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Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

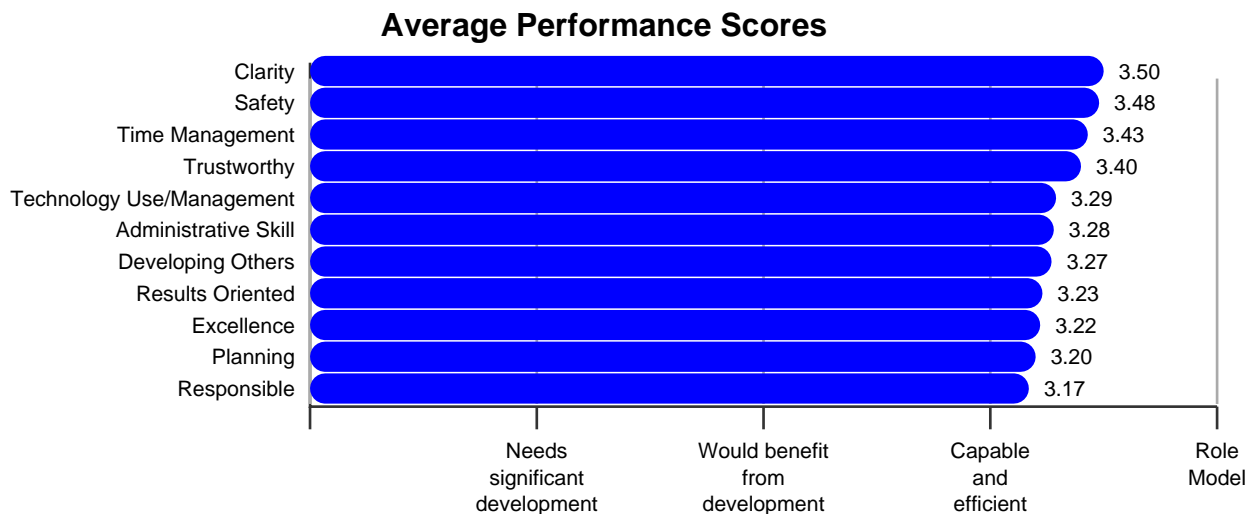
## What to Do with Your Feedback

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

# Summary

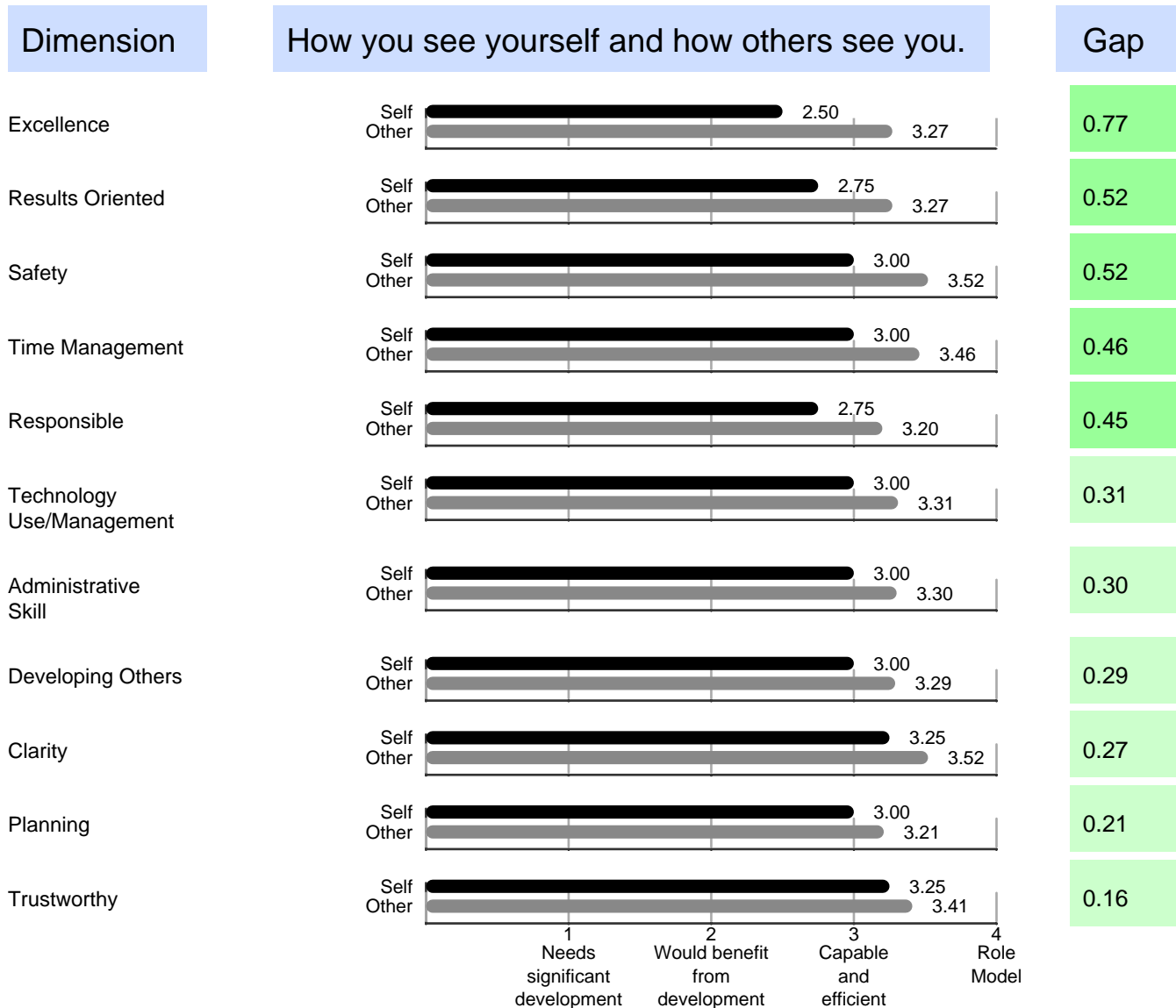
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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



# Gap Analysis

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





## Clarity

### Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Attends to the important details of a job or task.	15	3.20	93.3	7%	67%		27%
2. Writes clear job descriptions for positions in the organization.	15	3.87	100.0	13%	87%		
3. Is clear about goals that need to be achieved.	15	3.33	93.3	7%	53%		40%
4. Avoids creating ambiguity or mixed messages.	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. Attends to the important details of a job or task.	3.29	3.20	-0.09 ▼
2. Writes clear job descriptions for positions in the organization.	3.65	3.87	+0.22 ▲
3. Is clear about goals that need to be achieved.	3.18	3.33	+0.16 ▲
4. Avoids creating ambiguity or mixed messages.	3.41	3.60	+0.19 ▲

#### Comments:

- \_\_\_\_\_ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- \_\_\_\_\_ does not shy away from making the tough calls and is respected by many members of our team.
- \_\_\_\_\_ is the best employee the department has employed.
- He can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- I have appreciated \_\_\_\_\_'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- \_\_\_\_\_ is an extremely competent leader and I am enjoying learning by his example.

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
5. Accurately implements contract provisions.	15	3.33	93.3	7%	53%	40%	
6. Enthusiastic about taking on challenging projects.	15	3.20	93.3	7%	60%	33%	
7. Implements and uses performance measures.	15	3.20	86.7	13%	53%	33%	
8. Completes reports on-time.	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. Accurately implements contract provisions.	3.24	3.33	+0.10 ▲
6. Enthusiastic about taking on challenging projects.	3.24	3.20	-0.04 ▼
7. Implements and uses performance measures.	3.41	3.20	-0.21 ▼
8. Completes reports on-time.	3.24	3.40	+0.16 ▲

#### Comments:

- \_\_\_\_\_ is a great role model and leader. Others could learn from his style.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- Transparency and honesty is important early in the process.
- He believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- \_\_\_\_\_ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.

