Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.
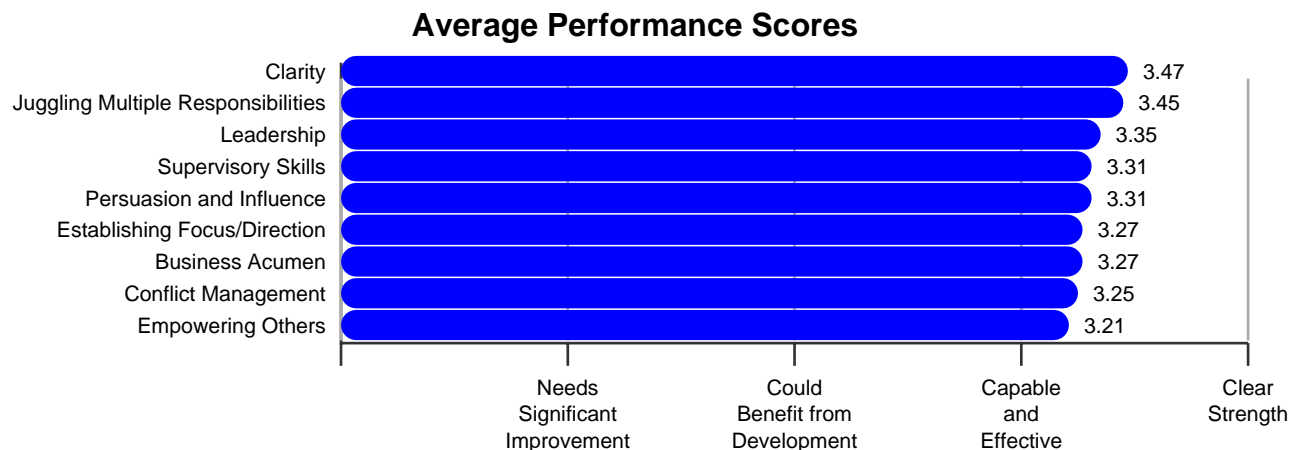
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.
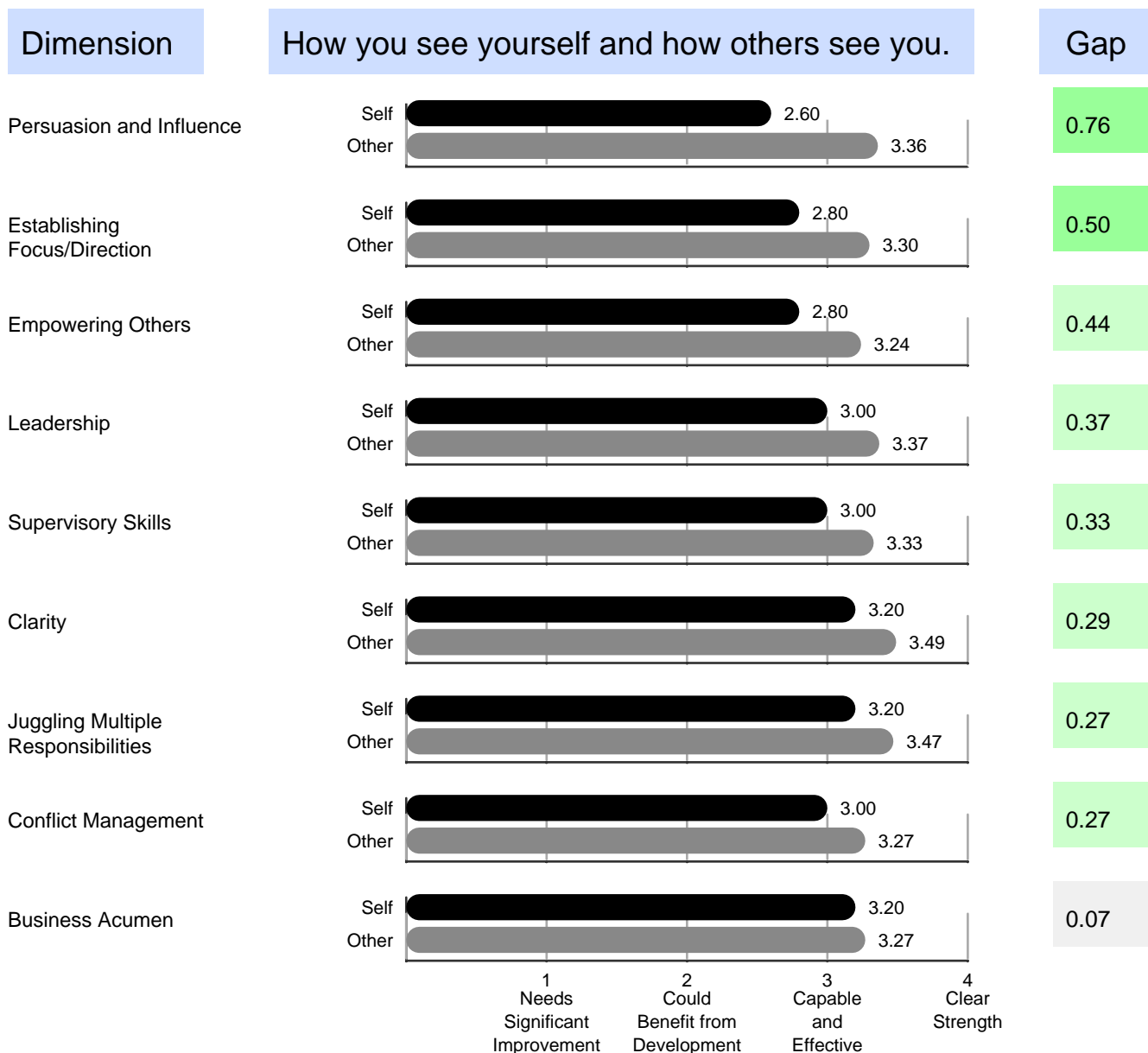
Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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

