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.
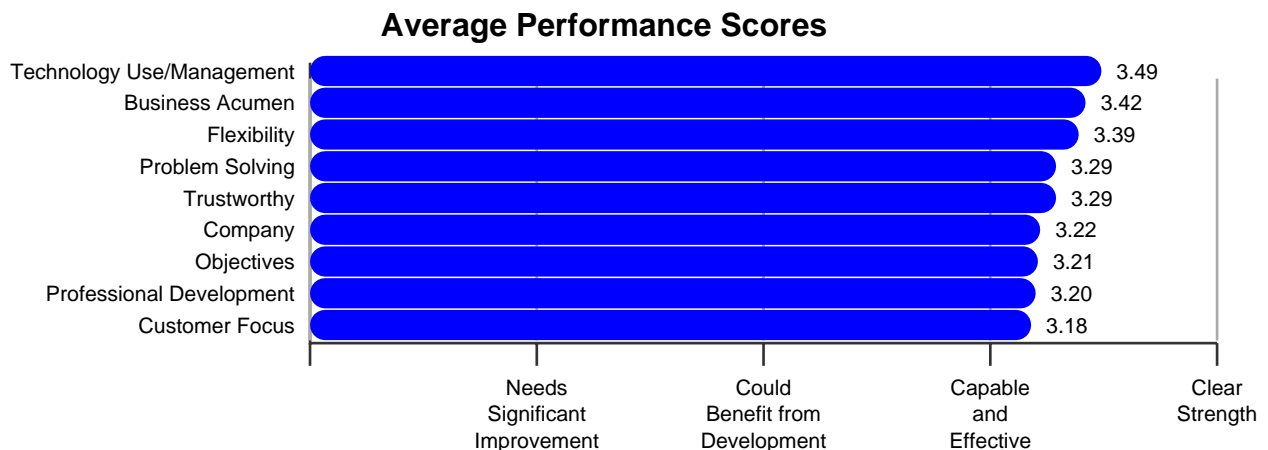
What to Do with Your Feedback

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.
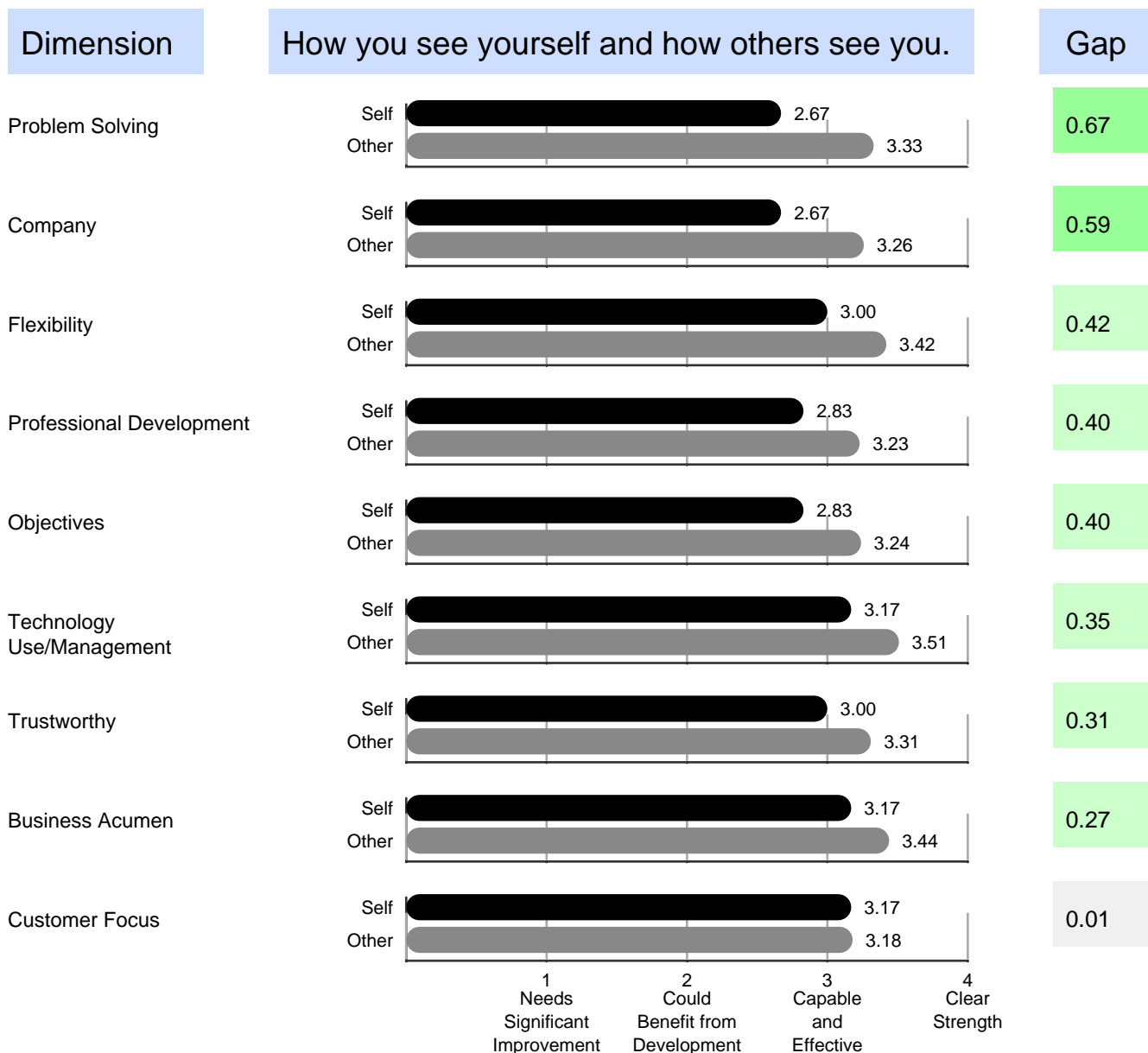
Summary

