



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.

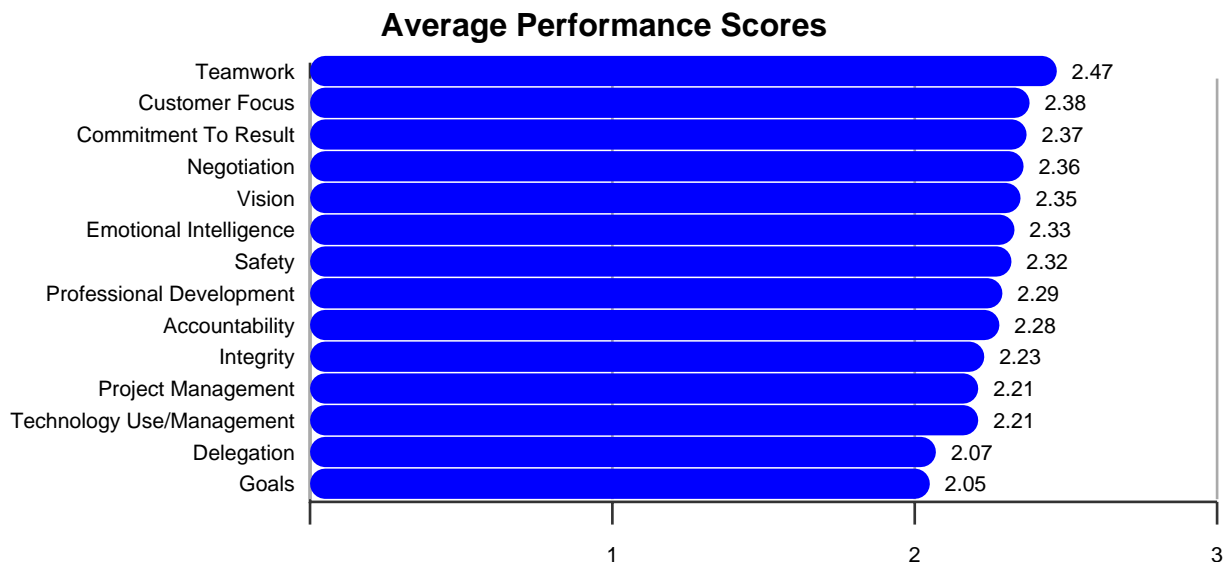
What to Do with Your Feedback

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 14 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.

Dimension	How you see yourself and how others see you.	Gap
Teamwork	Self: 2.00 Other: 2.50	0.50
Vision	Self: 2.00 Other: 2.37	0.37
Professional Development	Self: 2.00 Other: 2.31	0.31
Accountability	Self: 2.00 Other: 2.30	0.30
Customer Focus	Self: 2.20 Other: 2.40	0.20
Commitment To Result	Self: 2.20 Other: 2.39	0.19
Negotiation	Self: 2.20 Other: 2.37	0.17
Safety	Self: 2.20 Other: 2.33	0.13
Goals	Self: 2.00 Other: 2.06	0.06
Integrity	Self: 2.20 Other: 2.23	0.03
Project Management	Self: 2.20 Other: 2.21	0.01
Technology Use/Management	Self: 2.20 Other: 2.21	0.01
Emotional Intelligence	Self: 2.40 Other: 2.33	0.07



0.14

Commitment To Result

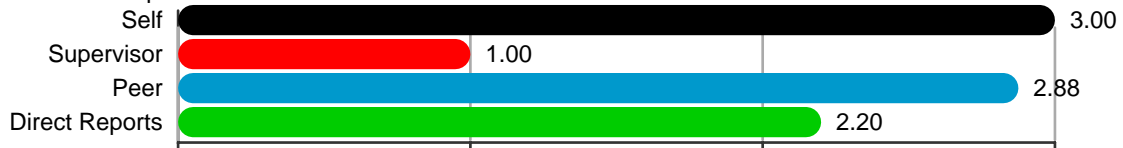
Summary Scores



1. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



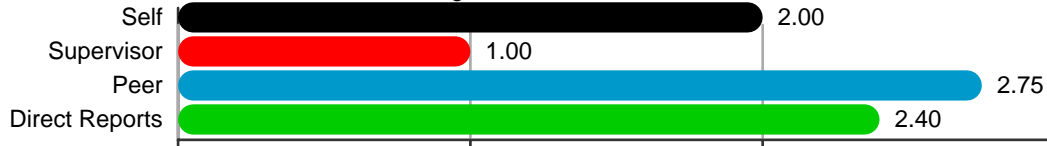
2. You coordinate all department activities into a cohesive team effort.