Average Performance Scores

Dimension	Score
Clarity	3.47
Juggling Multiple Responsibilities	3.45
Leadership	3.35
Supervisory Skills	3.31
Persuasion and Influence	3.31
Establishing Focus/Direction	3.27
Business Acumen	3.27
Conflict Management	3.25
Empowering Others	3.21

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

Gap Analysis

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

Dimension	How you see yourself and how others see you.	Gap
Persuasion and Influence	Self 2.60 / Other 3.36	0.76
Establishing Focus/Direction	Self 2.80 / Other 3.30	0.50
Empowering Others	Self 2.80 / Other 3.24	0.44
Leadership	Self 3.00 / Other 3.37	0.37
Supervisory Skills	Self 3.00 / Other 3.33	0.33
Clarity	Self 3.20 / Other 3.49	0.29
Juggling Multiple Responsibilities	Self 3.20 / Other 3.47	0.27
Conflict Management	Self 3.00 / Other 3.27	0.27
Business Acumen	Self 3.20 / Other 3.27	0.07

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

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
1. Clearly defines work objectives for employees.	15	3.20	93.3	7%	67%		27%
2. Is clear about goals that need to be achieved.	15	3.87	100.0	13%	87%		
3. Is clear about the roles and duties of team members.	15	3.33	93.3	7%	53%		40%
4. Clarifies problems and their causes to help employees correct them.	15	3.60	93.3	7%	27%	67%	
5. Adjusts communication methods to the needs of the audience.	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. Clearly defines work objectives for employees.	3.29	3.20	-0.09	▼
2. Is clear about goals that need to be achieved.	3.65	3.87	+0.22	▲
3. Is clear about the roles and duties of team members.	3.18	3.33	+0.16	▲
4. Clarifies problems and their causes to help employees correct them.	3.41	3.60	+0.19	▲
5. Adjusts communication methods to the needs of the audience.	3.24	3.33	+0.10	▲

Comments:
- You can count on _____ to give you the most honest feedback even if it is information you may not want to hear.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- _____ is a knowledgeable professional committed to improvement and quality. _____ shows his expertise in meetings and conversations, is helpful and solves problems effectively.
- I will always remember _____ as my first manager and be thankful he helped shape my first career.
- _____ is a true asset to [CompanyName].
- 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.

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
6. Gives direct, constructive, and actionable feedback.	15	3.20	93.3	7%	60%		33%
7. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	15	3.20	86.7	13%	53%		33%
8. Expresses clear goals and objectives.	15	3.40	93.3	7%	47%		47%
9. Sets clear goals and objectives for subordinates.	15	3.47	93.3	7%	40%		53%
10. Highly effective supervisor.	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. Gives direct, constructive, and actionable feedback.	3.24	3.20	-0.04	▼
7. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	3.41	3.20	-0.21	▼
8. Expresses clear goals and objectives.	3.24	3.40	+0.16	▲
9. Sets clear goals and objectives for subordinates.	3.18	3.47	+0.29	▲
10. Highly effective supervisor.	3.35	3.47	+0.11	▲

Comments:
- _____ is a very effective leader and a role model for other leaders.
- _____ is a wonderful partner.   He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- _____ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- His communication is precise and at times short when some would prefer a greater detailed account.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- As a new manager he is progressing very well.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Aligns the department's goals with the goals of the organization.	15	3.53	100.0		47%		53%
12. Makes sure that employees understand how their work relates to organizational goals.	15	3.27	100.0		73%		27%
13. Excellent at managing time.	15	3.33	100.0		67%		33%
14. Sets appropriate goals for employees.	15	3.13	86.7	13%	60%		27%
15. Maintains self-control when personally criticized.	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. Aligns the department's goals with the goals of the organization.	3.47	3.53	+0.06 ▲
12. Makes sure that employees understand how their work relates to organizational goals.	3.47	3.27	-0.20 ▼
13. Excellent at managing time.	3.35	3.33	-0.02 ▼
14. Sets appropriate goals for employees.	3.18	3.13	-0.04 ▼
15. Maintains self-control when personally criticized.	3.00	3.07	+0.07 ▲

Comments:
- _____ 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.
- Great addition to the department!
- He has used his Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- I think _____ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage him to sit down with his staff and peers for the learning and growth opportunities that are available within our unit.
- _____ fully updates the unit and staff on needed information. His direction and focus are well explained.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.

