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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.

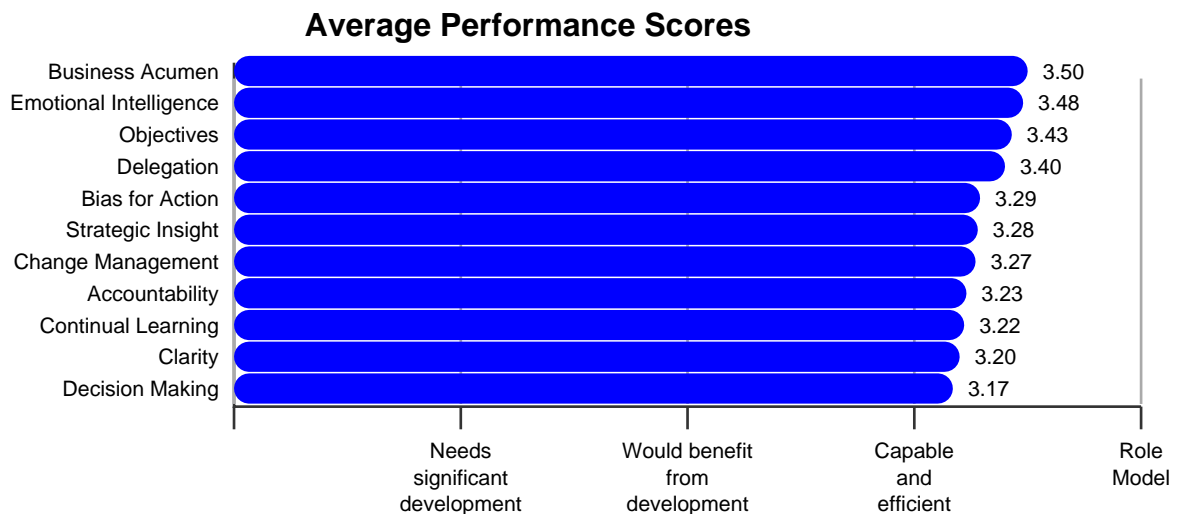
## What to Do with Your Feedback

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 11 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.



## 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	3.20	93.3	7%	67%		27%
2. Understands complex issues and problems.	15	3.87	100.0	13%	87%		
3. Able to align resources to meet the business needs of the company.	15	3.33	93.3	7%	53%		40%
4. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.60	93.3	7%	27%	67%	

### Time Comparisons by Item

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

Item	2022	2023	Change
1. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.29	3.20	-0.09 ▼
2. Understands complex issues and problems.	3.65	3.87	+0.22 ▲
3. Able to align resources to meet the business needs of the company.	3.18	3.33	+0.16 ▲
4. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.41	3.60	+0.19 ▲

### Comments:

- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- Expectations are not always clearly communicated/outlined.
- Works hard to build a team environment.
- Engagement is an area where \_\_\_\_\_ has improved by being more in-tune with department needs. He listens more and asks great questions.
- 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.
- I appreciate the honest evaluative feedback \_\_\_\_\_ provides for the staff in his area. This input helps immensely in the development of constructive development feedback for these professionals each year.

## Strategic Insight

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
5. Formulates policies and strategies for addressing the Company's important challenges.	15	3.33	93.3	7%	53%	40%	
6. Communicates vision for the department and company.	15	3.20	93.3	7%	60%	33%	
7. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	3.20	86.7	13%	53%	33%	
8. Maintains knowledge of current trends in the industry.	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

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

Item	2022	2023	Change
5. Formulates policies and strategies for addressing the Company's important challenges.	3.24	3.33	+0.10 ▲
6. Communicates vision for the department and company.	3.24	3.20	-0.04 ▼
7. Formulates strategies and action plans to ensure successful completion of goals and objectives.	3.41	3.20	-0.21 ▼
8. Maintains knowledge of current trends in the industry.	3.24	3.40	+0.16 ▲