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 9 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
Technology Use/Management	3.49
Business Acumen	3.42
Flexibility	3.39
Problem Solving	3.29
Trustworthy	3.29
Company	3.22
Objectives	3.21
Professional Development	3.20
Customer Focus	3.18

Scale: Needs Significant Improvement — Could Benefit from Development — Capable and Effective — Clear Strength

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
Problem Solving	Self 2.67 / Other 3.33	0.67
Company	Self 2.67 / Other 3.26	0.59
Flexibility	Self 3.00 / Other 3.42	0.42
Professional Development	Self 2.83 / Other 3.23	0.40
Objectives	Self 2.83 / Other 3.24	0.40
Technology Use/Management	Self 3.17 / Other 3.51	0.35
Trustworthy	Self 3.00 / Other 3.31	0.31
Business Acumen	Self 3.17 / Other 3.44	0.27
Customer Focus	Self 3.17 / Other 3.18	0.01

Scale:
1 — Needs Significant Improvement
2 — Could Benefit from Development
3 — Capable and Effective
4 — Clear Strength

Business Acumen

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.20	93.3	7%	67%		27%
2. Able to align resources to meet the business needs of the company.	15	3.87	100.0		13%	87%	
3. Considers impact of actions on other areas of the organization.	15	3.33	93.3	7%	53%		40%
4. Understands complex issues and problems.	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%
6. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	3.20	93.3	7%	60%		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	
1. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.29	3.20	-0.09	▼
2. Able to align resources to meet the business needs of the company.	3.65	3.87	+0.22	▲
3. Considers impact of actions on other areas of the organization.	3.18	3.33	+0.16	▲
4. Understands complex issues and problems.	3.41	3.60	+0.19	▲
5. Asks the 'right' questions to size up or evaluate situations.	3.24	3.33	+0.10	▲
6. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.24	3.20	-0.04	▼

Comments:
- He is also an excellent resource to other managers and will take the time to offer information and support.
- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- Professional Growth: _____ constantly strives to improve. He goes to lectures, seminars, and classes and learns from these.
- _____ has brought a much needed positive change to [CompanyName].
- I wish I had 5 more years to learn from _____. He teaches me with every interaction.
- 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.

