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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.

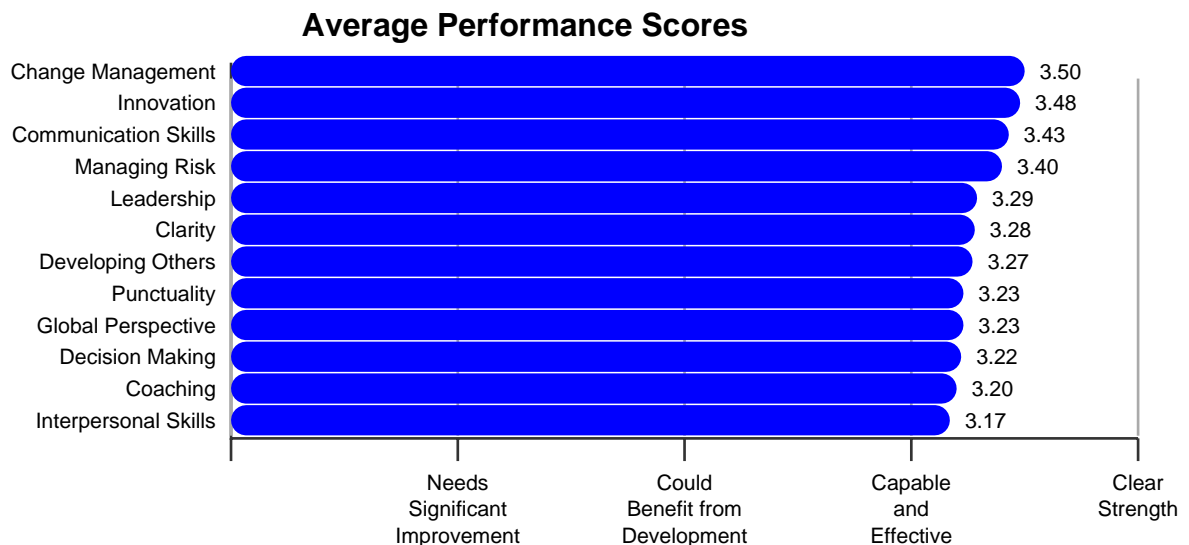
## What to Do with Your Feedback

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 12 major dimensions of leadership.

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



## Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



## 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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Supports the Company's efforts to implement changes.	15	3.20	93.3	7%	67%		27%
2. Supports new initiatives for organizational changes to improve effectiveness.	15	3.87	100.0	13%	87%		
3. Works cooperatively with others to implement changes.	15	3.33	93.3	7%	53%		40%
4. Effective in dealing with ambiguous and challenging situations.	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. Supports the Company's efforts to implement changes.	3.29	3.20	-0.09 ▼
2. Supports new initiatives for organizational changes to improve effectiveness.	3.65	3.87	+0.22 ▲
3. Works cooperatively with others to implement changes.	3.18	3.33	+0.16 ▲
4. Effective in dealing with ambiguous and challenging situations.	3.41	3.60	+0.19 ▲

### Comments:

- Everyone who works with \_\_\_\_\_ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- I wish I had 5 more years to learn from \_\_\_\_\_. He teaches me with every interaction.
- I truly enjoy working with \_\_\_\_\_ on a daily basis.
- I think we have a great team. \_\_\_\_\_ does his best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- Need to take in all opinions, not just those of employees who are not always truthful....
- He has taken his team to the next level.

## 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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
5. Clearly explains responsibilities to individuals.	15	3.33	93.3	7%	53%	40%	
6. Clearly defines work objectives for employees.	15	3.20	93.3	7%	60%	33%	
7. Attends to the important details of a job or task.	15	3.20	86.7	13%	53%	33%	
8. Clearly explains the vision and goals of the company.	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. Clearly explains responsibilities to individuals.	3.24	3.33	+0.10 ▲
6. Clearly defines work objectives for employees.	3.24	3.20	-0.04 ▼
7. Attends to the important details of a job or task.	3.41	3.20	-0.21 ▼
8. Clearly explains the vision and goals of the company.	3.24	3.40	+0.16 ▲

### Comments:

- \_\_\_\_\_ has a way of bringing out the best in people, by modeling how to be a hard worker who knows his stuff and is supportive of his colleagues and able to create a fun atmosphere that makes us all want to work hard.
- He could improve with a take charge attitude.
- Detail oriented
- \_\_\_\_\_ is one of the most hones, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- \_\_\_\_\_ is a very effective leader. His ability to drill down to find root cause with regards to issues, allows him to pin point the real issue instead of the surface issues.
- He is decisive about budgets, emergency preparedness, and safety.

