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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.

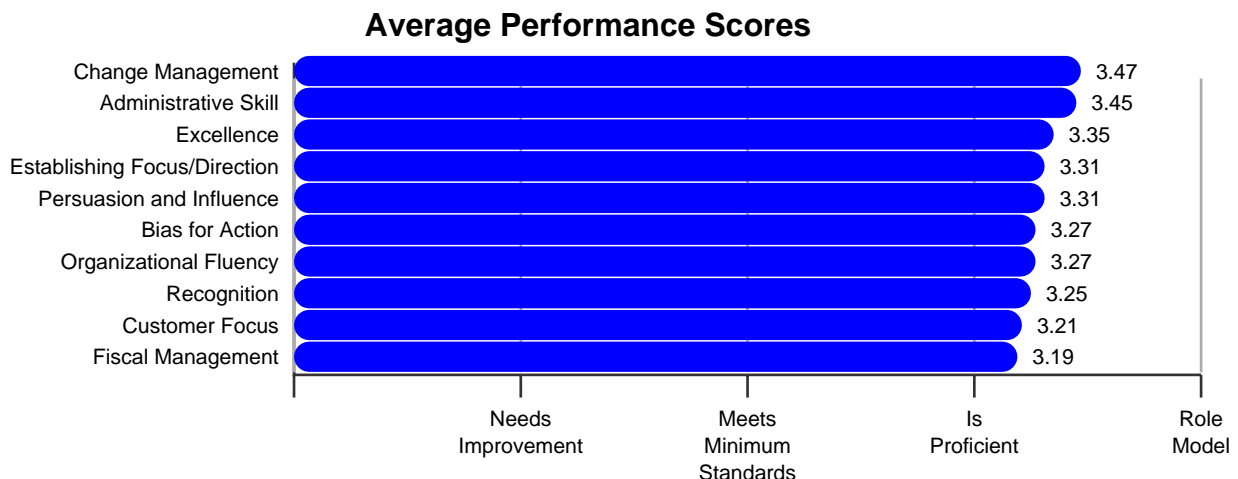
## What to Do with Your Feedback

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 10 major dimensions of leadership.

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



# 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.



# 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Supports new initiatives for organizational changes to improve effectiveness.	15	3.20	93.3	7%	67%		27%
2. Works cooperatively with others to implement changes.	15	3.87	100.0	13%	87%		
3. Addresses organizational and departmental resistance to changes.	15	3.33	93.3	7%	53%		40%
4. Adopts changes to set and example for others to follow.	15	3.60	93.3	7%	27%	67%	
5. Effective in dealing with ambiguous and challenging situations.	15	3.33	93.3	7%	53%		40%

## Time Comparisons by Item

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

Item	2022	2023	Change
1. Supports new initiatives for organizational changes to improve effectiveness.	3.29	3.20	-0.09 ▼
2. Works cooperatively with others to implement changes.	3.65	3.87	+0.22 ▲
3. Addresses organizational and departmental resistance to changes.	3.18	3.33	+0.16 ▲
4. Adopts changes to set and example for others to follow.	3.41	3.60	+0.19 ▲
5. Effective in dealing with ambiguous and challenging situations.	3.24	3.33	+0.10 ▲

### Comments:

- \_\_\_\_\_ exemplifies all of the above.
- \_\_\_\_\_ is a new manager. His openness and positive communication with his team and his steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- Don't be afraid to ask questions when stuck on a task.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ is able to problem solve very well.
- he continues to make improvements in core competencies.

## Excellence

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Demonstrates the functional or technical skills necessary to do their job.	15	3.20	93.3	7%	60%		33%
7. Demonstrates the analytical skills to do their job.	15	3.20	86.7	13%	53%		33%
8. Is planful and organized.	15	3.40	93.3	7%	47%		47%
9. Keeps themselves and others focused on constant improvement.	15	3.47	93.3	7%	40%		53%
10. Can be counted on to add value wherever they are involved.	15	3.47	93.3	7%	40%		53%

### Time Comparisons by Item

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

Item	2022	2023	Change
6. Demonstrates the functional or technical skills necessary to do their job.	3.24	3.20	-0.04 ▼
7. Demonstrates the analytical skills to do their job.	3.41	3.20	-0.21 ▼
8. Is planful and organized.	3.24	3.40	+0.16 ▲
9. Keeps themselves and others focused on constant improvement.	3.18	3.47	+0.29 ▲
10. Can be counted on to add value wherever they are involved.	3.35	3.47	+0.11 ▲