## Time Management

### Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
9. Focuses on tasks that have high priority.	15	3.47	93.3	7%	40%	53%	
10. Keeps and maintains a To-Do list.	15	3.47	93.3	7%	40%	53%	
11. Prioritizes new tasks according to their relative importance.	15	3.53	100.0		47%	53%	
12. Avoids distractions in the workplace.	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. Focuses on tasks that have high priority.	3.18	3.47	+0.29 ▲
10. Keeps and maintains a To-Do list.	3.35	3.47	+0.11 ▲
11. Prioritizes new tasks according to their relative importance.	3.47	3.53	+0.06 ▲
12. Avoids distractions in the workplace.	3.47	3.27	-0.20 ▼

#### Comments:

- \_\_\_\_\_ helped to keep us positively focus in the right direction, while keeping us well informed.
- \_\_\_\_\_ is able to manage an ever-changing work load. His time management has improved over the last year, to promote a work-life balance.
- \_\_\_\_\_ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. \_\_\_\_\_ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- 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.
- I appreciate the straight forward style of leadership \_\_\_\_\_ uses.

## Results Oriented

### Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
13. Works toward achievement of goals even when confronted with obstacles.	15	3.33	100.0		67%		33%
14. Does not become distracted by non-issues or interruptions.	15	3.13	86.7	13%	60%		27%
15. Helps others when free-time is available.	15	3.07	80.0	20%	53%		27%
16. Inspires and motivates co-workers to be productive and energetic at work	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. Works toward achievement of goals even when confronted with obstacles.	3.35	3.33	-0.02 ▼
14. Does not become distracted by non-issues or interruptions.	3.18	3.13	-0.04 ▼
15. Helps others when free-time is available.	3.00	3.07	+0.07 ▲
16. Inspires and motivates co-workers to be productive and energetic at work	3.65	3.40	-0.25 ▼

### Comments:

- Positive energy and a team player.
- \_\_\_\_\_ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.
- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- He is an excellent teammate, great attitude, effort, and energy.
- \_\_\_\_\_ is an excellent manager, our dept.is a good place to work with his as a boss



## Technology Use/Management

### Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
17. Supports employee training and development initiatives regarding implementation of technology.	15	3.27	93.3	7%	60%		33%
18. Uses technology in decision making and problem solving.	14	3.00	92.9	7%	79%		14%
19. Supports technical training and development of employees.	15	3.47	100.0		53%		47%
20. Applies complex rules and regulations to maintain optimal system performance.	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. Supports employee training and development initiatives regarding implementation of technology.	3.47	3.27	-0.20 ▼
18. Uses technology in decision making and problem solving.	3.12	3.00	-0.12 ▼
19. Supports technical training and development of employees.	3.59	3.47	-0.12 ▼
20. Applies complex rules and regulations to maintain optimal system performance.	3.29	3.40	+0.11 ▲

### Comments:

- Appreciate \_\_\_\_\_'s calm approach
- \_\_\_\_\_ 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.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- \_\_\_\_\_ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- \_\_\_\_\_ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- \_\_\_\_\_ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Is planful and organized.	15	3.53	100.0	47%	53%		
22. Demonstrates the analytical skills to do their job.	15	3.00	80.0	20%	60%	20%	
23. Keeps themselves and others focused on constant improvement.	15	2.87	80.0	20%	73%	7%	
24. Can be counted on to add value wherever they are involved.	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 planful and organized.	3.35	3.53	+0.18 ▲
22. Demonstrates the analytical skills to do their job.	3.00	3.00	
23. Keeps themselves and others focused on constant improvement.	2.88	2.87	-0.02 ▼
24. Can be counted on to add value wherever they are involved.	3.00	3.47	+0.47 ▲

#### Comments:

- \_\_\_\_\_ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.
- He returns email, often within minutes of sending and although, his calendar is packed, somehow, he always makes time to support me and the needs of my department.
- \_\_\_\_\_ has done tremendous work this past year in the Finance team.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- I sit back and listen to \_\_\_\_\_'s approach and communication skills and love to glean things from him.
- \_\_\_\_\_ pulls from the strengths of each of his staff. He utilizes them to the benefit of the department and to empower his employees to stay engaged and feel valued.