## Communication Skills

### 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
9. Delivers influential presentations.	15	3.47	93.3	7%	40%	53%	
10. Organizes ideas clearly.	15	3.47	93.3	7%	40%	53%	
11. Reports are clear and persuasive.	15	3.53	100.0		47%	53%	
12. Able to demonstrate persuasiveness in pursuit of objectives.	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. Delivers influential presentations.	3.18	3.47	+0.29 ▲
10. Organizes ideas clearly.	3.35	3.47	+0.11 ▲
11. Reports are clear and persuasive.	3.47	3.53	+0.06 ▲
12. Able to demonstrate persuasiveness in pursuit of objectives.	3.47	3.27	-0.20 ▼

### Comments:

- The department director should have the authority to lead the team toward the vision laid out by the VP.
- Confidence, Attitude, Desire to learn.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- Another area he needs to work on is honoring team decisions. He will make unilateral decisions and then not tell the team.
- \_\_\_\_\_ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.

## Punctuality

### 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. Responds to requests for information in a timely manner.	15	3.33	100.0		67%		33%
14. Starts the workday when scheduled.	15	3.13	86.7	13%	60%		27%
15. Conducts appointments at scheduled start time.	15	3.07	80.0	20%	53%		27%
16. Maintains an efficient schedule of activities.	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. Responds to requests for information in a timely manner.	3.35	3.33	-0.02 ▼
14. Starts the workday when scheduled.	3.18	3.13	-0.04 ▼
15. Conducts appointments at scheduled start time.	3.00	3.07	+0.07 ▲
16. Maintains an efficient schedule of activities.	3.65	3.40	-0.25 ▼

### Comments:

- \_\_\_\_\_ is collaborative in everything he does and inspires a collaborative approach in others.
- I am impressed with his commitment to task and job knowledge.
- \_\_\_\_\_ is a new manager and it is clear that he wants to do well and engage his team.
- I appreciate \_\_\_\_\_'s willingness to share his knowledge with our team.
- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- \_\_\_\_\_ 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.

## Leadership

### 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
17. Holds team members accountable to commitments made	15	3.27	93.3	7%	60%	33%	
18. Focuses others on the necessary tasks that need completion.	14	3.00	92.9	7%	79%	14%	
19. Communicates calmly and honestly even when stressed.	15	3.47	100.0		53%	47%	
20. Is a highly effective supervisor.	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. Holds team members accountable to commitments made	3.47	3.27	-0.20 ▼
18. Focuses others on the necessary tasks that need completion.	3.12	3.00	-0.12 ▼
19. Communicates calmly and honestly even when stressed.	3.59	3.47	-0.12 ▼
20. Is a highly effective supervisor.	3.29	3.40	+0.11 ▲

#### Comments:

- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- He stays in his office, and is largely oblivious to the daily activities of customer service.
- \_\_\_\_\_ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.
- I know I can always count of \_\_\_\_\_ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.
- \_\_\_\_\_ is an excellent manager.



## 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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Is able to make decisions quickly.	15	3.53	100.0	47%	53%		
22. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	3.00	80.0	20%	60%	20%	
23. Asks for additional information when making critical decisions.	15	2.87	80.0	20%	73%	7%	
24. Does not lose sight of the big picture when making decisions	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. Is able to make decisions quickly.	3.35	3.53	+0.18 ▲
22. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.00	3.00	
23. Asks for additional information when making critical decisions.	2.88	2.87	-0.02 ▼
24. Does not lose sight of the big picture when making decisions	3.00	3.47	+0.47 ▲

#### Comments:

- He is a high energy individual, with a level of integrity that goes above and beyond.
- My interaction with \_\_\_\_\_ is very limited, but when I have requested time with him, he makes time for me.
- I would recommend that \_\_\_\_\_ proof read his emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by his staff.
- \_\_\_\_\_ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- \_\_\_\_\_ helped to keep us positively focus in the right direction, while keeping us well informed.
- \_\_\_\_\_ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.

