



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

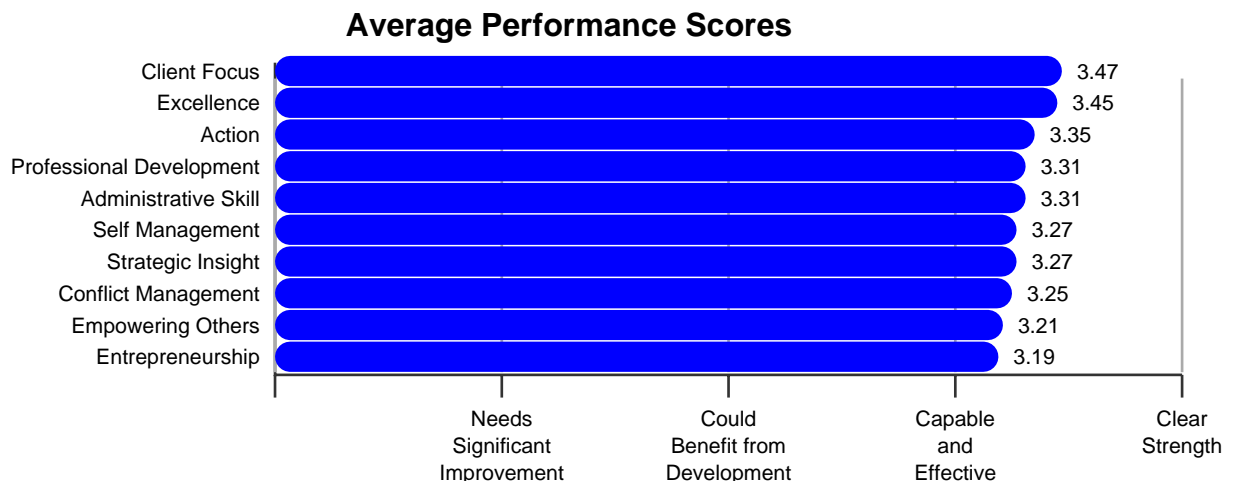
What to Do with Your Feedback

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

Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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



Gap Analysis

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



Client Focus

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. You ensure client commitments and requirements are met or exceeded	15	3.20	93.3	7%	67%		27%
2. You look for opportunities that have a positive impact on Clients.	15	3.87	100.0	13%	87%		
3. You obtain feedback to ensure client needs are being met.	15	3.33	93.3	7%	53%		40%
4. You are pro-active in dealing with clients and addressing your needs.	15	3.60	93.3	7%	27%	67%	
5. You satisfy client needs.	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. You ensure client commitments and requirements are met or exceeded	3.29	3.20	-0.09 ▼
2. You look for opportunities that have a positive impact on Clients.	3.65	3.87	+0.22 ▲
3. You obtain feedback to ensure client needs are being met.	3.18	3.33	+0.16 ▲
4. You are pro-active in dealing with clients and addressing your needs.	3.41	3.60	+0.19 ▲
5. You satisfy client needs.	3.24	3.33	+0.10 ▲

Comments:

- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- He always makes a point to make sure he has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- _____ is a strong leader and continues to grow in his role. _____ is approachable even if he does not have time. Team members enjoy his great attitude and his non stop energy. Some things that _____ does especially well and seems to do with ease are bulleted below.
- He also sees himself as a problem solver. The staff, however, experience being inundated with ideas and solutions that he presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- Does well in most technical skills and is willing to learn anything that is new
- He has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.

Action

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. You do whatever it takes (within reason) to get the job done.	15	3.20	93.3	7%	60%	33%	
7. You work quickly when faced with difficult problems.	15	3.20	86.7	13%	53%	33%	
8. You get the job done.	15	3.40	93.3	7%	47%	47%	
9. You make effective decisions	15	3.47	93.3	7%	40%	53%	
10. You motivate & supports others to gain skills	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. You do whatever it takes (within reason) to get the job done.	3.24	3.20	-0.04 ▼
7. You work quickly when faced with difficult problems.	3.41	3.20	-0.21 ▼
8. You get the job done.	3.24	3.40	+0.16 ▲
9. You make effective decisions	3.18	3.47	+0.29 ▲
10. You motivate & supports others to gain skills	3.35	3.47	+0.11 ▲

Comments:

- _____ is able to problem solve very well.
- He is always collaborative in his approach, and makes good decisions.
- 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 _____.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- _____ seems to have good knowledge and awareness of the strengths and talents of his direct reports (as well as their weaknesses). When in need, he picks the appropriate person to conquer a task or assignment. He is always good about seeking advice before proceeding.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.