## Safety

### Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
25. Develops safety guidelines for the department.	15	3.67	100.0	33%	67%		
26. Participates in safety training when available.	15	3.40	93.3	7%	47%	47%	
27. Creates accurate and effective measures of safety.	15	3.33	93.3	7%	53%	40%	
28. Supports our company's safety programs.	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. Develops safety guidelines for the department.	3.76	3.67	-0.10 ▼
26. Participates in safety training when available.	3.53	3.40	-0.13 ▼
27. Creates accurate and effective measures of safety.	3.12	3.33	+0.22 ▲
28. Supports our company's safety programs.	3.41	3.53	+0.12 ▲

### Comments:

- He is showing more comfort in providing and receiving critical feedback.
- \_\_\_\_\_ 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.
- Need to take in all opinions, not just those of employees who are not always truthful....
- \_\_\_\_\_ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- He is an exceptionally effective communicator which enables here visions to be more easily carried out.
- I really appreciate him.

## Trustworthy

### Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
29. Builds and maintains the trust of others.	15	3.67	100.0	33%	67%		
30. Takes ownership, delivers on commitments	15	3.33	100.0		67%		33%
31. Works in a way that makes others want to work with her/him.	15	3.20	86.7	13%	53%		33%
32. Is a person you can trust.	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. Builds and maintains the trust of others.	3.59	3.67	+0.08 ▲
30. Takes ownership, delivers on commitments	3.41	3.33	-0.08 ▼
31. Works in a way that makes others want to work with her/him.	3.18	3.20	+0.02 ▲
32. Is a person you can trust.	3.35	3.40	+0.05 ▲

### Comments:

- \_\_\_\_\_ is an effective leader and it shows with the annual score of departments he leads, resulting in upward trends of grand mean and Q1.
- \_\_\_\_\_ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develop and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+
- \_\_\_\_\_ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think he has helped us come through it standing upright!
- I think 16 & 17 relate in the sense that I believe \_\_\_\_\_ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- I appreciate \_\_\_\_\_ being open to suggestions, and available when concerns brought to him.

## Responsible

### Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
33. Is a person you can trust.	15	3.20	86.7	13%	53%	33%	
34. Responsible for setting the vision of the department.	15	3.27	93.3	7%	60%	33%	
35. Holds herself / himself accountable to goals / objectives	15	3.00	80.0	20%	60%	20%	
36. Behavior is ethical and honest.	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. Is a person you can trust.	3.18	3.20	+0.02 ▲
34. Responsible for setting the vision of the department.	2.88	3.27	+0.38 ▲
35. Holds herself / himself accountable to goals / objectives	3.18	3.00	-0.18 ▼
36. Behavior is ethical and honest.	3.18	3.20	+0.02 ▲

#### Comments:

- \_\_\_\_\_ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- \_\_\_\_\_ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- 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.
- He knows what his customers needs and seeks to find the best individual to fill those roles.
- \_\_\_\_\_ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.
- \_\_\_\_\_ is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.