3. You take immediate action toward goals.



4. You are able to focus on a task even when working alone.



5. You maintain persistence and dedication to achieving results.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.27	33.3	7%	60%	33%
2. You coordinate all department activities into a cohesive team effort.	15	2.53	73.3	20%	7%	73%
3. You take immediate action toward goals.	15	2.33	40.0	7%	53%	40%
4. You are able to focus on a task even when working alone.	15	2.47	53.3	7%	40%	53%
5. You maintain persistence and dedication to achieving results.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ is a solid asset to the human resources division and the [CompanyName] senior management team.
- I can not say enough good things about _____ he has been an asset to our department from day one.
- 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.
- The department is lucky to have him.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- _____ is a tremendous leader in our organization.

Accountability

Summary Scores



6. You accept accountability for your actions and results.



7. You keep you supervisor informed of recent events.



8. You can be counted on to do what you say you are going to do.



9. You encourage employees to take on greater responsibilities.



10. You develop goals and establishes objective measures of success.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. You accept accountability for your actions and results.	15	2.13	33.3	20%	47%	33%
7. You keep you supervisor informed of recent events.	15	2.07	26.7	20%	53%	27%
8. You can be counted on to do what you say you are going to do.	15	2.33	40.0	7%	53%	40%
9. You encourage employees to take on greater responsibilities.	15	2.40	53.3	13%	33%	53%
10. You develop goals and establishes objective measures of success.	15	2.47	60.0	13%	27%	60%

Comments:

- _____ is so attentive to the needs of our department and to the needs of individuals.
- _____ has also attended many off-site events to show his support to department staff.
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
- Great to have you on the team!
- _____ is very reliable, respectful and ethical in his leadership.
- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.

Integrity

Summary Scores



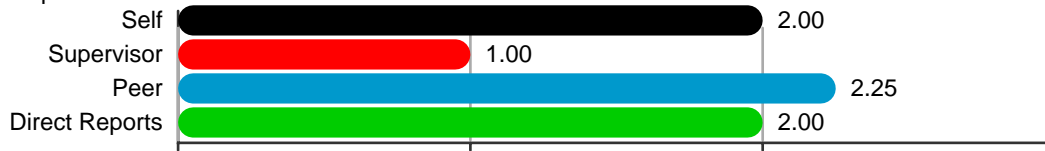
11. You maintain strong relationships with others.



12. You demonstrate honesty and truthfulness at all times.



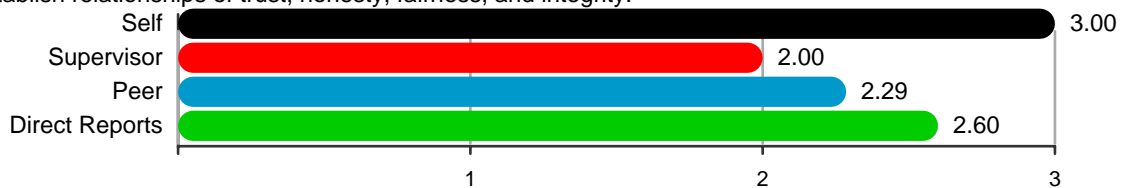
13. You develop trust and confidence from others.



