learning.	15	2.20	33.3	13%	53%	33%
27. Allows employees to fully participate in employee training and professional development.	15	2.00	26.7	27%	47%	27%
28. Seeks opportunities for professional development.	15	2.47	53.3	7%	40%	53%
29. Encourages employees to take courses relevant to their job.	15	2.60	60.0		40%	60%
30. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	1.80	13.3	33%	53%	13%

### Comments:

- \_\_\_\_\_ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.
- \_\_\_\_\_ is a true asset to [CompanyName].
- Although I have only reported to \_\_\_\_\_ for a couple of months, the quality of my work life" has improved greatly.
- \_\_\_\_\_ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, \_\_\_\_\_ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- Uses his people skills to change negative situations into positive.
- Even tempered with a wealth of experience, he has been quick to respond to issues when they arise and has managed to keep focused despite distractions.

# Emotional Intelligence

## Summary Scores



31. Is able to control their own emotions.



32. Able to understand others' points of view.



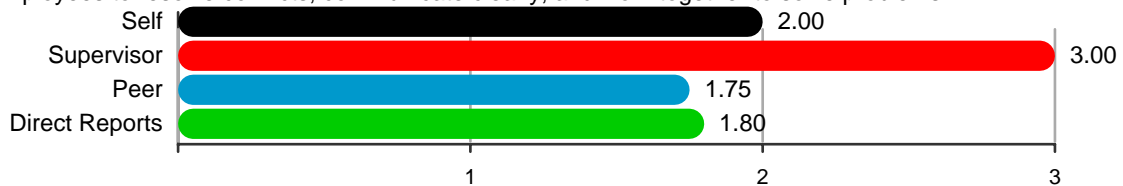
33. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



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



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





## 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Is able to control their own emotions.	15	2.13	33.3	20%	47%	33%
32. Able to understand others' points of view.	15	2.13	33.3	20%	47%	33%
33. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.07	33.3	27%	40%	33%
34. Is attentive to emotional cues and interprets others' feelings correctly.	15	2.13	26.7	13%	60%	27%
35. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	1.87	20.0	33%	47%	20%

### Comments:

- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- \_\_\_\_\_ shines when it comes to teamwork and process improvement. His ability to lead a team with collaboration and communication is amazing.
- We are a department in need of structure and I feel he has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- As a leader, I can clearly see that \_\_\_\_\_ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.
- He also has always been thankful for any help that I have given his.
- I value \_\_\_\_\_'s insight, knowledge and assistance on complex issues. He is a great team member.

# Project Management

## Summary Scores



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



37. Responds quickly and appropriately to unforeseen problems.



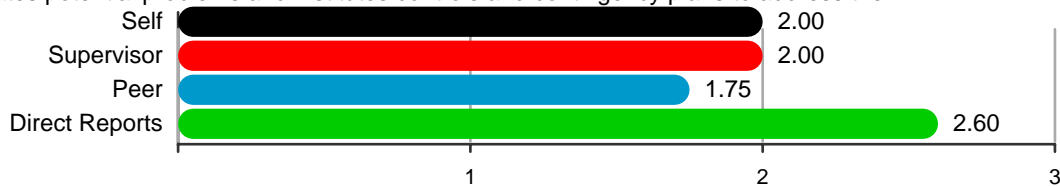
38. Develops action items, workplans, timelines, and criteria for projects.



39. Regularly reviews project performance and goals.



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



## 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Develops performance measures for various aspects of the project.	15	1.87	20.0	33%	47%	20%
37. Responds quickly and appropriately to unforeseen problems.	15	1.93	13.3	20%	67%	13%
38. Develops action items, workplans, timelines, and criteria for projects.	15	2.07	33.3	27%	40%	33%
39. Regularly reviews project performance and goals.	15	2.33	33.3		67%	33%
40. Anticipates potential problems and institutes controls and contingency plans to address them.	15	2.07	33.3	27%	40%	33%

### Comments:

- Management skills progressing well with experience.
- He encourages teammates more as a peer than a coach.
- \_\_\_\_\_ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- Great addition to our team!
- Uses visual aids to communicate progress to your team.
- I had the opportunity to work very closely with \_\_\_\_\_ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.

# Safety

## Summary Scores



### 41. Encourages others to attend safety training.



### 42. Points out behaviors in others that may be unsafe.



### 43. Identifies predictable hazards in the workplace.



### 44. Supports our company's safety programs.



### 45. Develops a strong safety culture.



## 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Encourages others to attend safety training.	15	2.00	26.7	27%	47%	27%
42. Points out behaviors in others that may be unsafe.	15	2.13	33.3	20%	47%	33%
43. Identifies predictable hazards in the workplace.	15	2.20	40.0	20%	40%	40%
44. Supports our company's safety programs.	15	2.20	26.7	7%	67%	27%
45. Develops a strong safety culture.	15	2.53	60.0	7%	33%	60%

### Comments:

- I am proud to say that \_\_\_\_\_ has greatly made so many improvements to our department, that were so desperately needed.
- Outstanding leader.
- \_\_\_\_\_ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- He can always be counted on to do what he commits to.
- 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.
- I was excited to come on board under \_\_\_\_\_'s leadership when he hired me, and I began working here in March of this year.