## 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
37. Provides constructive feedback to others.	15	3.27	93.3	7%	60%	33%	
38. Assesses employees' developmental needs.	15	3.27	86.7	13%	47%	40%	
39. Creates a work environment that fosters positive feedback to employees.	15	3.13	86.7	13%	60%	27%	
40. Tries to ensure employees are ready to move to the next level.	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. Provides constructive feedback to others.	3.35	3.27	-0.09 ▼
38. Assesses employees' developmental needs.	3.24	3.27	+0.03 ▲
39. Creates a work environment that fosters positive feedback to employees.	3.59	3.13	-0.45 ▼
40. Tries to ensure employees are ready to move to the next level.	3.29	3.40	+0.11 ▲

### Comments:

- Communication to entire team is excellent and helps engage all staff. \_\_\_\_\_'s visibility to his team has been very positive.
- \_\_\_\_\_ is always willing and routinely seeks opportunities to work with other departments.
- Good Team Player! Good decision making skills. A hard worker.
- He will sit down with all parties involved before he makes a decision.
- I am glad \_\_\_\_\_ was chosen to step in and take lead of [CompanyName]. He uses good judgment and makes the right decisions, even when they are difficult.
- Demonstrates a focus on the business goals through task prioritization.

## Planning

### Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
41. Delegates role to team members to accomplish goals.	15	3.33	93.3	7%	53%	40%	
42. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.33	93.3	7%	53%	40%	
43. Makes plans and follows through.	15	3.13	86.7	13%	60%	27%	
44. Anticipates obstacles and ways to overcome them.	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. Delegates role to team members to accomplish goals.	3.29	3.33	+0.04 ▲
42. Able to look ahead (beyond the present) when addressing the work/needs of the department.	3.41	3.33	-0.08 ▼
43. Makes plans and follows through.	3.35	3.13	-0.22 ▼
44. Anticipates obstacles and ways to overcome them.	3.18	3.00	-0.18 ▼

#### Comments:

- This has been a challenging year for \_\_\_\_\_ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- Is empathetic, understanding, and dependable.
- \_\_\_\_\_ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- I would like to see his expand personal long-term goals at the company.
- \_\_\_\_\_ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. \_\_\_\_\_ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. \_\_\_\_\_ is a role model for communication with staff, customers as well as community members.

## 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?

- Cannot think of anything
- \_\_\_\_\_ is professional, collaborative. . .a great team member.
- \_\_\_\_\_ takes pride in his department. His follow through is excellent. \_\_\_\_\_ leads by example.
- Show others it is possible to understand both sides without having to agree all the time.
- \_\_\_\_\_ is an excellent employee, I do not know of any areas that need improvement.
- I envy his versatility in working with a wide variety of issues and topics.

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

- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- \_\_\_\_\_ 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 is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.
- \_\_\_\_\_ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- \_\_\_\_\_ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- \_\_\_\_\_ is a great leader and is committed to his role here at [CompanyName]!

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

- \_\_\_\_\_ has extremely strong communication skills and is able to work in a wide variety of settings.
- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- He communicates clearly and responds to request without unnecessary delay.
- Works hard to build a team environment.
- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.
- 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.

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

- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- The only constructive feedback that I would have for \_\_\_\_\_ is that it would be nice to have him "present" more often. There are times during 1:1 or group meetings where I feel that \_\_\_\_\_ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given his current burden here.
- \_\_\_\_\_ is a dynamic and busy individual. At times he over commits himself and then has to cancel his participation as he cannot be in two places at once. It can inadvertently give off the aura that he is not engaged in the project meeting that was missed.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- He has also greatly improved his communication.
- \_\_\_\_\_ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.

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

- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, \_\_\_\_\_ fits the leadership role well.
- \_\_\_\_\_ demonstrates excellent skills at approaching employees that need correction action. My only thought would be he could be a more enforcing with employees that show continued bad behavior after correction action was taken.



- \_\_\_\_\_ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- \_\_\_\_\_ exceeds all expectations in all aspects of his job and the jobs of others when helping on the floor.
- \_\_\_\_\_ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- \_\_\_\_\_ has been an excellent assistant manager.

### Any final comments?

- \_\_\_\_\_ is a tremendous leader in our organization.
- \_\_\_\_\_ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and too the point.
- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- He couldn't be more engaged if he tried.
- \_\_\_\_\_ is a "One of a kind" He is a great manager.
- There is room for improvement in all these elements.