14. You foster a high standard of ethics and integrity.



15. You establish relationships of trust, honesty, fairness, and integrity.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. You maintain strong relationships with others.	15	2.33	40.0	7%	53%	40%
12. You demonstrate honesty and truthfulness at all times.	15	2.07	20.0	13%	67%	20%
13. You develop trust and confidence from others.	15	2.07	26.7	20%	53%	27%
14. You foster a high standard of ethics and integrity.	15	2.27	40.0	13%	47%	40%
15. You establish relationships of trust, honesty, fairness, and integrity.	14	2.43	50.0	7%	43%	50%

Comments:

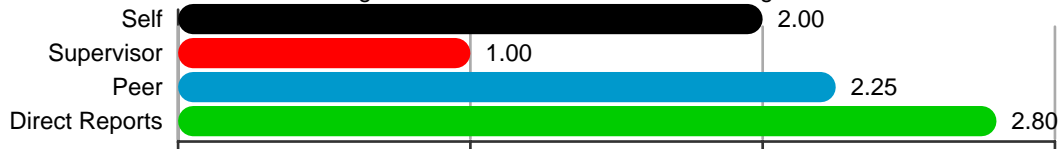
- _____ is an extremely effective leader.
- _____ listens to employees ideas and concerns and address the issues right away.
- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- I value and appreciate _____ very much.
- I have found that when _____ has hit a barrier or road block in accomplishing a task or goal he is quick to overcome it and take action.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.

Professional Development

Summary Scores



16. You demonstrate enthusiasm and a willingness to learn new skills and knowledge



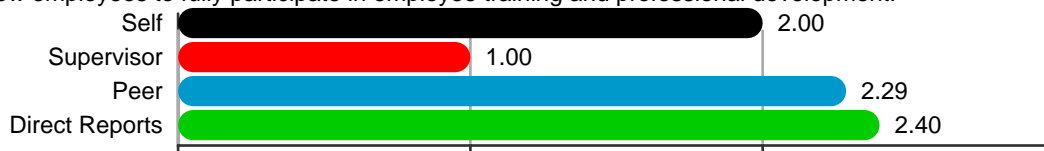
17. You are contributing fully to the extent of your skills



18. You keep yourself up-to-date of technical/professional issues



19. You allow employees to fully participate in employee training and professional development.



20. You quickly acquire and apply new knowledge and skills when needed



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.33	46.7	13%	40%	47%
17. You are contributing fully to the extent of your skills	15	2.33	40.0	7%	53%	40%
18. You keep yourself up-to-date of technical/professional issues	14	2.00	14.3	14%	71%	14%
19. You allow employees to fully participate in employee training and professional development.	14	2.21	42.9	21%	36%	43%
20. You quickly acquire and apply new knowledge and skills when needed	15	2.53	60.0	7%	33%	60%

Comments:

- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.
- 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.
- _____ has been instrumental in the working relationship of our department.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- _____ is very responsive and provides great support service.
- I feel he generally seeks our opinions in making decisions and includes us. Thank You for all you do _____, your the best.

Emotional Intelligence

Summary Scores



21. You accurately perceive the emotional reactions of others.



22. You help employees to resolve conflicts, communicate clearly, and work together to solve problems.



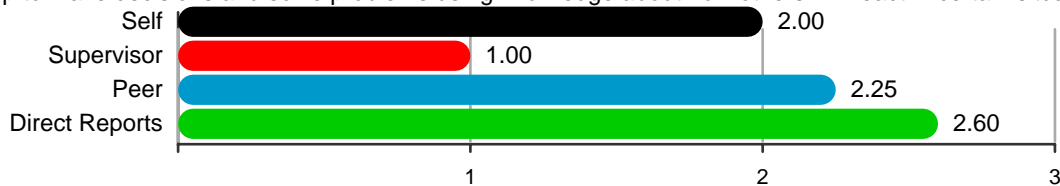
23. You are able to manage your own emotions.