# Partnering/Networking

## Summary Scores



46. Builds alliances between departments and teams.



47. Partners with peers to obtain influence within the Company.



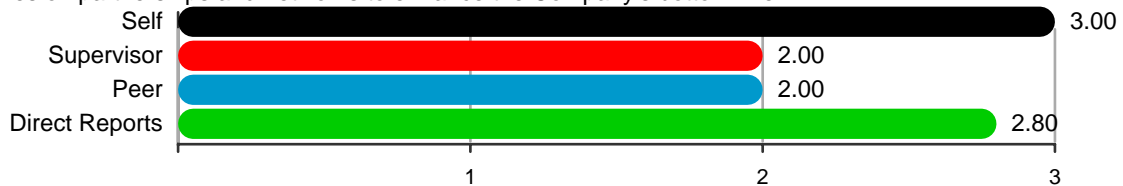
48. Creates value within the Company by building networks.



49. Seeks to reduce institutional roadblocks to information sharing.



50. Capitalizes on partnerships and networks to enhance the Company's bottom line.



## 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 Development) to green (Definite Strength).

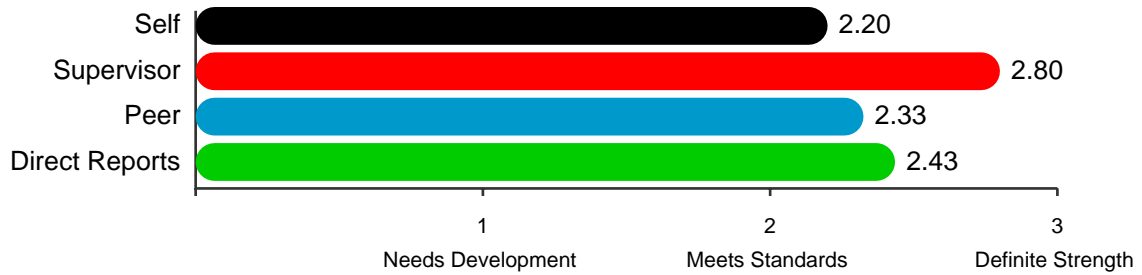
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Builds alliances between departments and teams.	15	2.27	26.7		73%	27%
47. Partners with peers to obtain influence within the Company.	15	2.13	26.7	13%	60%	27%
48. Creates value within the Company by building networks.	15	2.40	40.0		60%	40%
49. Seeks to reduce institutional roadblocks to information sharing.	15	2.47	46.7		53%	47%
50. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	2.33	46.7	13%	40%	47%

### Comments:

- He lets us develop our own style and inspires us to do our best.
- Sometimes his decisions aren't thought through from a financial perspective.
- \_\_\_\_\_ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (\_\_\_\_\_) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- \_\_\_\_\_ has a tough job, unclear role in an unclear world. He has a great handle on current process and people.

# Strategic Focus

## Summary Scores



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



52. Understands & contributes to development of strategic goals.



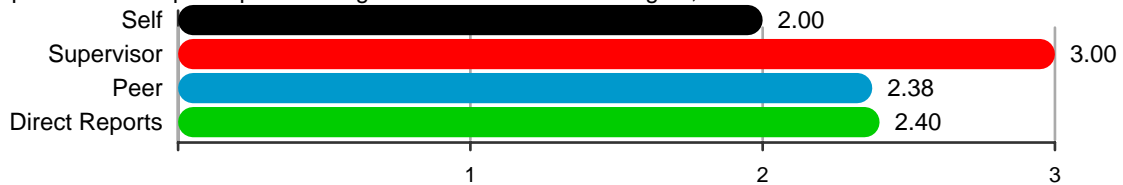
53. Able to decline a poor strategy by proposing alternate strategies.



54. Understands their role within the organization.



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





## 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 Development) to green (Definite Strength).

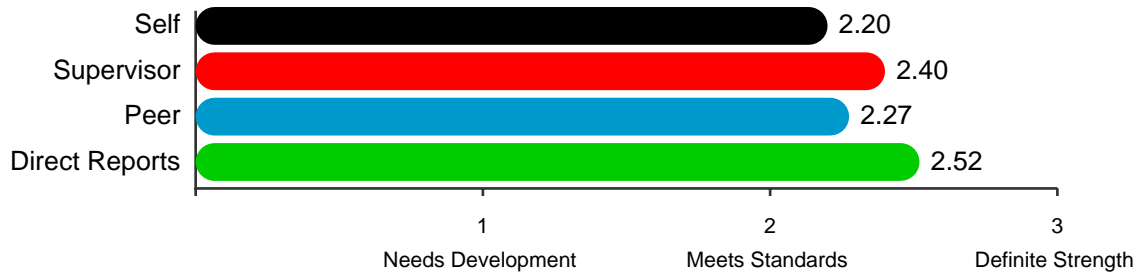
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	14	2.21	28.6	7%	64%	29%
52. Understands & contributes to development of strategic goals.	14	2.29	42.9	14%	43%	43%
53. Able to decline a poor strategy by proposing alternate strategies.	15	2.53	53.3		47%	53%
54. Understands their role within the organization.	15	2.47	46.7		53%	47%
55. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	2.40	40.0		60%	40%

### Comments:

- We are a department in need of structure and I feel he has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- \_\_\_\_\_ manages everyone else time very well. He puts everything out there, his soul, his time and his energy all to ensure a good outcome.
- He communicates well to all staff and we know what is expected of us.
- His open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- \_\_\_\_\_ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with \_\_\_\_\_ for many years.
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.