Supervisory 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
16. Treats all staff equitably.	15	3.40	93.3	7%	47%		47%
17. Promotes teamwork and cooperation within the department.	15	3.27	93.3	7%	60%		33%
18. Appropriately recognizes and rewards employees.	14	3.00	92.9	7%	79%		14%
19. Provides constructive, ongoing feedback.	15	3.47	100.0		53%		47%
20. Maintains good working relationships with employees.	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. Treats all staff equitably.	3.65	3.40	-0.25	▼
17. Promotes teamwork and cooperation within the department.	3.47	3.27	-0.20	▼
18. Appropriately recognizes and rewards employees.	3.12	3.00	-0.12	▼
19. Provides constructive, ongoing feedback.	3.59	3.47	-0.12	▼
20. Maintains good working relationships with employees.	3.29	3.40	+0.11	▲

Comments:
- 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.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- Initiative, attitude, and willingness to pitch in.
- He is an excellent Manager!
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Develops a good rapport with others.	15	3.53	100.0			47%	53%
22. Seeks to obtain consensus or compromise.	15	3.00	80.0	20%	60%		20%
23. Attempts to persuade others rather than simply control them.	15	2.87	80.0	20%	73%		7%
24. Communicates effectively with others.	15	3.47	100.0		53%	47%	
25. Understanding what others need.	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. Develops a good rapport with others.	3.35	3.53	+0.18 ▲
22. Seeks to obtain consensus or compromise.	3.00	3.00	
23. Attempts to persuade others rather than simply control them.	2.88	2.87	-0.02 ▼
24. Communicates effectively with others.	3.00	3.47	+0.47 ▲
25. Understanding what others need.	3.76	3.67	-0.10 ▼

Comments:
- 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 a calm and professional style.
- _____ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.
- I admire _____ for showing courage, compassion and committment during his recent team sessions.
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- He values our feedback and takes our recommendations seriously.

Juggling Multiple Responsibilities

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
26. Ensures that assignments are prioritized according to the needs of the department/company.	15	3.40	93.3	7%	47%	47%	
27. Ranks the importance of tasks to make sure critical tasks are completed first.	15	3.33	93.3	7%	53%	40%	
28. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	15	3.53	100.0		47%	53%	
29. Prioritizes tasks for efficiency.	15	3.67	100.0		33%	67%	
30. Completes multiple tasks simultaneously.	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. Ensures that assignments are prioritized according to the needs of the department/company.	3.53	3.40	-0.13 ▼
27. Ranks the importance of tasks to make sure critical tasks are completed first.	3.12	3.33	+0.22 ▲
28. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	3.41	3.53	+0.12 ▲
29. Prioritizes tasks for efficiency.	3.59	3.67	+0.08 ▲
30. Completes multiple tasks simultaneously.	3.41	3.33	-0.08 ▼

Comments:
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what _____ is trying to communicate with them, I also understand why _____ may be getting frustrated due to their lack of understanding. The issues don't always get resolved ina timely fashion which increases anxiety and frustration levels. Again, overall, I believe that _____ does a good job.
- Is a great teammate and valuable resource for the company.   it is obvious he cares for the team
- _____ is a valued peer.   I can count on his as a sounding board and for his perspective on issues we are dealing with, either at the director level or with our department.
- _____ 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.
- I find him to be a stellar asset to our team at [CompanyName].
- Uses visual aids to communicate progress to your team.

Empowering 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
31. Is confident in the abilities of employees assigned important tasks.	15	3.20	86.7	13%	53%		33%
32. Distributes the workload to subordinates.	15	3.40	100.0		60%		40%
33. Avoids micromanaging their employees.	15	3.20	86.7	13%	53%		33%
34. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.	15	3.27	93.3	7%	60%		33%
35. Ensures employees understand what is being assigned to them.	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. Is confident in the abilities of employees assigned important tasks.	3.18	3.20	+0.02 ▲
32. Distributes the workload to subordinates.	3.35	3.40	+0.05 ▲
33. Avoids micromanaging their employees.	3.18	3.20	+0.02 ▲
34. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.	2.88	3.27	+0.38 ▲
35. Ensures employees understand what is being assigned to them.	3.18	3.00	-0.18 ▼

Comments:
- _____ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.
- _____ is very professional in dealing with his peers and the staff.
- He is very collaborative and always attempts to work with others.
- _____ has been very helpful to me as a new manager this year.
- He effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.
- I think that _____ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.

