Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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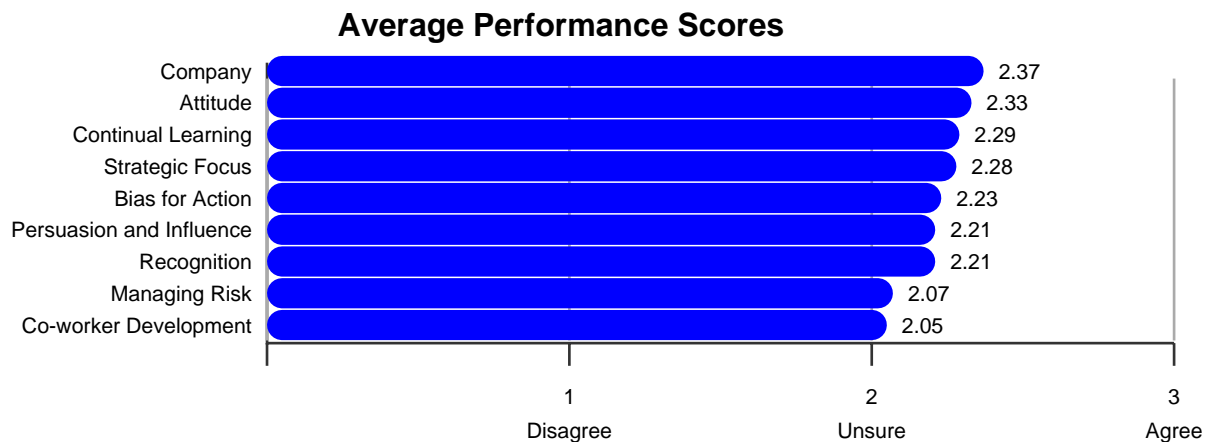
What to Do with Your Feedback

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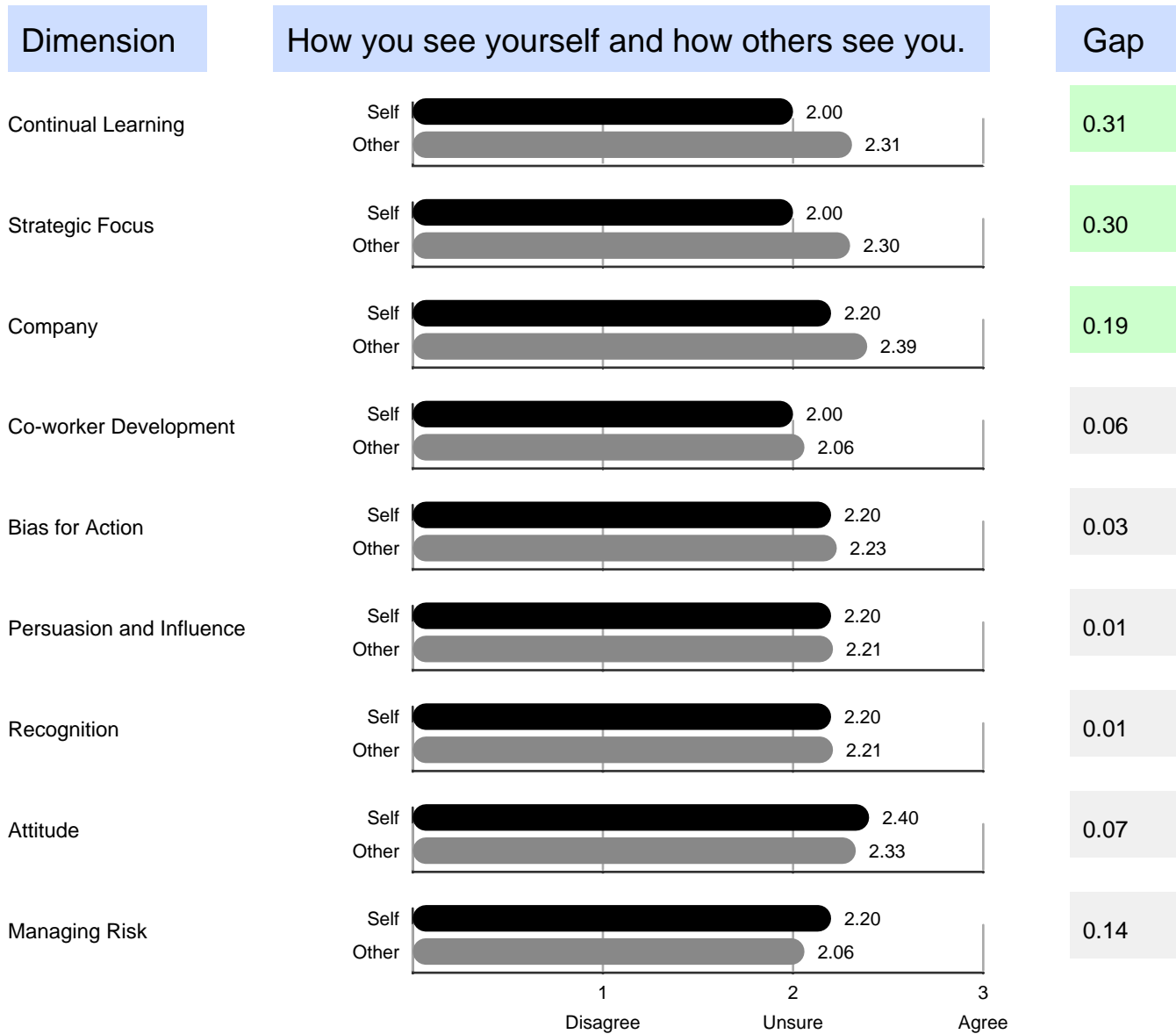
Summary