Self 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
11. You use patience and self-control in working with customers and associates.	15	3.53	100.0	47%	53%		
12. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.27	100.0	73%	27%		
13. You consciously control own negative emotions in order to keep team morale up.	15	3.33	100.0	67%	33%		
14. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.13	86.7	13%	60%	27%	
15. You step away from a situation to process appropriate response.	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. You use patience and self-control in working with customers and associates.	3.47	3.53	+0.06 ▲
12. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.47	3.27	-0.20 ▼
13. You consciously control own negative emotions in order to keep team morale up.	3.35	3.33	-0.02 ▼
14. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.18	3.13	-0.04 ▼
15. You step away from a situation to process appropriate response.	3.00	3.07	+0.07 ▲

Comments:

- He is an excellent communicator. The only real opportunity I see is around translating his data and observations into solid action plans to drive improvement.
- I feel that _____ has skills that are underutilized because he is a content expert in one function of the organization; however, his skills are far beyond human resources and should be used to help push the organization forward.
- The only area with which he struggles is the need for relationship building with staff he supervises. I know he understands the reason for this and has been working on developing a better approach.
- He has taken the proverbial "ball" and ran with it in a way that shows excellence in his endeavor.
- _____ has done a wonderful job in supporting his team and making himself available.
- _____ has been so helpful to me as a new manager.

Professional Development

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. You quickly acquire and apply new knowledge and skills when needed	15	3.40	93.3	7%	47%	47%	
17. You encourage employees to take courses relevant to their job.	15	3.27	93.3	7%	60%	33%	
18. You keep yourself up-to-date of technical/professional issues	14	3.00	92.9	7%	79%	14%	
19. You seek opportunities for professional development.	15	3.47	100.0		53%	47%	
20. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	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. You quickly acquire and apply new knowledge and skills when needed	3.65	3.40	-0.25 ▼
17. You encourage employees to take courses relevant to their job.	3.47	3.27	-0.20 ▼
18. You keep yourself up-to-date of technical/professional issues	3.12	3.00	-0.12 ▼
19. You seek opportunities for professional development.	3.59	3.47	-0.12 ▼
20. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.29	3.40	+0.11 ▲

Comments:

- His recent willingness to take on the department demonstrates his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates his genuine commitment to the organization.
- His great communication style allows him to draw in floor staff, other departments and individuals easily.
- Please know that stress can occasionally slow down progress.
- _____ is great about approaching and including staff input with decision making within the department.
- _____ is an impressive performer.
- _____ 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.

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. You are able to develop, justify and present a budget.	15	3.53	100.0	47%	53%		
22. You implement and use performance measures.	15	3.00	80.0	20%	60%	20%	
23. You have strong organizational skills to keep the workspace and department in order	15	2.87	80.0	20%	73%	7%	
24. You have strong technical/computer skills.	15	3.47	100.0	53%	47%		
25. You have a high attention to detail.	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. You are able to develop, justify and present a budget.	3.35	3.53	+0.18 ▲
22. You implement and use performance measures.	3.00	3.00	
23. You have strong organizational skills to keep the workspace and department in order	2.88	2.87	-0.02 ▼
24. You have strong technical/computer skills.	3.00	3.47	+0.47 ▲
25. You have a high attention to detail.	3.76	3.67	-0.10 ▼

Comments:

- _____ is a role model of a leader and I feel privileged to have _____ as a leader and a mentor.
- _____ has a clear process for hiring which has aided his in building an amazing team.
- Allocates resources in advance to ensure the required work can be completed.
- He is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- _____ appropriately utilizes the resources of other team members to meet the needs of the organization.
- _____ is great about approaching and including staff input with decision making within the department.