## Innovation

### 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. Takes risks to advance important ideas.	15	3.67	100.0	33%	67%		
26. Creates innovative methods of developing business opportunities.	15	3.40	93.3	7%	47%	47%	
27. Fosters a creative and innovative work environment.	15	3.33	93.3	7%	53%	40%	
28. Develops new products and services.	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. Takes risks to advance important ideas.	3.76	3.67	-0.10 ▼
26. Creates innovative methods of developing business opportunities.	3.53	3.40	-0.13 ▼
27. Fosters a creative and innovative work environment.	3.12	3.33	+0.22 ▲
28. Develops new products and services.	3.41	3.53	+0.12 ▲

### Comments:

- Always steps up if help is needed.
- he understands where our opportunities for savings in the employee benefits plan may be.
- \_\_\_\_\_ is a great leader. He has excellent communication skills and has a wonderful leadership style.
- I trust that I can go to him in confidence and he will really listen to what I am saying.
- \_\_\_\_\_ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- \_\_\_\_\_ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have his direction, talent and enthusiasm.

## Managing Risk

### 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
29. Improves process safety where possible.	15	3.67	100.0	33%	67%		
30. Tracks and monitors incidents that may increase the risk of adverse consequences.	15	3.33	100.0		67%		33%
31. Is concerned about process safety management.	15	3.20	86.7	13%	53%		33%
32. Effectively responds to critical situations to reduce potential for losses.	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. Improves process safety where possible.	3.59	3.67	+0.08 ▲
30. Tracks and monitors incidents that may increase the risk of adverse consequences.	3.41	3.33	-0.08 ▼
31. Is concerned about process safety management.	3.18	3.20	+0.02 ▲
32. Effectively responds to critical situations to reduce potential for losses.	3.35	3.40	+0.05 ▲

### Comments:

- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- I have been most impressed by \_\_\_\_\_ in the last year. His leadership and intervention into the roles and responsibilities of his staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from \_\_\_\_\_.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- He encourages each staff member to understand each other and to work together in a very positive manner.
- Take charge without being pushed to do so.

## Interpersonal Skills

### 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
33. Resolves conflicts in a positive way.	15	3.20	86.7	13%	53%	33%	
34. Resolves conflicts and disagreements constructively.	15	3.27	93.3	7%	60%	33%	
35. Secures cooperation from and/or persuades others to support his/her solutions and decisions	15	3.00	80.0	20%	60%	20%	
36. Effectively manages conflicts by dealing with them directly and immediately	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. Resolves conflicts in a positive way.	3.18	3.20	+0.02 ▲
34. Resolves conflicts and disagreements constructively.	2.88	3.27	+0.38 ▲
35. Secures cooperation from and/or persuades others to support his/her solutions and decisions	3.18	3.00	-0.18 ▼
36. Effectively manages conflicts by dealing with them directly and immediately	3.18	3.20	+0.02 ▲

#### Comments:

- Manager routinely demonstrates all of the above characteristics, as marked
- \_\_\_\_\_ excels at customer service and keeping our team focused on the customer.
- I really enjoy working with \_\_\_\_\_ and I respect his as a leader and role model.
- \_\_\_\_\_ sometimes communicates in a way that makes it difficult to tell if he is asking a question, for help, or for clarification.
- He quickly addresses any challenges that may arise.
- He also has always been thankful for any help that I have given his.

## Developing Others

### 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 open to receiving feedback.	15	3.27	93.3	7%	60%	33%	
38. Sets performance objectives for subordinates that encourages development opportunities.	15	3.27	86.7	13%	47%	40%	
39. Recognizes and celebrates accomplishments of others.	15	3.13	86.7	13%	60%	27%	
40. Encourages employees through recognition of positive changes in behavior.	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. Is open to receiving feedback.	3.35	3.27	-0.09 ▼
38. Sets performance objectives for subordinates that encourages development opportunities.	3.24	3.27	+0.03 ▲
39. Recognizes and celebrates accomplishments of others.	3.59	3.13	-0.45 ▼
40. Encourages employees through recognition of positive changes in behavior.	3.29	3.40	+0.11 ▲

### Comments:

- Don't know where we would be without him.
- \_\_\_\_\_ is always focused on the customer, shares this philosophy with his team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- \_\_\_\_\_ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, \_\_\_\_\_ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- I really appreciate him.
- \_\_\_\_\_ is very sharp and plays a vital role in this organization
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.