Conflict 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
36. Deals effectively with employee grievances.	15	3.20	93.3	7%	67%		27%
37. Clearly expresses expectations to others.	15	3.27	93.3	7%	60%		33%
38. Helps employees to think through alternative ways to resolve conflict situations.	15	3.27	86.7	13%	47%	40%	
39. Discusses conflict situations with supervisor.	15	3.13	86.7	13%	60%		27%
40. Assists team members by helping them see the other point of view.	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. Deals effectively with employee grievances.	3.18	3.20	+0.02	▲
37. Clearly expresses expectations to others.	3.35	3.27	-0.09	▼
38. Helps employees to think through alternative ways to resolve conflict situations.	3.24	3.27	+0.03	▲
39. Discusses conflict situations with supervisor.	3.59	3.13	-0.45	▼
40. Assists team members by helping them see the other point of view.	3.29	3.40	+0.11	▲

Comments:
- From what I can see _____ meets or exceeds all of these leadership roles but remember he is not my manager.
- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.
- He works diligently with our supplier to ensure the inventory is cost effective.
- I think _____ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage him to sit down with his staff and peers for the learning and growth opportunities that are available within our unit.

Business Acumen

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.33	93.3	7%	53%		40%
42. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	3.33	93.3	7%	53%		40%
43. Able to align resources to meet the business needs of the company.	15	3.13	86.7	13%	60%		27%
44. Considers impact of actions on other areas of the organization.	15	3.00	86.7	13%	73%		13%
45. Asks the 'right' questions to size up or evaluate situations.	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. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.29	3.33	+0.04 ▲
42. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.41	3.33	-0.08 ▼
43. Able to align resources to meet the business needs of the company.	3.35	3.13	-0.22 ▼
44. Considers impact of actions on other areas of the organization.	3.18	3.00	-0.18 ▼
45. Asks the 'right' questions to size up or evaluate situations.	3.35	3.53	+0.18 ▲

Comments:
- Accountability on both sides.   Make sure that if a task is delegated then that person should be accountable for the task.
- Provides team members with frequent informal feedback.
- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- I have observed that _____ is always professional and respectful towards myself and others. He asks for our input before making decisions.
- _____ is organized and thorough.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.

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?

- _____ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides his with some feeling of success. While it is true that not everything can be important if everything IS important, _____ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humany possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. _____ has a solid reputation for being a direct communicator and his opinion is respected in our group.
- _____ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- _____ is deeply invested in the Labor and Delivery unit and it is obvious that his focus is in making it the top choice for customers and employees.
- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.
- I am having a hard time evaluating the last four. _____ produces excellent materials and strategy for marketing and   business development.   I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- _____ is able to manage an ever-changing work load.   His time management has improved over the last year, to promote a work-life balance.

What do you like best about working with this individual?

- _____ is a wonderful person to work for.
- He is an outstanding manager.
- He encourages teammates more as a peer than a coach.
- I am confident that whenever I need to talk with _____, he is honest and direct and provides good guidance for my professional growth.
- _____ knows his team very well and is gaining the same knowledge in regards to his team
- Become more aware of the impact you have on teammates.   Encourage the team to take ownership and lead instead of doing everything for everyone.

What do you like least about working with this individual?

- He is an advocate for [CompanyName].
- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- _____ has excellent communication skills.
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time).   when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapated to [CompanyName] and to the department, well done.
- 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.
- He can be friendly and does care about people. However he can be dismissive of ideas he does not agree with. It's possible that he is unaware of how strongly he comes across and how the simple fact of being a vice president can amplify people's perceptions of his actions and behaviors.

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

- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- As a new Manager to the area, _____ was subjected to a review of department services.   This was tough on him, but he did very well with it.
- He is a fantastic resource.
- _____ is highly professional in his everyday work.
- A willingness and flexibility to pitch in help where needed is important.

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

- He is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from his own.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- Management skills progressing well with experience.
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.
- He engages the staff and I feel the department is in the best shape it ever has been in.

Any final comments?

- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- _____ is the right man for the job...there have been a couple of instances in which I feel that _____ has had tendency to lose staff or participants in his communication. To his merit, _____ will stop the conversation and clarify expectations or needs prior to moving forward.
- Very knowledgeable and always steps up if help is needed.
- _____ is a fantastic manager who is now hitting his stride. He exhibits his strengths when called upon and is actively working on improving areas he needs to.
- I enjoyed working with _____ on the project and thought that the Rx team involves were strong partners.
- He is an advocate for [CompanyName].