



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.

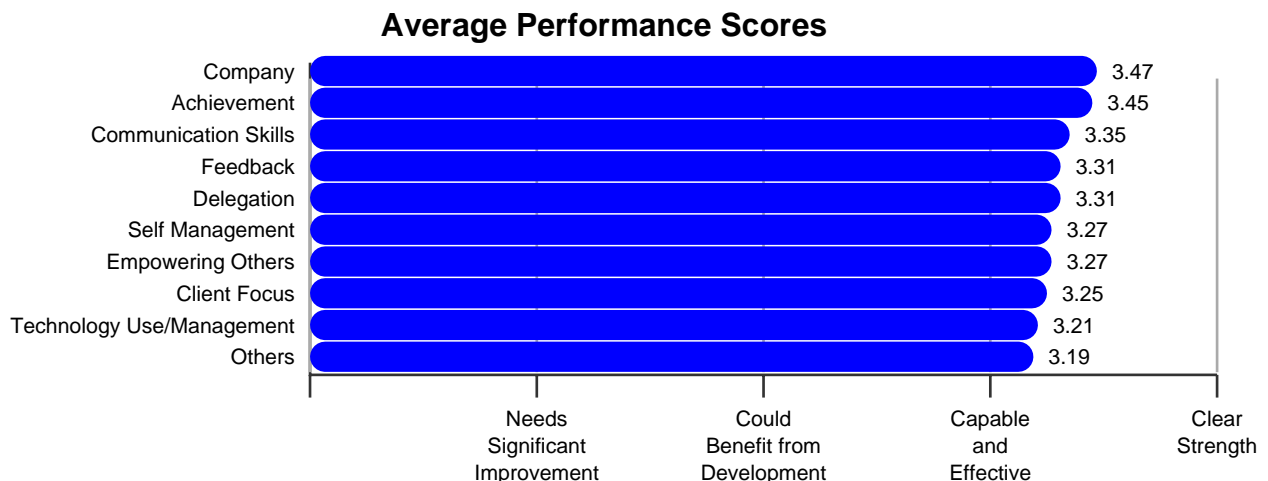
What to Do with Your Feedback

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.



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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Understands the use of [Company] products and services.	15	3.20	93.3	7%	67%		27%
2. Expresses loyalty and dedication to [Company] in interactions with others.	15	3.87	100.0	13%	87%		
3. Impresses upon others the important aspects of [Company].	15	3.33	93.3	7%	53%		40%
4. Understands the "basics" as to how [Company] functions/operates.	15	3.60	93.3	7%	27%	67%	
5. Attends [Company] gatherings and social events.	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. Understands the use of [Company] products and services.	3.29	3.20	-0.09 ▼
2. Expresses loyalty and dedication to [Company] in interactions with others.	3.65	3.87	+0.22 ▲
3. Impresses upon others the important aspects of [Company].	3.18	3.33	+0.16 ▲
4. Understands the "basics" as to how [Company] functions/operates.	3.41	3.60	+0.19 ▲
5. Attends [Company] gatherings and social events.	3.24	3.33	+0.10 ▲

Comments:

- _____ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- He effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.
- I appreciate his style and support.
- He communicates clearly, and is always willing to listen attentively.
- I think _____ is doing to great job! The learning curve is steep and he is growing to meet the challenge.
- He is a high energy individual, with a level of integrity that goes above and beyond.

Communication Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Asks follow-up questions as needed.	15	3.20	93.3	7%	60%	33%	
7. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	3.20	86.7	13%	53%	33%	
8. Communications with department leadership	15	3.40	93.3	7%	47%	47%	
9. Conveys ideas confidently and succinctly.	15	3.47	93.3	7%	40%	53%	
10. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	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. Asks follow-up questions as needed.	3.24	3.20	-0.04 ▼
7. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	3.41	3.20	-0.21 ▼
8. Communications with department leadership	3.24	3.40	+0.16 ▲
9. Conveys ideas confidently and succinctly.	3.18	3.47	+0.29 ▲
10. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	3.35	3.47	+0.11 ▲

Comments:

- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.
- _____ is highly skilled and remains focused despite the many directions in which he is pulled. He is calm, easy to work with and makes decisions only after being fully informed.
- He is determined to find the answer to any problem or obstacle in his way.
- I enjoy working with _____. I feel he is honest and has a desire to see improvement in the organization as a whole. His area is unique which, at times, allows _____ to give a whole new perspective on a subject.
- He collaborates with all departments and operates under shared governance.
- He could improve with a take charge attitude.