### Comments:

- Unfortunately there has been inconsistency in actions and results.
- he is clear in defining his desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- \_\_\_\_\_ supports each security officer in such a way that you want to grow and improve in what you do.
- \_\_\_\_\_ treats all employees with respect and in a very professional manner.
- \_\_\_\_\_ demonstrates daily his engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- \_\_\_\_\_ exemplifies outstanding 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
9. Works toward achieving established goals and objectives.	15	3.47	93.3	7%	40%	53%	
10. Organizes and schedules events, activities, and resources.	15	3.47	93.3	7%	40%	53%	
11. Sets long-term and short-term goals.	15	3.53	100.0		47%	53%	
12. Encourages me to take on greater responsibility.	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
9. Works toward achieving established goals and objectives.	3.18	3.47	+0.29 ▲
10. Organizes and schedules events, activities, and resources.	3.35	3.47	+0.11 ▲
11. Sets long-term and short-term goals.	3.47	3.53	+0.06 ▲
12. Encourages me to take on greater responsibility.	3.47	3.27	-0.20 ▼

#### Comments:

- He has the ability to look at the system as a whole and make solid long range decisions.
- Has good intentions, but follow through needs more work.
- He communicates clearly, and is always willing to listen attentively.
- He has an open door policy and is available when needed.
- \_\_\_\_\_ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- He tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.

## Accountability

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
13. Takes responsibility for results.	15	3.33	100.0		67%		33%
14. Can be counted on to do what they say they are going to do.	15	3.13	86.7	13%	60%		27%
15. Tackles issues head on and finds solutions.	15	3.07	80.0	20%	53%		27%
16. Accepts accountability for their actions and results.	15	3.40	93.3	7%	47%		47%

### Time Comparisons by Item

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

Item	2022	2023	Change
13. Takes responsibility for results.	3.35	3.33	-0.02 ▼
14. Can be counted on to do what they say they are going to do.	3.18	3.13	-0.04 ▼
15. Tackles issues head on and finds solutions.	3.00	3.07	+0.07 ▲
16. Accepts accountability for their actions and results.	3.65	3.40	-0.25 ▼

#### Comments:

- He is both the manager and the interim director for the service line.
- He will sit down with all parties involved before he makes a decision.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- \_\_\_\_\_ has brought a much needed positive change to [CompanyName].
- \_\_\_\_\_ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- Is empathetic, understanding, and dependable.

## Bias for Action

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
17. Displays high energy and enthusiasm on consistent basis.	15	3.27	93.3	7%	60%		33%
18. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	14	3.00	92.9	7%	79%		14%
19. Motivates others to achieve or exceed goals	15	3.47	100.0		53%		47%
20. Seeks and utilizes opportunities for continuous learning and self-development.	15	3.40	93.3	7%	47%		47%

### Time Comparisons by Item

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

Item	2022	2023	Change
17. Displays high energy and enthusiasm on consistent basis.	3.47	3.27	-0.20 ▼
18. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.12	3.00	-0.12 ▼
19. Motivates others to achieve or exceed goals	3.59	3.47	-0.12 ▼
20. Seeks and utilizes opportunities for continuous learning and self-development.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_\_\_ is always working collaboratively with many different teams not only within the organization but within the community
- \_\_\_\_\_ defines outcomes clearly and sets expectations/timelines with regards to results. He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. He is very customer and system focused.
- \_\_\_\_\_ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- \_\_\_\_\_ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- \_\_\_\_\_ has been an excellent assistant manager.
- \_\_\_\_\_ 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.