24. You are able to understand others' points of view.



25. You help to make decisions and solve problems using knowledge about how others will react in certain situations.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. You accurately perceive the emotional reactions of others.	15	2.60	66.7	7%	27%	67%
22. You help employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.33	40.0	7%	53%	40%
23. You are able to manage your own emotions.	15	2.07	20.0	13%	67%	20%
24. You are able to understand others' points of view.	15	2.40	53.3	13%	33%	53%
25. You help to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.27	53.3	27%	20%	53%

Comments:

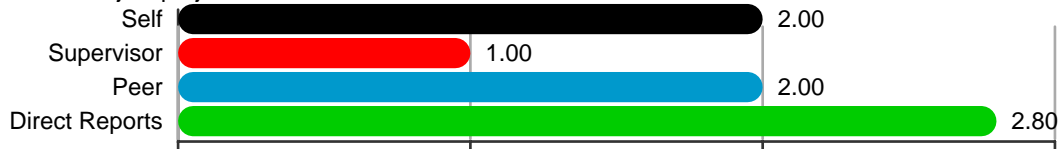
- _____ is very supportive of Core Competency and concepts. The one concept that _____ refers to consistently is what we respect most is people's ability to think.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- He involves our team and holds us accountable out of respect.
- Outstanding leader.
- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.

Project Management

Summary Scores



26. You are able to adjust project schedule as needed to accommodate unforeseen issues.



27. You define project outcomes based on customer requirements.



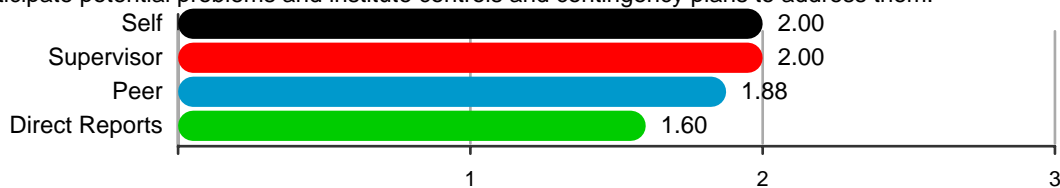
28. You organize, plan, and direct resources to accomplish the goals and objectives.



29. You respond quickly and appropriately to unforeseen problems.



30. You anticipate potential problems and institute controls and contingency plans to address them.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. You are able to adjust project schedule as needed to accommodate unforeseen issues.	15	2.20	33.3	13%	53%	33%
27. You define project outcomes based on customer requirements.	15	2.00	26.7	27%	47%	27%
28. You organize, plan, and direct resources to accomplish the goals and objectives.	15	2.47	53.3	7%	40%	53%
29. You respond quickly and appropriately to unforeseen problems.	15	2.60	60.0		40%	60%
30. You anticipate potential problems and institute controls and contingency plans to address them.	15	1.80	13.3	33%	53%	13%

Comments:

- _____'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- _____ encourages us as directors to go out with one voice and keeps us accountable.
- _____ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- At times I feel that _____ presents things in meetings that he's not well versed in. I would encourage him to be very familiar with the items he's presenting as his credibility, at times, suffers when he attempts to address something in meetings in his area that he's not well versed in.

Delegation

Summary Scores



31. You allow subordinates to use their own methods and procedures.



32. You clearly define duties and tasks to be completed.



33. You delegate authority and responsibility to subordinates and holds them accountable for your actions.



34. You set clear and reasonable expectations for others and follow through on their progress.



35. You entrust subordinates with important tasks.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. You allow subordinates to use their own methods and procedures.	15	2.13	33.3	20%	47%	33%
32. You clearly define duties and tasks to be completed.	15	2.13	33.3	20%	47%	33%
33. You delegate authority and responsibility to subordinates and holds them accountable for your actions.	15	2.07	33.3	27%	40%	33%
34. You set clear and reasonable expectations for others and follow through on their progress.	15	2.13	26.7	13%	60%	27%
35. You entrust subordinates with important tasks.	15	1.87	20.0	33%	47%	20%

Comments:

- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- _____ is very approachable and ensures the best for all employees in the department.
- He is a very diligent hard worker.
- He is quick to remind others, when needed why we are really here.
- _____ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.