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. Steps away from a situation to process appropriate response.	15	3.53	100.0	47%	53%		
12. Does not allow own emotions to interfere with the performance of others.	15	3.27	100.0		73%		27%
13. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.33	100.0		67%		33%
14. Consciously controls own negative emotions in order to keep team morale up.	15	3.13	86.7	13%	60%		27%
15. Analyzes interpersonal problems instead of reacting to them.	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. Steps away from a situation to process appropriate response.	3.47	3.53	+0.06 ▲
12. Does not allow own emotions to interfere with the performance of others.	3.47	3.27	-0.20 ▼
13. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.35	3.33	-0.02 ▼
14. Consciously controls own negative emotions in order to keep team morale up.	3.18	3.13	-0.04 ▼
15. Analyzes interpersonal problems instead of reacting to them.	3.00	3.07	+0.07 ▲

Comments:

- Professional Growth: _____ constantly strives to improve. He goes to lectures, seminars, and classes and learns from these.
- He demonstrates a high level of personal integrity in his daily work and is honest and ethical in interactions.
- I think he is the kind of manager our department has needed and will continue to need.
- _____ makes a concerted effort to ensure that the right people are in the right jobs.
- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- He truly is the best Manager I have ever had.

Feedback

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. Accepts the views of others.	15	3.40	93.3	7%	47%	47%	
17. Considers other's opinion and suggestions.	15	3.27	93.3	7%	60%	33%	
18. Actively seeks feedback from others.	14	3.00	92.9	7%	79%	14%	
19. Shares past experiences with others as learning opportunities.	15	3.47	100.0		53%	47%	
20. Looks to others for input.	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. Accepts the views of others.	3.65	3.40	-0.25 ▼
17. Considers other's opinion and suggestions.	3.47	3.27	-0.20 ▼
18. Actively seeks feedback from others.	3.12	3.00	-0.12 ▼
19. Shares past experiences with others as learning opportunities.	3.59	3.47	-0.12 ▼
20. Looks to others for input.	3.29	3.40	+0.11 ▲

Comments:

- _____ has a keen ability to focus in on what needs to be done and to drive for resolution. He is able to see new and innovative options for driving operational performance.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- He has always encouraged others and provided tools for the employee to do so.
- I am grateful for the knowledge, understanding and significant expertise he brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, he always seems to have an understanding that many other leaders do not have or cannot articulate in the same way _____ can.
- He has positive energy, leads by example, and cares about teammates.
- _____ has demonstrated the ability to manage significant changes in his area with great skill.

Delegation

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. Allows employees to decide how they wish to complete the tasks.	15	3.53	100.0	47%	53%		
22. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	3.00	80.0	20%	60%	20%	
23. Defines goals and objectives for subordinates.	15	2.87	80.0	20%	73%	7%	
24. Allows subordinates to use their own methods and procedures.	15	3.47	100.0	53%	47%		
25. Sets clear and reasonable expectations for others and follows through on their progress.	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. Allows employees to decide how they wish to complete the tasks.	3.35	3.53	+0.18 ▲
22. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	3.00	3.00	
23. Defines goals and objectives for subordinates.	2.88	2.87	-0.02 ▼
24. Allows subordinates to use their own methods and procedures.	3.00	3.47	+0.47 ▲
25. Sets clear and reasonable expectations for others and follows through on their progress.	3.76	3.67	-0.10 ▼

Comments:

- He is very relatable and I believe it helps with the initial contact with the prospects.
- Even though he is part-time, I don't like the minimal face-to-face exposure.
- 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+
- _____ is a great leader and is committed to his role here at [CompanyName]!
- He engages other strong leaders empowering them to excel. He deals fairly in controversial situations striving for productive outcomes.
- _____ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.

Achievement

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. Accepts setbacks and challenges as improvement opportunities	15	3.40	93.3	7%	47%	47%	
27. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	15	3.33	93.3	7%	53%	40%	
28. Completes work to a high technical standard	15	3.53	100.0		47%	53%	
29. Strives to exceed standards of performance.	15	3.67	100.0		33%	67%	
30. Establishes stretch goals to advance skills and output.	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. Accepts setbacks and challenges as improvement opportunities	3.53	3.40	-0.13 ▼
27. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	3.12	3.33	+0.22 ▲
28. Completes work to a high technical standard	3.41	3.53	+0.12 ▲
29. Strives to exceed standards of performance.	3.59	3.67	+0.08 ▲
30. Establishes stretch goals to advance skills and output.	3.41	3.33	-0.08 ▼

Comments:

- I feel _____ always has the customer's best interest at heart.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet his current and future needs.
- _____ does an exceptional job at running the department.
- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- _____ is so attentive to the needs of our department and to the needs of individuals.
- _____ has a clear process for hiring which has aided his in building an amazing team.

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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Uses technology in decision making and problem solving.	15	3.20	86.7	13%	53%	33%	
32. Applies complex rules and regulations to maintain optimal system performance.	15	3.40	100.0		60%	40%	
33. Maximizes the use of new technology to deliver products and services.	15	3.20	86.7	13%	53%	33%	
34. Understands and is committed to implementing new technologies.	15	3.27	93.3	7%	60%	33%	
35. Proficient in the use of technical systems and processes.	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. Uses technology in decision making and problem solving.	3.18	3.20	+0.02 ▲
32. Applies complex rules and regulations to maintain optimal system performance.	3.35	3.40	+0.05 ▲
33. Maximizes the use of new technology to deliver products and services.	3.18	3.20	+0.02 ▲
34. Understands and is committed to implementing new technologies.	2.88	3.27	+0.38 ▲
35. Proficient in the use of technical systems and processes.	3.18	3.00	-0.18 ▼

Comments:

- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- _____ 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.
- Again, _____ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- _____ exemplifies outstanding professionalism.
- _____ 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.
- I know _____ is working with his director and HR business partner in understanding his role as a operational manager.