## Continual Learning

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Improves on their skill sets.	15	3.53	100.0	47%	53%		
22. Pursues self-improvement through continual learning.	15	3.00	80.0	20%	60%	20%	
23. Participates in regular training offered.	15	2.87	80.0	20%	73%	7%	
24. Takes charge of their training and skills enhancement.	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
21. Improves on their skill sets.	3.35	3.53	+0.18 ▲
22. Pursues self-improvement through continual learning.	3.00	3.00	
23. Participates in regular training offered.	2.88	2.87	-0.02 ▼
24. Takes charge of their training and skills enhancement.	3.00	3.47	+0.47 ▲

### Comments:

- I am still learning how to work with \_\_\_\_\_ so sometimes I have at difficulty understanding where he is coming from and in the process of working through this it there is some uncertainty that is created.
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.
- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- Experience, mentoring and self-confidence.
- He holds everyone to such a high standard, you don't want to disappoint him.

## Emotional Intelligence

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
25. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.67	100.0	33%	67%		
26. Able to understand others' points of view.	15	3.40	93.3	7%	47%	47%	
27. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.33	93.3	7%	53%	40%	
28. Is able to control their own emotions.	15	3.53	100.0	47%	53%		

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
25. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.76	3.67	-0.10 ▼
26. Able to understand others' points of view.	3.53	3.40	-0.13 ▼
27. Is attentive to emotional cues and interprets others' feelings correctly.	3.12	3.33	+0.22 ▲
28. Is able to control their own emotions.	3.41	3.53	+0.12 ▲

### Comments:

- \_\_\_\_\_ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- \_\_\_\_\_ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.
- He is always looking to and listening to the staff for their and needs.
- \_\_\_\_\_ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- His positive attitude is constant.
- He works diligently with our supplier to ensure the inventory is cost effective.

## Delegation

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
29. Clearly defines duties and tasks to be completed.	15	3.67	100.0	33%	67%		
30. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	3.33	100.0		67%		33%
31. Entrusts subordinates with important tasks.	15	3.20	86.7	13%	53%		33%
32. Allows subordinates to use their own methods and procedures.	15	3.40	100.0		60%		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
29. Clearly defines duties and tasks to be completed.	3.59	3.67	+0.08 ▲
30. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	3.41	3.33	-0.08 ▼
31. Entrusts subordinates with important tasks.	3.18	3.20	+0.02 ▲
32. Allows subordinates to use their own methods and procedures.	3.35	3.40	+0.05 ▲

### Comments:

- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- Whenever \_\_\_\_\_ has assigned one of his staff to a project the quality and commitment of that staff person has been of a high caliber (as if \_\_\_\_\_ was there). He also participated in interviews within my department and was a valuable member.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- He is a great leader.
- I know that \_\_\_\_\_ would want me to include suggestions on how he could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what he could do differently to improve as a leader. Maybe allow Christmas decor before December?
- \_\_\_\_\_ does not always follow through with things (ordering equipment).

## Decision Making

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
33. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.20	86.7	13%	53%	33%	
34. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	3.27	93.3	7%	60%	33%	
35. Seeks input from key people who should be involved in, or will be affected by, decisions	15	3.00	80.0	20%	60%	20%	
36. Is able to make decisions quickly.	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
33. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.18	3.20	+0.02 ▲
34. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	2.88	3.27	+0.38 ▲
35. Seeks input from key people who should be involved in, or will be affected by, decisions	3.18	3.00	-0.18 ▼
36. Is able to make decisions quickly.	3.18	3.20	+0.02 ▲

### Comments:

- \_\_\_\_\_ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- I appreciate how \_\_\_\_\_ guides, supports, and direct staff.
- \_\_\_\_\_ has improved our means of communication within the department and is receptive to suggestions from his employees.
- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- \_\_\_\_\_ 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.