### Comments:

- He knows what his customers needs and seeks to find the best individual to fill those roles.
- Over the past few months \_\_\_\_\_ has been creating a bridge between the billing staff and the operations departments.
- \_\_\_\_\_ is able to manage an ever-changing work load. His time management has improved over the last year, to promote a work-life balance.
- \_\_\_\_\_ communicates his expectations of the team well and involves them in the process improvement plans.
- Always looking for ways to grow as a person. Inspires others to do the same.
- \_\_\_\_\_ 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

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Completes a large volume of work.	15	3.53	100.0	47%	53%		
12. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	3.27	100.0	73%	27%		
13. Encourages risk taking and experimentation to improve performance	15	3.33	100.0	67%	33%		
14. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.13	86.7	13%	60%	27%	
15. Displays high energy and enthusiasm on consistent basis.	15	3.07	80.0	20%	53%	27%	

### Time Comparisons by Item

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

Item	2022	2023	Change
11. Completes a large volume of work.	3.47	3.53	+0.06 ▲
12. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.47	3.27	-0.20 ▼
13. Encourages risk taking and experimentation to improve performance	3.35	3.33	-0.02 ▼
14. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.18	3.13	-0.04 ▼
15. Displays high energy and enthusiasm on consistent basis.	3.00	3.07	+0.07 ▲

### Comments:

- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- \_\_\_\_\_'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- Always available to give us what we need to succeed.
- I really enjoy working with \_\_\_\_\_ and I respect his as a leader and role model.

## Establishing Focus/Direction

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Stays focused even when under pressure and stress.	15	3.40	93.3	7%	47%	47%	
17. Makes sure that employees understand and identify with the team's mission.	15	3.27	93.3	7%	60%	33%	
18. Excellent at managing time.	14	3.00	92.9	7%	79%	14%	
19. Aligns the department's goals with the goals of the organization.	15	3.47	100.0		53%	47%	
20. Functions well under stress, deadlines, and/or significant workloads.	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
16. Stays focused even when under pressure and stress.	3.65	3.40	-0.25 ▼
17. Makes sure that employees understand and identify with the team's mission.	3.47	3.27	-0.20 ▼
18. Excellent at managing time.	3.12	3.00	-0.12 ▼
19. Aligns the department's goals with the goals of the organization.	3.59	3.47	-0.12 ▼
20. Functions well under stress, deadlines, and/or significant workloads.	3.29	3.40	+0.11 ▲

### Comments:

- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- I've appreciated his attempt to work collaboratively with others and demonstrate the organizational value of teamwork in his daily work. \_\_\_\_\_ demonstrates a high level of personal integrity in his daily work and is honest and ethical in his interactions with others.
- \_\_\_\_\_ excels at keeping in touch with all aspects of her, and our jobs.
- \_\_\_\_\_ wants what is best for the organization and Security team and as a manager he expects the best the each have to offer.
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- Overall, \_\_\_\_\_ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.

## Persuasion and Influence

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Understanding what others need.	15	3.53	100.0	47%	53%		
22. Develops a good rapport with others.	15	3.00	80.0	20%	60%	20%	
23. Communicates effectively with others.	15	2.87	80.0	20%	73%	7%	
24. Attempts to persuade others rather than simply control them.	15	3.47	100.0	53%	47%		
25. Has excellent influencing/negotiating skills.	15	3.67	100.0	33%	67%		

### Time Comparisons by Item

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

Item	2022	2023	Change
21. Understanding what others need.	3.35	3.53	+0.18 ▲
22. Develops a good rapport with others.	3.00	3.00	
23. Communicates effectively with others.	2.88	2.87	-0.02 ▼
24. Attempts to persuade others rather than simply control them.	3.00	3.47	+0.47 ▲
25. Has excellent influencing/negotiating skills.	3.76	3.67	-0.10 ▼

### Comments:

- \_\_\_\_\_ is determined to help make [CompanyName] successful.
- \_\_\_\_\_ is an excellent leader. He seeks input from everyone involved to solve an issue.
- I look to him for guidance and support. It seems his responsibilities and work load are not at a managerial level but Director. If he had the additional support of experienced employees this would help lighten his load.
- Confidence is the only thing I think he needs to improve on.
- \_\_\_\_\_ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- I don't often get a chance to see \_\_\_\_\_ in his natural habitat. I know that his team really likes him and that demonstrates a level of leadership that is not common.