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
36. Forms strong client relationships	15	3.20	93.3	7%	67%		27%
37. Obtains feedback to ensure client needs are being met.	15	3.27	93.3	7%	60%		33%
38. Looks for opportunities that have a positive impact on Clients.	15	3.27	86.7	13%	47%		40%
39. Satisfies client needs.	15	3.13	86.7	13%	60%		27%
40. Maintains strong relationships with clients.	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. Forms strong client relationships	3.18	3.20	+0.02 ▲
37. Obtains feedback to ensure client needs are being met.	3.35	3.27	-0.09 ▼
38. Looks for opportunities that have a positive impact on Clients.	3.24	3.27	+0.03 ▲
39. Satisfies client needs.	3.59	3.13	-0.45 ▼
40. Maintains strong relationships with clients.	3.29	3.40	+0.11 ▲

Comments:

- _____ is by far a leader in the service area.
- Always has the company's best interest at heart.
- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- _____ does an excellent job in his role.
- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.

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
41. Gives responsibility for making important decisions to employees.	15	3.33	93.3	7%	53%	40%	
42. Encourages others to obtain necessary skills and training.	15	3.33	93.3	7%	53%	40%	
43. Willing to share in the decision making process.	15	3.13	86.7	13%	60%	27%	
44. Supports the decisions of others.	15	3.00	86.7	13%	73%	13%	
45. Trusts employees to complete tasks assigned.	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. Gives responsibility for making important decisions to employees.	3.29	3.33	+0.04 ▲
42. Encourages others to obtain necessary skills and training.	3.41	3.33	-0.08 ▼
43. Willing to share in the decision making process.	3.35	3.13	-0.22 ▼
44. Supports the decisions of others.	3.18	3.00	-0.18 ▼
45. Trusts employees to complete tasks assigned.	3.35	3.53	+0.18 ▲

Comments:

- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- He tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- _____ always makes decisions based on what is best for the department or organization.
- He not only clearly communicates his desired outcomes but also follows up with his team members to ensure they understand. He is open for questions or feedback by everyone.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.

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
46. Works effectively with people from other departments.	15	3.00	86.7	13%	73%		13%
47. Works across boundaries within the organization.	15	3.20	93.3	7%	60%		33%
48. Supports the efforts of other employees in implementing solutions to problems.	15	3.20	93.3	7%	67%		27%
49. Is able to see issues from others' perspectives.	15	3.40	93.3	7%	47%		47%
50. Includes others in the decision making processes.	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. Works effectively with people from other departments.	3.24	3.00	-0.24 ▼
47. Works across boundaries within the organization.	3.00	3.20	+0.20 ▲
48. Supports the efforts of other employees in implementing solutions to problems.	3.18	3.20	+0.02 ▲
49. Is able to see issues from others' perspectives.	3.35	3.40	+0.05 ▲
50. Includes others in the decision making processes.	3.29	3.13	-0.16 ▼

Comments:

- _____ takes pride in his department. His follow through is excellent. _____ leads by example.
- I think _____ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- _____ has been so busy with his daily work, and filling in the gaps of a shortage of employees that he has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for him to be able to attend these functions.
- _____ promotes and encourages teambuilding throughout the entire department.
- _____ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- He is a team player and willing to help other departments and staff when needed.

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?

- His passion for and for education and his advanced degree is a tremendous asset to the team.
- He leads by example, not reputation.
- I have appreciated _____'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- _____ is a great partner in Systems Implementation.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- 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.

What do you like best about working with this individual?

- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.
- He is continually looking for ways to improve our service to our customers.
- He also has always been thankful for any help that I have given his.
- _____ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- He is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.

What do you like least about working with this individual?

- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- _____ does an excellent job in his role.
- _____ is a wonderful partner to work with. He has been consistently responsive to issues or requests from my team. He is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- _____ is a great boss and director. _____ has been a great resource to me with my struggles as I grow professionally. _____ is respected greatly by myself and the staff I work with. He is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- Constantly working on improving the customer experience.

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

- _____ 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!
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- He communicates clearly, and is always willing to listen attentively.
- Improvement should come over time. There is potential which is present.
- Improve communication delivery. Acknowledge what others are saying.
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.

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

- _____ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- _____ 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.
- _____ is by far a leader in the service area.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- _____ has made some excellent hiring decisions this past year. I am extremely impressed with both _____ & _____ and look forward to seeing what they will achieve together as a team in this next year.
- Having a routine for schedule and coming to office more frequently

Any final comments?

- he is open and willing to share his vision for the team.
- _____ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. _____ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- _____ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- _____ is a pleasure to work with; he is a valued resource and is constantly seeking to improve our operations.
- _____ would be my choice for permanent manager of the department.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.