Flexibility

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
7. Willing to try new ideas.	15	3.20	86.7	13%	53%		33%
8. Works effectively during periods of change.	15	3.40	93.3	7%	47%		47%
9. Identifies new opportunities to achieve goals	15	3.47	93.3	7%	40%	53%	
10. Able to adapt to new situations.	15	3.47	93.3	7%	40%	53%	
11. Adapts to circumstances as needed.	15	3.53	100.0		47%	53%	
12. Open to the perspectives/viewpoints of others.	15	3.27	100.0		73%	27%	

Time Comparisons by Item

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

Item	2022	2023	Change
7. Willing to try new ideas.	3.41	3.20	-0.21 ▼
8. Works effectively during periods of change.	3.24	3.40	+0.16 ▲
9. Identifies new opportunities to achieve goals	3.18	3.47	+0.29 ▲
10. Able to adapt to new situations.	3.35	3.47	+0.11 ▲
11. Adapts to circumstances as needed.	3.47	3.53	+0.06 ▲
12. Open to the perspectives/viewpoints of others.	3.47	3.27	-0.20 ▼

Comments:
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- His inspiration, his strong message could move mountains if he gets more opportunities to lead more broadly and deeply. he should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- In one word I can summarize _____ in leadership skill. WOW!
- _____ is a "One of a kind" He is a great manager.
- I know I can always count on _____ to be reliable and respond in a timely manner to my request.
- _____ 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.

Professional Development

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
13. Quickly acquire and apply new knowledge and skills when needed	15	3.33	100.0		67%		33%
14. Seeks opportunities for professional development.	15	3.13	86.7	13%	60%		27%
15. Allows employees to fully participate in employee training and professional development.	15	3.07	80.0	20%	53%		27%
16. Seeks opportunities for continuous learning.	15	3.40	93.3	7%	47%		47%
17. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.27	93.3	7%	60%		33%
18. Encourages employees to take courses relevant to their job.	14	3.00	92.9	7%	79%		14%

Time Comparisons by Item

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

Item	2022	2023	Change
13. Quickly acquire and apply new knowledge and skills when needed	3.35	3.33	-0.02 ▼
14. Seeks opportunities for professional development.	3.18	3.13	-0.04 ▼
15. Allows employees to fully participate in employee training and professional development.	3.00	3.07	+0.07 ▲
16. Seeks opportunities for continuous learning.	3.65	3.40	-0.25 ▼
17. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.47	3.27	-0.20 ▼
18. Encourages employees to take courses relevant to their job.	3.12	3.00	-0.12 ▼

Comments:
- He consistently involves employees in shared decision making.
- _____ shines when it comes to teamwork and process improvement.   His ability to lead a team with collaboration and communication is amazing.
- _____ is very clear about his expectations and I appreciate this.
- _____ is an excellent manager.
- He is professional, reliable, ethical, and thoroughly engaged.   He demonstrates this by showing up every day, providing feedback and stewardship for all his reports.
- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
19. Implements solutions and evaluates results.	15	3.47	100.0		53%		47%
20. Understands the root causes of problems.	15	3.40	93.3	7%	47%		47%
21. Effective in solving problems.	15	3.53	100.0		47%	53%	
22. Identifies fresh approaches and shows a willingness to question traditional assumptions.	15	3.00	80.0	20%	60%	20%	
23. Ability to solve problems at root cause rather than at symptom level.	15	2.87	80.0	20%	73%		7%
24. Makes judgments based upon relevant information.	15	3.47	100.0		53%		47%

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

Item	2022	2023	Change	
19. Implements solutions and evaluates results.	3.59	3.47	-0.12	▼
20. Understands the root causes of problems.	3.29	3.40	+0.11	▲
21. Effective in solving problems.	3.35	3.53	+0.18	▲
22. Identifies fresh approaches and shows a willingness to question traditional assumptions.	3.00	3.00		
23. Ability to solve problems at root cause rather than at symptom level.	2.88	2.87	-0.02	▼
24. Makes judgments based upon relevant information.	3.00	3.47	+0.47	▲

Comments:
- I feel _____ always has the customer's best interest at heart.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- Constantly working on improving the customer experience.
- I appreciate his commitment in this area.
- _____ has excellent writing skills when destined for department or the broad groups, but tends to relax his standards when outside that audience, especially in email.   This makes it difficult for his management staff to share information and approvals directly with staff or external sources.
- He encourages staff skill development and input to improve department processes