Goals

Summary Scores



36. You achieve established goals.



37. You establish and document goals and objectives.



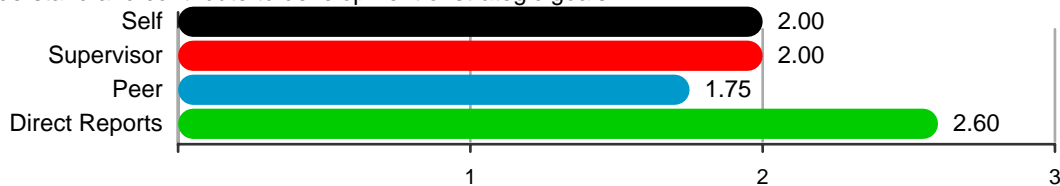
38. You set challenging stretch goals



39. You make sure that I have a clear idea of our group's goals.



40. You understand and contribute to development of strategic goals.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. You achieve established goals.	15	1.87	20.0	33%	47%	20%
37. You establish and document goals and objectives.	15	1.93	13.3	20%	67%	13%
38. You set challenging stretch goals	15	2.07	33.3	27%	40%	33%
39. You make sure that I have a clear idea of our group's goals.	15	2.33	33.3		67%	33%
40. You understand and contribute to development of strategic goals.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- His professionalism is beyond reproach and he is fair and just.
- He is becoming more comfortable to deliver critical feedback.
- _____ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.
- _____ sets high standards for his team and ensures they perform professionally.
- 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.

Technology Use/Management

Summary Scores



41. You apply complex rules and regulations to maintain optimal system performance.



42. You identify gaps between actual and needed technical competencies and provide recommendations for required training.



43. You maximize the use of new technology to deliver products and services.



44. You support technical training and development of employees.



45. You are proficient in the use of technical systems and processes.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. You apply complex rules and regulations to maintain optimal system performance.	15	2.00	26.7	27%	47%	27%
42. You identify gaps between actual and needed technical competencies and provide recommendations for required training.	15	2.13	33.3	20%	47%	33%
43. You maximize the use of new technology to deliver products and services.	15	2.20	40.0	20%	40%	40%
44. You support technical training and development of employees.	15	2.20	26.7	7%	67%	27%
45. You are proficient in the use of technical systems and processes.	15	2.53	60.0	7%	33%	60%

Comments:

- he is clear in defining his desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- Your initiative influences others in a positive way.
- 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.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- Unfortunately there has been inconsistency in actions and results.
- _____ has been a tremendous resource for my own professional development in this department and in recruitment. He openly provides feedback, talks through issues/questions, and engages me in the entire process. He finds opportunities for team to utilize our own strengths in order to contribute to the larger team.

Safety

Summary Scores



46. You are aware of osha safety guidelines.



47. You develop a strong safety culture.



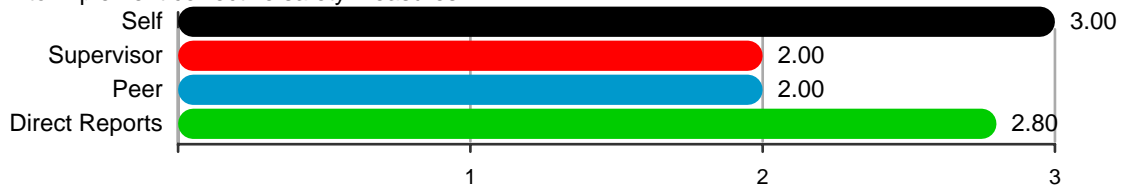
48. You mitigate hazards and safety issues that arise.



49. You create accurate and effective measures of safety.



50. You work to implement corrective safety measures.



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 Development) to green (Definite Strength).

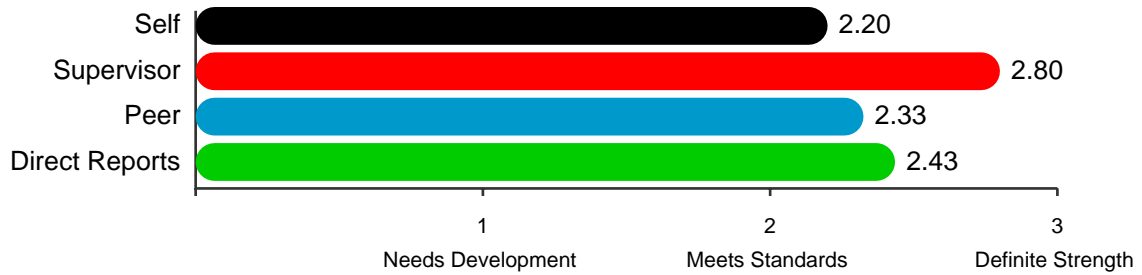
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. You are aware of osha safety guidelines.	15	2.27	26.7		73%	27%
47. You develop a strong safety culture.	15	2.13	26.7	13%	60%	27%
48. You mitigate hazards and safety issues that arise.	15	2.40	40.0		60%	40%
49. You create accurate and effective measures of safety.	15	2.47	46.7		53%	47%
50. You work to implement corrective safety measures.	15	2.33	46.7	13%	40%	47%