## Administrative Skill

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Enthusiastic about taking on challenging projects.	15	3.40	93.3	7%	47%	47%	
27. Strong organizational skills to keep the workspace and department in order	15	3.33	93.3	7%	53%	40%	
28. Accurately implements contract provisions.	15	3.53	100.0		47%	53%	
29. Completes reports on-time.	15	3.67	100.0		33%	67%	
30. Able to develop, justify and present a budget.	15	3.33	100.0		67%	33%	

### Time Comparisons by Item

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

Item	2022	2023	Change
26. Enthusiastic about taking on challenging projects.	3.53	3.40	-0.13 ▼
27. Strong organizational skills to keep the workspace and department in order	3.12	3.33	+0.22 ▲
28. Accurately implements contract provisions.	3.41	3.53	+0.12 ▲
29. Completes reports on-time.	3.59	3.67	+0.08 ▲
30. Able to develop, justify and present a budget.	3.41	3.33	-0.08 ▼

### Comments:

- \_\_\_\_\_ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.
- \_\_\_\_\_ demonstrates respect, a calm personality and technical expertise that make him a role model for others in the organization.
- I think he is an asset to the department.
- \_\_\_\_\_ is very supportive of Core Competency and concepts. The one concept that \_\_\_\_\_ refers to consistently is what we respect most is people's ability to think.
- \_\_\_\_\_ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.
- I believe \_\_\_\_\_ has done a very good job in developing his team members and providing guidance for the respect growth of each person. While his time is precious, he is always open to discussing a problem. I really like working with \_\_\_\_\_ and I appreciate his style and understanding and support of the work that I do.

## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Ensures all customer commitments and requirements are met or exceeded.	15	3.20	86.7	13%	53%	33%	
32. ...friendliness and courtesy	15	3.40	100.0		60%	40%	
33. Does not hesitate to address customer concerns or complaints.	15	3.20	86.7	13%	53%	33%	
34. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	3.27	93.3	7%	60%	33%	
35. Consistently models positive customer service attitudes.	15	3.00	80.0	20%	60%	20%	

### Time Comparisons by Item

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

Item	2022	2023	Change
31. Ensures all customer commitments and requirements are met or exceeded.	3.18	3.20	+0.02 ▲
32. ...friendliness and courtesy	3.35	3.40	+0.05 ▲
33. Does not hesitate to address customer concerns or complaints.	3.18	3.20	+0.02 ▲
34. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	2.88	3.27	+0.38 ▲
35. Consistently models positive customer service attitudes.	3.18	3.00	-0.18 ▼

### Comments:

- he is clear in defining his desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- \_\_\_\_\_ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- \_\_\_\_\_ is an excellent employee, I do not know of any areas that need improvement.
- Allocates resources in advance to ensure the required work can be completed.
- \_\_\_\_\_ 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.

## Recognition

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Offers recognition in a timely manner.	15	3.20	93.3	7%	67%		27%
37. Readily shares credit and gives others opportunity for visibility.	15	3.27	93.3	7%	60%		33%
38. Recognizes team members who offer a significant contribution to a project.	15	3.27	86.7	13%	47%		40%
39. Finds opportunities to recognize others.	15	3.13	86.7	13%	60%		27%
40. Recognizes the abilities and skills of self and others	15	3.40	93.3	7%	47%		47%

### Time Comparisons by Item

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

Item	2022	2023	Change
36. Offers recognition in a timely manner.	3.18	3.20	+0.02 ▲
37. Readily shares credit and gives others opportunity for visibility.	3.35	3.27	-0.09 ▼
38. Recognizes team members who offer a significant contribution to a project.	3.24	3.27	+0.03 ▲
39. Finds opportunities to recognize others.	3.59	3.13	-0.45 ▼
40. Recognizes the abilities and skills of self and others	3.29	3.40	+0.11 ▲

### Comments:

- He has been challenging us to find other ways to communicate that would be effective, other than email.
- \_\_\_\_\_ is a great boss and director. \_\_\_\_\_ has been a great resource to me with my struggles as I grow professionally. \_\_\_\_\_ is respected greatly by myself and the staff I work with. He is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- I think that \_\_\_\_\_ is making good strides in setting expectations through clear communication.
- \_\_\_\_\_ is very supportive of Core Competency and concepts. The one concept that \_\_\_\_\_ refers to consistently is what we respect most is people's ability to think.
- \_\_\_\_\_ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- \_\_\_\_\_ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.