# Coaching

## 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
41. Addresses employee behavior problems effectively.	15	3.33	93.3	7%	53%	40%	
42. Helps employees to maintain high personal standards.	15	3.33	93.3	7%	53%	40%	
43. Develops the skills and capabilities of others.	15	3.13	86.7	13%	60%	27%	
44. Provides clear, motivating, and constructive feedback.	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. Addresses employee behavior problems effectively.	3.29	3.33	+0.04 ▲
42. Helps employees to maintain high personal standards.	3.41	3.33	-0.08 ▼
43. Develops the skills and capabilities of others.	3.35	3.13	-0.22 ▼
44. Provides clear, motivating, and constructive feedback.	3.18	3.00	-0.18 ▼

### Comments:

- \_\_\_\_\_ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role
- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- \_\_\_\_\_ sometimes communicates in a way that makes it difficult to tell if he is asking a question, for help, or for clarification.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.

## Global Perspective

### 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
45. Builds working relationships with others across cultures.	15	3.53	100.0	47%	53%		
46. Volunteers for experiences and assignments abroad.	15	3.00	86.7	13%	73%		13%
47. Demonstrates a curiosity about diverse individuals and cultures.	15	3.20	93.3	7%	60%		33%
48. Aligns personal vision with global strategies.	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
45. Builds working relationships with others across cultures.	3.35	3.53	+0.18 ▲
46. Volunteers for experiences and assignments abroad.	3.24	3.00	-0.24 ▼
47. Demonstrates a curiosity about diverse individuals and cultures.	3.00	3.20	+0.20 ▲
48. Aligns personal vision with global strategies.	3.18	3.20	+0.02 ▲

#### Comments:

- Has good intentions, but follow through needs more work.
- Before \_\_\_\_\_ came into the position it seemed that the department was a dump.
- I know I can go to him with any question and he will either have an answer for me or get one the same goes for problem solving.
- 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.
- \_\_\_\_\_ is a good leader because he gives examples through his own behavior.
- \_\_\_\_\_ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.

## 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?

- Again, \_\_\_\_\_ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- Have persistence and tenacity
- \_\_\_\_\_ has been very supportive as a supervisor.
- \_\_\_\_\_ could also improve his ability to work with the framework of a team. \_\_\_\_\_ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- When there are any issues, I can take them to \_\_\_\_\_ and together we are able to work out the issues.
- \_\_\_\_\_ also takes feedback well. When he expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, he is able to listen and alter his approach for consideration to staff's views.

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

- \_\_\_\_\_ exceeds in above in all he does.
- Ready to tackle any given problem and help others finish 1st
- I truly enjoy working with \_\_\_\_\_. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.
- \_\_\_\_\_ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- I really enjoy working with \_\_\_\_\_. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.

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

- Provide regular updates on the progress of work/tasks/projects.
- He couldn't be more engaged if he tried.
- \_\_\_\_\_ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. \_\_\_\_\_ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- He always steps up and gets what needs to be done completed.
- \_\_\_\_\_ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what he has learned while leading his team-in other words he does not implement continuous improvement strategies independently.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. He seems hesitant to ask for feedback, review, or help.

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

- I think \_\_\_\_\_ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- Provide and solicit more frequent feedback.
- He knows his subject matter!
- Has one of the strongest work ethics I've ever encountered in a team member.
- He has deep technical expertise in a number of areas of human resource management.
- Is a fantastic source of feedback and growth development.



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

- \_\_\_\_\_ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- \_\_\_\_\_ has improved in his interaction with other departments. But this is an area that he could continue to work on.
- Building relationships of trust to enhance safety is an important part of our approach.
- \_\_\_\_\_ fully updates the unit and staff on needed information. His direction and focus are well explained.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- I appreciate his dedication to the department employees.

### Any final comments?

- He knows product and how to engage potential clients.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.
- \_\_\_\_\_ has improved on his quick assessment of situations and as a result it has helped me improve also
- I had the opportunity to work very closely with \_\_\_\_\_ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- I appreciate how \_\_\_\_\_ guides, supports, and direct staff.
- \_\_\_\_\_ manages quite effectively by allowing his supervisors to manage the day to day operations rather than doing it for them.