Technology Use/Management

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
25. Uses technology in decision making and problem solving.	15	3.67	100.0			33%	67%
26. Applies complex rules and regulations to maintain optimal system performance.	15	3.40	93.3	7%	47%		47%
27. Supports employee training and development initiatives regarding implementation of technology.	15	3.33	93.3	7%	53%		40%
28. Maximizes the use of new technology to deliver products and services.	15	3.53	100.0		47%		53%
29. Proficient in the use of technical systems and processes.	15	3.67	100.0		33%		67%
30. Understands and is committed to implementing new technologies.	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
25. Uses technology in decision making and problem solving.	3.76	3.67	-0.10 ▼
26. Applies complex rules and regulations to maintain optimal system performance.	3.53	3.40	-0.13 ▼
27. Supports employee training and development initiatives regarding implementation of technology.	3.12	3.33	+0.22 ▲
28. Maximizes the use of new technology to deliver products and services.	3.41	3.53	+0.12 ▲
29. Proficient in the use of technical systems and processes.	3.59	3.67	+0.08 ▲
30. Understands and is committed to implementing new technologies.	3.41	3.33	-0.08 ▼

Comments:
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.
- _____ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- _____ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- _____ is still learning his role and I see his only improving in the future. I do question his judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.

Objectives

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Establishes goals and objectives.	15	3.20	86.7	13%	53%		33%
32. Consistently provides me with timely feedback for improving my performance.	15	3.40	100.0		60%		40%
33. Effectively organizes resources and plans	15	3.20	86.7	13%	53%		33%
34. Able to organize work.	15	3.27	93.3	7%	60%		33%
35. Sets long-term and short-term goals.	15	3.00	80.0	20%	60%		20%
36. Encourages me to take on greater responsibility.	15	3.20	93.3	7%	67%		27%

Time Comparisons by Item

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

Item	2022	2023	Change
31. Establishes goals and objectives.	3.18	3.20	+0.02 ▲
32. Consistently provides me with timely feedback for improving my performance.	3.35	3.40	+0.05 ▲
33. Effectively organizes resources and plans	3.18	3.20	+0.02 ▲
34. Able to organize work.	2.88	3.27	+0.38 ▲
35. Sets long-term and short-term goals.	3.18	3.00	-0.18 ▼
36. Encourages me to take on greater responsibility.	3.18	3.20	+0.02 ▲

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.
- _____ has been in his new role a short time, but I already am appreciating the higher level of expectations he is setting and the groundwork for quality improvement
- I have only recently started working with _____ and therefore do not have comments on some items, but regarding the projects I have worked with _____ on to date the above applies.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.
- You can count on _____ to give you the most honest feedback even if it is information you may not want to hear.
- Shows curiosity.

Trustworthy

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
37. Is trustworthy; is someone I can trust.	15	3.27	93.3	7%	60%		33%
38. Builds and maintains the trust of others.	15	3.27	86.7	13%	47%		40%
39. Takes ownership, delivers on commitments	15	3.13	86.7	13%	60%		27%
40. Delivers on promises made.	15	3.40	93.3	7%	47%		47%
41. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.33	93.3	7%	53%		40%
42. Consistently keeps commitments.	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	
37. Is trustworthy; is someone I can trust.	3.35	3.27	-0.09	▼
38. Builds and maintains the trust of others.	3.24	3.27	+0.03	▲
39. Takes ownership, delivers on commitments	3.59	3.13	-0.45	▼
40. Delivers on promises made.	3.29	3.40	+0.11	▲
41. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.29	3.33	+0.04	▲
42. Consistently keeps commitments.	3.41	3.33	-0.08	▼

Comments:
- _____ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- 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.
- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- _____ is a great team player for our organization as a whole and for the Department itself.
- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.