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. You are planful and organized.	15	3.40	93.3	7%	47%	47%	
27. You produce high quality work.	15	3.33	93.3	7%	53%	40%	
28. You keep yourself and others focused on constant improvement.	15	3.53	100.0		47%	53%	
29. You demonstrate the functional or technical skills necessary to do your job.	15	3.67	100.0		33%	67%	
30. You can be counted on to add value wherever you are involved.	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. You are planful and organized.	3.53	3.40	-0.13 ▼
27. You produce high quality work.	3.12	3.33	+0.22 ▲
28. You keep yourself and others focused on constant improvement.	3.41	3.53	+0.12 ▲
29. You demonstrate the functional or technical skills necessary to do your job.	3.59	3.67	+0.08 ▲
30. You can be counted on to add value wherever you are involved.	3.41	3.33	-0.08 ▼

Comments:

- Our department had a supervisor that was causing a lot of frustration for the staff that he supervised. This supervisor is no longer with our organization.
- _____ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.
- _____ is an exceptional leader in my opinion. He leads by example and knows his teams at the depth necessary to effectively engage them and lead them to improved performance.
- _____ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- I have enjoyed working with _____ and will miss his support and direction.
- The Core Competency Training has been a great success. _____ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.

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. You give employees the opportunity to make their own decisions at work.	15	3.20	86.7	13%	53%	33%	
32. You allow employees to have flexible work schedules.	15	3.40	100.0		60%	40%	
33. You encourage others to obtain necessary skills and training.	15	3.20	86.7	13%	53%	33%	
34. You recognize the accomplishments of employees when they complete important assignments.	15	3.27	93.3	7%	60%	33%	
35. You trust employees to complete tasks assigned.	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. You give employees the opportunity to make their own decisions at work.	3.18	3.20	+0.02 ▲
32. You allow employees to have flexible work schedules.	3.35	3.40	+0.05 ▲
33. You encourage others to obtain necessary skills and training.	3.18	3.20	+0.02 ▲
34. You recognize the accomplishments of employees when they complete important assignments.	2.88	3.27	+0.38 ▲
35. You trust employees to complete tasks assigned.	3.18	3.00	-0.18 ▼

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.
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- He is a charismatic leader. Really the best!!
- There are times that the customers interest is overlooked because it is the way we have always done it.
- I value _____'s advice and support as we realigned my department a few times this year.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.

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. You identify and takes steps to prevent potential confrontations.	15	3.20	93.3	7%	67%		27%
37. You clearly express expectations to others.	15	3.27	93.3	7%	60%		33%
38. You discuss conflict situations with supervisor.	15	3.27	86.7	13%	47%		40%
39. You try to understand others' point of view before making judgments	15	3.13	86.7	13%	60%		27%
40. You assist 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. You identify and takes steps to prevent potential confrontations.	3.18	3.20	+0.02 ▲
37. You clearly express expectations to others.	3.35	3.27	-0.09 ▼
38. You discuss conflict situations with supervisor.	3.24	3.27	+0.03 ▲
39. You try to understand others' point of view before making judgments	3.59	3.13	-0.45 ▼
40. You assist team members by helping them see the other point of view.	3.29	3.40	+0.11 ▲

Comments:

- I am very surprised and impressed with _____ s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- _____ is very busy and does a good job delegating work. By delegating he provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but _____ has confidence that the work will be done well.
- _____ is fully engaged in his unit. He took on the position and jumped in with both feet.
- _____ does a great job of ensuring his departments are meeting the needs of the organization and our community.
- _____ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.