# Company

## Summary Scores



56. Impresses upon others the important aspects of [Company].



57. Understands the use of [Company] products and services.



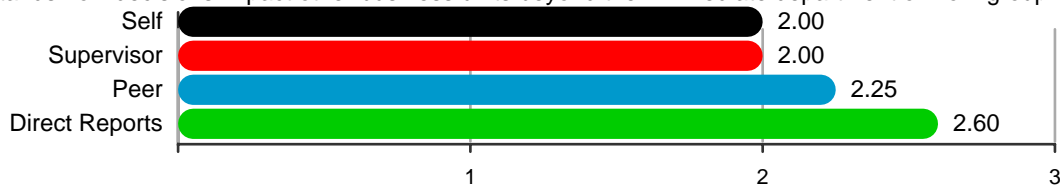
58. Expresses loyalty and dedication to [Company] in interactions with others.



59. Understands the "basics" as to how [Company] functions/operates.



60. Understands how decisions impact other business units beyond their immediate department of work group.



## 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
56. Impresses upon others the important aspects of [Company].	15	2.53	53.3	47%	53%	
57. Understands the use of [Company] products and services.	15	2.33	33.3	67%		33%
58. Expresses loyalty and dedication to [Company] in interactions with others.	15	2.33	33.3	67%		33%
59. Understands the "basics" as to how [Company] functions/operates.	15	2.27	26.7	73%		27%
60. Understands how decisions impact other business units beyond their immediate department of work group.	15	2.33	33.3	67%		33%

### Comments:

- He's a good and reliable team member.
- \_\_\_\_\_ is very good at reading people which enables him to respond quickly and appropriately.
- He communicates clearly and responds to request without unnecessary delay.
- He takes the time to explain to staff the rationale of changes being made.
- 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.
- He is an excellent teammate, great attitude, effort, and energy.

## 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?

- Management skills progressing well with experience.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- \_\_\_\_\_ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.
- We have a very strong team in finance. There has been significant turnover but the efforts \_\_\_\_\_ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- \_\_\_\_\_ is highly professional in his everyday work.
- \_\_\_\_\_ 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.

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

- \_\_\_\_\_ 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.
- I really enjoy working with \_\_\_\_\_. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- \_\_\_\_\_ does a great job in letting me know what is expected. He holds regular meetings to keep me on track and is helping to mentor me in my new role.
- \_\_\_\_\_ has brought a much needed positive change to [CompanyName].
- Positive energy and a team player.
- \_\_\_\_\_ enjoys sharing knowledge and teaching his subordinates about their roles in the department. He regularly would spend 30 minutes sharing his insights on a topic. He also facilitated numerous training sessions when I started my job a year ago.

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

- 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.
- \_\_\_\_\_ is very involved with his team and any process change which I think helps the team change their process more effectively. I keep trying to copy his style.
- He has established credibility and trust with all the directors and managers.
- \_\_\_\_\_ juggles a lot of responsibilities and appears to have it all under control.
- \_\_\_\_\_ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- \_\_\_\_\_ is not always open to new ideas or troubleshooting issue and workflows. He does end up willing to review situations, it just sometimes takes some time.

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

- \_\_\_\_\_ continues to be a wonderful boss and mentor.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- He is always available to listen, lend a hand, or guide the staff when needed.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- I am glad \_\_\_\_\_ was chosen to step in and take lead of [CompanyName]. He uses good judgment and makes the right decisions, even when they are difficult.
- \_\_\_\_\_ is a great Manager. He is extremely talented at what he does and invests a great amount of effort into developing his staff. He is very supportive of staff growth, while also caring a great deal about each of his employees.

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

- Timeliness and accountability of projects.
- He has deep technical expertise in a number of areas of human resource management.
- \_\_\_\_\_ is a steady leader who maintains his objectivity during stressful times.
- My interaction with \_\_\_\_\_ is very limited, but when I have requested time with him, he makes time for me.
- I will always welcome \_\_\_\_\_'s direct, honest, caring feedback.
- The department director should have the authority to lead the team toward the vision laid out by the VP.

### Any final comments?

- \_\_\_\_\_ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis.
- \_\_\_\_\_ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- He translated the creative thinking into real change and solution that advanced our department.
- Collaboration and dissemination of information and projects is something \_\_\_\_\_ does well.
- He offers up ideas of how I could have handled something differently in a constructive manner.