## Organizational Fluency

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Effective in communicating with others within the organization.	15	3.33	93.3	7%	53%	40%	
42. Anticipates problems that may affect the department.	15	3.33	93.3	7%	53%	40%	
43. Adept at navigating within the culture of the department.	15	3.13	86.7	13%	60%	27%	
44. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.00	86.7	13%	73%	13%	
45. Understands the current organizational culture.	15	3.53	100.0		47%	53%	

### Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
41. Effective in communicating with others within the organization.	3.29	3.33	+0.04 ▲
42. Anticipates problems that may affect the department.	3.41	3.33	-0.08 ▼
43. Adept at navigating within the culture of the department.	3.35	3.13	-0.22 ▼
44. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.18	3.00	-0.18 ▼
45. Understands the current organizational culture.	3.35	3.53	+0.18 ▲

### Comments:

- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work
- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.
- \_\_\_\_\_ is an excellent Director.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- 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.
- I value \_\_\_\_\_'s advice and support as we realigned my department a few times this year.

## Fiscal 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Monitors spending.	15	3.00	86.7	13%	73%		13%
47. Develops budgets and plans for various programs and initiatives.	15	3.20	93.3	7%	60%		33%
48. Effective in using Company's resources.	15	3.20	93.3	7%	67%		27%
49. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.40	93.3	7%	47%		47%
50. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.13	80.0	7%	13%	40%	40%

### Time Comparisons by Item

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

Item	2022	2023	Change
46. Monitors spending.	3.24	3.00	-0.24 ▼
47. Develops budgets and plans for various programs and initiatives.	3.00	3.20	+0.20 ▲
48. Effective in using Company's resources.	3.18	3.20	+0.02 ▲
49. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.35	3.40	+0.05 ▲
50. Ensures others follow the correct rules and regulations on fiscal matters.	3.29	3.13	-0.16 ▼

### Comments:

- \_\_\_\_\_ needs to remove himself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- Is very upbeat and quick to contribute to the team.
- \_\_\_\_\_ is very approachable. He is able to get people to follow through and engage in their daily work.
- I appreciate \_\_\_\_\_'s willingness to share his knowledge with our team.
- I am glad to have \_\_\_\_\_ in his role. Because of his openness and willingness to work with others he helps my department produce quality work, and encourages us to reciprocate.
- \_\_\_\_\_ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.

## 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 incredibly talented and very smart. His attention to detail is unparalleled.
- He strives for self improvement and is heavily invested in the same for others.
- He has used his Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- He always makes a point to make sure he has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.

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

- I have found \_\_\_\_\_ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.
- Information is given concisely at meetings, and his explanations of all information is very clear.
- I appreciate his openness and availability to all the staff.
- \_\_\_\_\_ is very approachable. He is able to get people to follow through and engage in their daily work.
- I value \_\_\_\_\_'s advice and support as we realigned my department a few times this year.
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.

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

- He's a good and reliable team member.
- \_\_\_\_\_ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.
- \_\_\_\_\_ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- \_\_\_\_\_ is very good at reading people which enables him to respond quickly and appropriately.
- The progress with customer satisfaction within the division exemplifies \_\_\_\_\_'s leadership style. The Department has come a long way with \_\_\_\_\_ as manager and I admire the way \_\_\_\_\_ and \_\_\_\_\_ work together. \_\_\_\_\_ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.
- Even though he is part-time, I don't like the minimal face-to-face exposure.

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

- Demonstrates an ability to remain focused on outcomes.
- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- \_\_\_\_\_'s department has changed considerably over the last year, yet he still managed to serve his customers.
- He communicates clearly and responds to request without unnecessary delay.
- \_\_\_\_\_ is a visionary leader which is important for his role, I think he gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.

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

- \_\_\_\_\_ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.
- Difficult to reach sometimes and often does not respond to messages at all.
- \_\_\_\_\_ treats all employees with respect and in a very professional manner.
- \_\_\_\_\_ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- \_\_\_\_\_ has done a wonderful job in supporting his team and making himself available.
- He is beginning to reach out to the other managers more, and it is appreciated.

### Any final comments?

- \_\_\_\_\_ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- \_\_\_\_\_ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- He checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- Always approachable no matter how busy he is.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.