Comments:

- _____ is an extremely competent leader and I am enjoying learning by his example.
- Unfortunately there has been inconsistency in actions and results.
- He exhibits a very strong commitment to [CompanyName] in his interactions and as such is an important role model to me and others.
- He has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- _____ is a visionary leader which is important for his role, I think he gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.

Customer Focus

Summary Scores



51. You get feedback from the customer on a weekly basis.



52. You make customer's needs a top priority.



53. I understand what resources are needed to meet customer needs.



54. You use feedback from customers to help improve services.



55. You maintain strong relationships with customers.



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 Development) to green (Definite Strength).

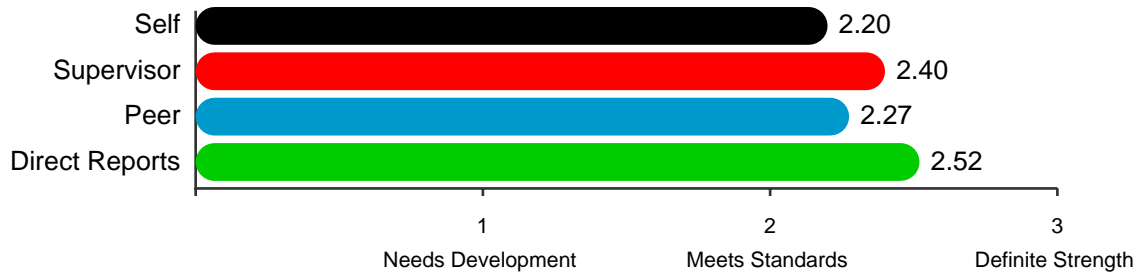
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. You get feedback from the customer on a weekly basis.	14	2.21	28.6	7%	64%	29%
52. You make customer's needs a top priority.	14	2.29	42.9	14%	43%	43%
53. I understand what resources are needed to meet customer needs.	15	2.53	53.3		47%	53%
54. You use feedback from customers to help improve services.	15	2.47	46.7		53%	47%
55. You maintain strong relationships with customers.	15	2.40	40.0		60%	40%

Comments:

- _____ is dedicated to his work and the employees that he manages. I am amazed at the kind of time he puts into this organization.
- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.
- _____ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- We are so lucky to have his a Manager. He is so attentive when anyone needs to talk to her, he is quick to respond to the needs of our unit or the individual.
- _____'s management style is to push work down because it opens up capacity for him to do new tasks and provides his subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- He consistently conducts himself with professionalism and represents our unit well.

Negotiation

Summary Scores



56. You research the needs of the other party to identify strengths and weaknesses of positions.



57. You stay calm and focus on the core issues to be discussed.



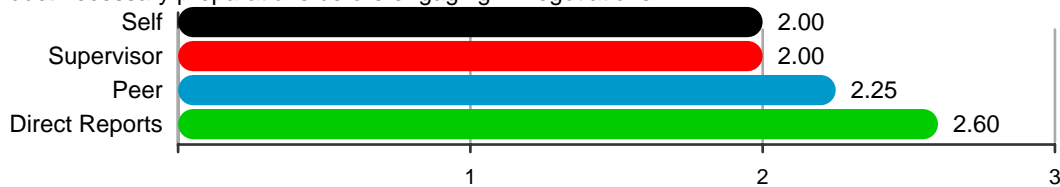
58. You resolve difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.



59. You understand the expectations of other parties in the negotiation.



60. You conduct necessary preparations before engaging in negotiations.



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 Development) to green (Definite Strength).