Customer Focus

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
43. Considers customers point of view when making decisions.	15	3.13	86.7	13%	60%		27%
44. Ensures all customer commitments and requirements are met or exceeded.	15	3.00	86.7	13%	73%		13%
45. ...friendliness and courtesy	15	3.53	100.0		47%	53%	
46. Does not hesitate to address customer concerns or complaints.	15	3.00	86.7	13%	73%		13%
47. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	3.20	93.3	7%	60%	33%	
48. Maintains positive customer relationships.	15	3.20	93.3	7%	67%		27%

Time Comparisons by Item

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

Item	2022	2023	Change
43. Considers customers point of view when making decisions.	3.35	3.13	-0.22 ▼
44. Ensures all customer commitments and requirements are met or exceeded.	3.18	3.00	-0.18 ▼
45. ...friendliness and courtesy	3.35	3.53	+0.18 ▲
46. Does not hesitate to address customer concerns or complaints.	3.24	3.00	-0.24 ▼
47. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	3.00	3.20	+0.20 ▲
48. Maintains positive customer relationships.	3.18	3.20	+0.02 ▲

Comments:
- 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 a great teammate and valuable resource for the company. it is obvious he cares for the team
- _____ is great about approaching and including staff input with decision making within the department.
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- _____ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.
- he understands where our opportunities for savings in the employee benefits plan may be.

Company

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
49. Expresses loyalty and dedication to [Company] in interactions with others.	15	3.40	93.3	7%	47%		47%
50. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.13	80.0	7% 13%	40%		40%
51. Attends [Company] gatherings and social events.	14	3.14	92.9	7%	71%		21%
52. Effectively represents the department in company gatherings.	14	3.21	85.7	14%	50%		36%
53. Understands the use of [Company] products and services.	15	3.27	86.7	13%	47%		40%
54. Maintains positive relationships between the [Company] and the community.	15	3.13	86.7	13%	60%		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
49. Expresses loyalty and dedication to [Company] in interactions with others.	3.35	3.40	+0.05 ▲
50. Understands how decisions impact other business units beyond their immediate department of work group.	3.29	3.13	-0.16 ▼
51. Attends [Company] gatherings and social events.	3.24	3.14	-0.09 ▼
52. Effectively represents the department in company gatherings.	3.06	3.21	+0.16 ▲
53. Understands the use of [Company] products and services.	3.59	3.27	-0.32 ▼
54. Maintains positive relationships between the [Company] and the community.	2.94	3.13	+0.19 ▲

Comments:
- _____ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad _____ has joined the team.
- One of the things that I most appreciate about _____ is his willingness to mentor and grow new talent.
- _____ is great to work with.   I really feel like I am a valued member of his team.   He values what I have to say and really listens.
- _____ is highly skilled and remains focused despite the many directions in which he is pulled. He is calm, easy to work with and makes decisions only after being fully informed.
- Uses visual aids to communicate progress to your team.
- He is very effective.

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?

• _____ would be my choice for permanent manager of the department.
• He takes the time to explain to staff the rationale of changes being made.
• Very knowledgeable and always steps up if help is needed.
• There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
• Professionalism is an area where I feel _____ could continue to develop is making sure that his non-verbal cues are kept to a minimum.   He tends to show more of his frustration and does not communicate them verbally.   Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with him.
• His quality of work is good.

What do you like best about working with this individual?

• 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.
• _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
• He guides, influences, supports, facilitates his team towards the achievement of goals.
• He uses the strengths of everyone around him to get the best solutions possible.
• I think _____ is off to a very good start with the new division.   He is engaging key players and helping form vision with his leadership team.
• Under his leadership, the department teams have become very cohesive.

What do you like least about working with this individual?

• When there are any issues, I can take them to _____ and together we are able to work out the issues.
• he understands where our opportunities for savings in the employee benefits plan may be.
• Look up collaboration and you'll find _____'s picture beside the word.
• I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
• His integrity is never in question.   I appreciate his ability to partner with me on issues between the VP and my unit.
• _____ is excellent about offering support if needed but he also allows us to work and he does not micro manage.

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

• Is a fantastic source of feedback and growth development.
• He is the only manager in the department to help us when we are short.
• _____'s dedication and leadership in the management development program is evident.
• He has the ability to look at the system as a whole and make solid long range decisions.
• His professionalism is beyond reproach and he is fair and just.
• _____ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.

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

• Take charge without feeling like you need approval.
• 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.
• He has helped make me a better manager through his actions and follow through.
• _____ exemplifies all of the above.
• Seek and provide critical feedback.
• _____ has made great strides with increasing communication and teamwork within his reports.

Any final comments?

- _____ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- He also cares about me as a person.   I have learned a lot from his and look forward to learning more.
- You can count on _____ to give you the most honest feedback even if it is information you may not want to hear.
- _____ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.