Strategic Insight

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. You analyze unique issues or problems impacting the Company.	15	3.33	93.3	7%	53%	40%	
42. You formulate strategies and action plans to ensure successful completion of goals and objectives.	15	3.33	93.3	7%	53%	40%	
43. You formulate policies and strategies for addressing the Company's important challenges.	15	3.13	86.7	13%	60%	27%	
44. You identify root causes of problems.	15	3.00	86.7	13%	73%	13%	
45. You anticipate business cycles and trends and makes adjustments in a timely manner.	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. You analyze unique issues or problems impacting the Company.	3.29	3.33	+0.04 ▲
42. You formulate strategies and action plans to ensure successful completion of goals and objectives.	3.41	3.33	-0.08 ▼
43. You formulate policies and strategies for addressing the Company's important challenges.	3.35	3.13	-0.22 ▼
44. You identify root causes of problems.	3.18	3.00	-0.18 ▼
45. You anticipate business cycles and trends and makes adjustments in a timely manner.	3.35	3.53	+0.18 ▲

Comments:

- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- _____ is a great leader to have in our department, he helps us grow and encourages us to be better at everything we do.
- Uses visual aids to communicate progress to your team.
- _____ 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.
- I have observed _____ work with his staff and team on improvement activities. He has assigned" lead people to work on projects given their strengths. _____ does take action when there are employees who do not fit with the organization mission and values.
- He is very responsive when asked for input or his assistance is requested.

Entrepreneurship

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
46. You can work effectively in an environment of uncertainty.	15	3.00	86.7	13%	73%		13%
47. You maintain a high level of energy to respond to demands of the job.	15	3.20	93.3	7%	60%		33%
48. You are able to adapt the department to changing business demands and climate.	15	3.20	93.3	7%	67%		27%
49. You have a strategic awareness on how to promote the organization.	15	3.40	93.3	7%	47%		47%
50. You encourage risk taking for developing potential business opportunities.	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

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

Item	2022	2023	Change
46. You can work effectively in an environment of uncertainty.	3.24	3.00	-0.24 ▼
47. You maintain a high level of energy to respond to demands of the job.	3.00	3.20	+0.20 ▲
48. You are able to adapt the department to changing business demands and climate.	3.18	3.20	+0.02 ▲
49. You have a strategic awareness on how to promote the organization.	3.35	3.40	+0.05 ▲
50. You encourage risk taking for developing potential business opportunities.	3.29	3.13	-0.16 ▼

Comments:

- He inspires us to remember that as leaders, anything's possible.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see his in the rooms helping in the mornings. Well liked by staff.
- _____ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- Works hard to build a team environment.
- He always responds in a timely manner and stays organized.
- He exhibits a very strong commitment to [CompanyName] in his interactions and as such is an important role model to me and others.

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?

- Not many people can be as well rounded, as these qualities require completely different skill sets.
- _____ consistently asks how the day is going, if he can help us at all.
- His knowledge of what's needed to take us to the next level (designation) is to be commended.
- Loyalty. Willingness to get it right.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- _____ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him 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 humanly 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.

What do you like best about working with this individual?

- I feel very confident in his support, which he has already demonstrated several times in challenging situations.
- This has been a challenging year for _____ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- he has patience.
- I know I can always count on _____ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- _____ is a great leader to have in our department, he helps us grow and encourages us to be better at everything we do.

What do you like least about working with this individual?

- _____ 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.
- _____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- He is a great teammate.
- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- I look to him for guidance and support. It seems his responsibilities and work load are not at a managerial level but Director. If he had the additional support of experienced employees this would help lighten his load.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.

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

- _____ demonstrates daily his engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- _____ is an effective leader and it shows with the annual score of departments he leads, resulting in upward trends of grand mean and Q1.
- I think he is the kind of manager our department has needed and will continue to need.
- Always has a positive, cheerful, and strong attitude.
- I envy his versatility in working with a wide variety of issues and topics.
- Has good intentions, but follow through needs more work.

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

- _____ is an excellent role model. he received the Employee Excellence Award this past year and also received his Master's Degree, so he obvious is very motivated! Thank you for allowing me to participate in his evaluation.
- _____ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.
- Takes complete ownership of role and looks for ways to assist teammates.
- _____ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- _____ juggles a lot of responsibilities and appears to have it all under control.

Any final comments?

- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- He sets a good example for personal growth.
- He will always be able to state that he did everything he could, he gives this job his all!
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- _____ is great...He provides valuable insight/opinion when asked and easily makes decisions.
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.