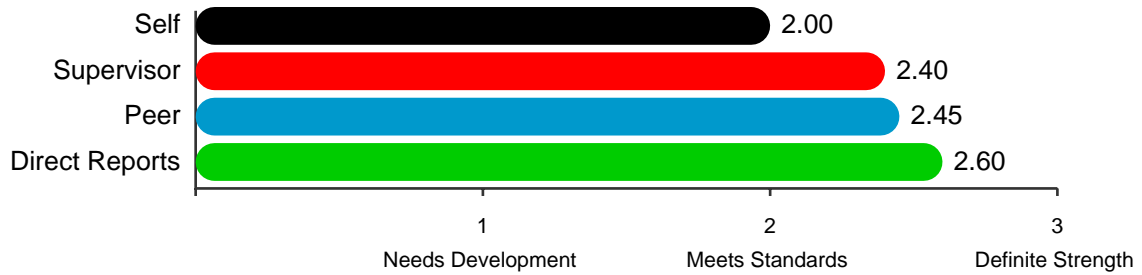
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
56. You research the needs of the other party to identify strengths and weaknesses of positions.	15	2.53	53.3	47%	53%	
57. You stay calm and focus on the core issues to be discussed.	15	2.33	33.3	67%	33%	
58. You resolve difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	15	2.33	33.3	67%	33%	
59. You understand the expectations of other parties in the negotiation.	15	2.27	26.7	73%	27%	
60. You conduct necessary preparations before engaging in negotiations.	15	2.33	33.3	67%	33%	

Comments:

- Employees were not encouraged to do anything besides come to work.
- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.
- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- _____ is a great leader to have in our department, he helps us grow and encourages us to be better at everything we do.
- _____ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.
- He also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from _____ and his style of leadership. His understanding and appreciation of his leadership team and all his associates is something I would aspire to replicate in my own leadership areas of repsonsibility.

Teamwork

Summary Scores



61. You are an effective team player



62. You communicate a clear message that teamwork and collaboration are expected.



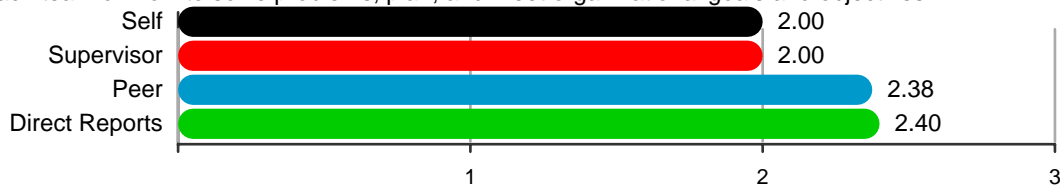
63. You recognize and respects the contributions and needs of each individual.



64. You build consensus and share relevant information.



65. You coach team on how to solve problems, plan, and meet organizational goals and objectives.



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 Development) to green (Definite Strength).

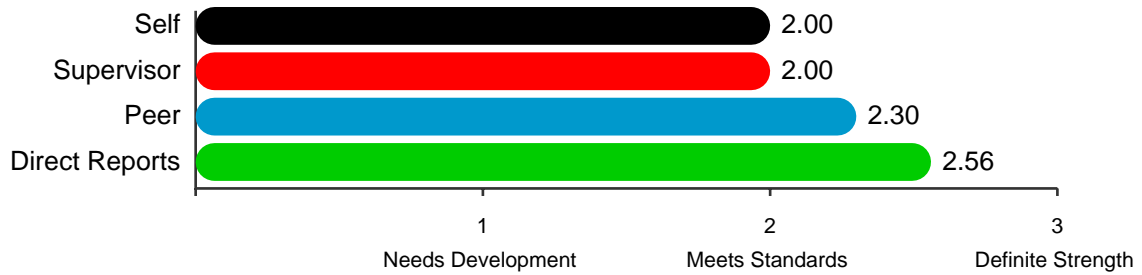
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
61. You are an effective team player	15	2.47	46.7	53%		47%
62. You communicate a clear message that teamwork and collaboration are expected.	15	2.47	46.7	53%		47%
63. You recognize and respects the contributions and needs of each individual.	15	2.47	46.7	53%		47%
64. You build consensus and share relevant information.	15	2.60	60.0	40%		60%
65. You coach team on how to solve problems, plan, and meet organizational goals and objectives.	15	2.33	40.0	7%	53%	40%