## Change 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
37. Supports new initiatives for organizational changes to improve effectiveness.	15	3.27	93.3	7%	60%		33%
38. Effective in dealing with ambiguous and challenging situations.	15	3.27	86.7	13%	47%		40%
39. Assists others in understanding changes to the organization.	15	3.13	86.7	13%	60%		27%
40. Addresses organizational and departmental resistance to changes.	15	3.40	93.3	7%	47%		47%

### Time Comparisons by Item

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

Item	2022	2023	Change
37. Supports new initiatives for organizational changes to improve effectiveness.	3.35	3.27	-0.09 ▼
38. Effective in dealing with ambiguous and challenging situations.	3.24	3.27	+0.03 ▲
39. Assists others in understanding changes to the organization.	3.59	3.13	-0.45 ▼
40. Addresses organizational and departmental resistance to changes.	3.29	3.40	+0.11 ▲

### Comments:

- He always takes the time to listen to all of us and never gives you the impression that he's rushing you. He doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that he will really HEAR YOU!
- \_\_\_\_\_ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis.
- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- \_\_\_\_\_ does not shy away from making the tough calls and is respected by many members of our team.
- \_\_\_\_\_ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- \_\_\_\_\_ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.

## Clarity

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
41. Avoids creating ambiguity or mixed messages.	15	3.33	93.3	7%	53%	40%	
42. Attends to the important details of a job or task.	15	3.33	93.3	7%	53%	40%	
43. Is clear about the roles and duties of team members.	15	3.13	86.7	13%	60%	27%	
44. Uses appropriate grammar and tense in communications.	15	3.00	86.7	13%	73%	13%	

### Time Comparisons by Item

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

Item	2022	2023	Change
41. Avoids creating ambiguity or mixed messages.	3.29	3.33	+0.04 ▲
42. Attends to the important details of a job or task.	3.41	3.33	-0.08 ▼
43. Is clear about the roles and duties of team members.	3.35	3.13	-0.22 ▼
44. Uses appropriate grammar and tense in communications.	3.18	3.00	-0.18 ▼

#### Comments:

- \_\_\_\_\_ has improved with his follow-up assignments from meetings.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- Always conducts himself in a professional manner.
- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.

## 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?

- \_\_\_\_\_ is a rock amongst the management at [CompanyName].
- \_\_\_\_\_ is consistent in his messaging about how we best serve the customers.
- \_\_\_\_\_ can be counted on for his reliability.
- He is in an often times impossible position and is doing well all things considered
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- I have appreciated partnering with \_\_\_\_\_ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department. and roles of various employees. His support during this transition was extremely helpful to me.

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

- \_\_\_\_\_ shines when it comes to teamwork and process improvement. His ability to lead a team with collaboration and communication is amazing.
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- He has never said he was to busy for me or stated come back later. I think [CompanyName] is very lucky to have his as a manager.
- \_\_\_\_\_ has also come down to help our department when we have been very busy and needed help.
- \_\_\_\_\_ is very visible on the unit. Spending many hours with staff.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.

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

- He couldn't be more engaged if he tried.
- \_\_\_\_\_ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- \_\_\_\_\_ meets and exceeds all of these leadership roles.
- I know \_\_\_\_\_ is working with his director and HR business partner in understanding his role as a operational manager.
- He is a great teammate.
- I know that \_\_\_\_\_ would want me to include suggestions on how he could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what he could do differently to improve as a leader. Maybe allow Christmas decor before December?

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

- I have found \_\_\_\_\_ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.
- I have worked with \_\_\_\_\_ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- Is very upbeat and quick to contribute to the team.
- He also sees himself as a problem solver. The staff, however, experience being inundated with ideas and solutions that he presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- \_\_\_\_\_ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.

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

- \_\_\_\_\_ has been very helpful to me as a new manager this year.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- Reliability-needs to delegate meetings to others that can handle the work. He has created a team that are experts and should allow more independence for development.

### Any final comments?

- He involves our team and holds us accountable out of respect.
- \_\_\_\_\_ is a great leader. His team has been through a lot of change. \_\_\_\_\_ is focused on building his team and helping them through the change.
- \_\_\_\_\_ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- I am proud to say that \_\_\_\_\_ has greatly made so many improvements to our department, that were so desperately needed.
- Experience, mentoring and self-confidence.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.