Comments:

- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- _____ is a "One of a kind" He is a great manager.
- At times I feel that _____ presents things in meetings that he's not well versed in. I would encourage him to be very familiar with the items he's presenting as his credibility, at times, suffers when he attempts to address something in meetings in his area that he's not well versed in.
- He follows up on questions and he is easily accessible. I think he is doing a great job!
- _____ exemplifies all of the above.
- Although I have only reported to _____ for a couple of months, the quality of my work life" has improved greatly.

Vision

Summary Scores



66. You persuade others to follow the Company's vision.



67. You create a common vision for others.



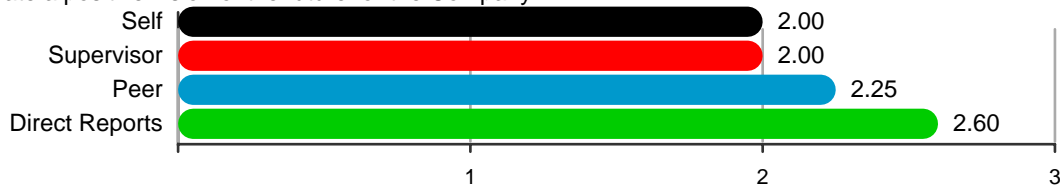
68. You express the Company vision in a way that is easily understood and adopted by employees.



69. You behave in a way that is consistent with business values & code of conduct



70. You create a positive vision of the future for the Company.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
66. You persuade others to follow the Company's vision.	15	2.20	26.7	7%	67%	27%
67. You create a common vision for others.	15	2.40	40.0		60%	40%
68. You express the Company vision in a way that is easily understood and adopted by employees.	15	2.47	46.7		53%	47%
69. You behave in a way that is consistent with business values & code of conduct	15	2.33	33.3		67%	33%
70. You create a positive vision of the future for the Company.	15	2.33	33.3		67%	33%

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- _____ is a definite asset to the organization. He is a creative thinker and a strong leader.
- Be being better organized. It would help with prioritizing.
- He often will say he doesn't need the details or that he already knows and doesn't need an explanation.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- Constantly working on improving the customer experience.
- _____ treats all employees with respect and in a very professional manner.

What do you like best about working with this individual?

- _____ is reliable and effective communicator. He has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- _____ sets high standards for those he works with and expects the same of herself.
- I think he is the kind of manager our department has needed and will continue to need.
- There is room for improvement in all these elements.
- He is quick to remind others, when needed why we are really here.
- _____ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development He is extremely customer focused.

What do you like least about working with this individual?

- 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.
- _____ has an open door policy, when in the office, and encourages staff to set up appointments with his when he has many meetings throughout his week.
- He also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from _____ and his style of leadership. His understanding and appreciation of his leadership team and all his associates is something I would aspire to replicate in my own leadership areas of responsibility.
- _____ is the best employee the department has employed.
- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- _____ is a great Manager. He is extremely talented at what he does and invests a great amount of effort into developing his staff. He is very supportive of staff growth, while also caring a great deal about each of his employees.

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

- _____ is by far a leader in the service area.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- I feel he generally seeks our opinions in making decisions and includes us. Thank You for all you do _____, your the best.
- He is both the manager and the interim director for the service line.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- 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 see as this person's most important leadership-related areas for improvement?

- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.
- _____ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! _____ has been a great addition to our team!
- _____ has been very supportive for me in my new role as technical specialist. He has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- He leads by example.
- He is open to feedback, but I haven't seen noticeable changes in his behavior as a result.
- I think _____ is doing to great job! The learning curve is steep and he is growing to meet the challenge.

Any final comments?

- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
- _____ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- His quality of work is good.
- I so appreciate that _____ is so on top of everything that we do in payroll.
- He has the ability to look at the system as a whole and make solid long range decisions.
- He knows his subject matter!