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

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

Average Performance Scores

Dimension	Score
Company	2.37
Attitude	2.33
Continual Learning	2.29
Strategic Focus	2.28
Bias for Action	2.23
Persuasion and Influence	2.21
Recognition	2.21
Managing Risk	2.07
Co-worker Development	2.05

1 — Disagree   2 — Unsure   3 — Agree

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.

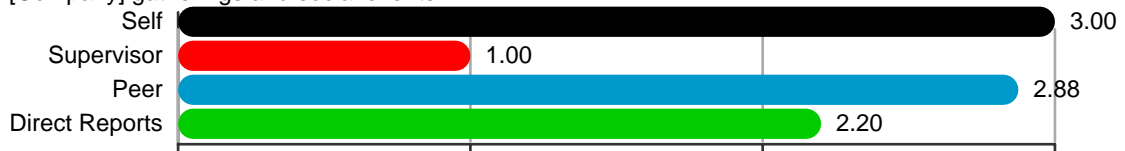| Dimension	How you see yourself and how others see you.	Gap
Continual Learning	Self 2.00 / Other 2.31	0.31
Strategic Focus	Self 2.00 / Other 2.30	0.30
Company	Self 2.20 / Other 2.39	0.19
Co-worker Development	Self 2.00 / Other 2.06	0.06
Bias for Action	Self 2.20 / Other 2.23	0.03
Persuasion and Influence	Self 2.20 / Other 2.21	0.01
Recognition	Self 2.20 / Other 2.21	0.01
Attitude	Self 2.40 / Other 2.33	0.07
Managing Risk	Self 2.20 / Other 2.06	0.14

1 — Disagree 2 — Unsure 3 — Agree

Company

Summary Scores

	Score
Self	2.20
Supervisor	2.20
Peer	2.42
Direct Reports	2.36

1 — Disagree
2 — Unsure
3 — Agree

1. Understands the "basics" as to how [Company] functions/operates.

	Score
Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

2. Attends [Company] gatherings and social events.

	Score
Self	3.00
Supervisor	1.00
Peer	2.88
Direct Reports	2.20

3. Follows existing procedures and processes.

	Score
Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.80

4. Understands the use of [Company] products and services.

	Score
Self	2.00
Supervisor	1.00
Peer	2.75
Direct Reports	2.40

5. Expresses loyalty and dedication to [Company] in interactions with others.

	Score
Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20
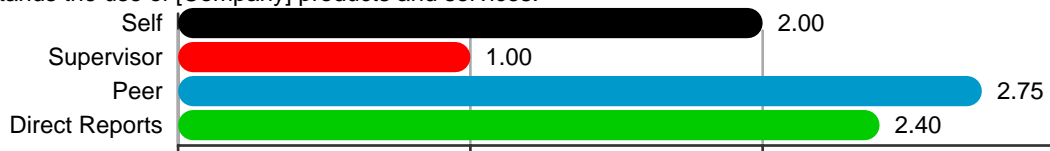
Level of Skill

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 (Disagree) to green (Agree).
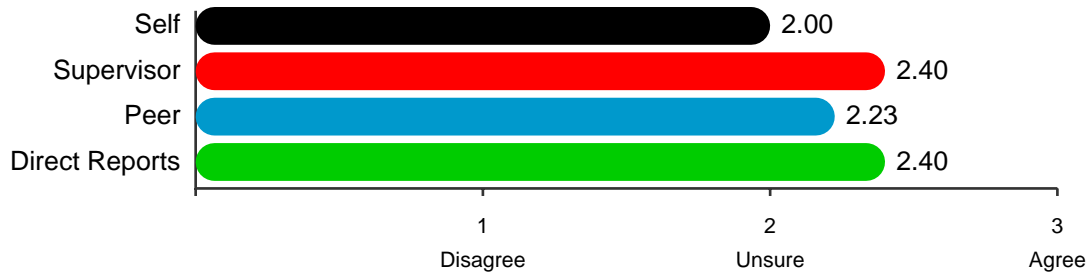
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Understands the "basics" as to how [Company] functions/operates.	15	2.27	33.3	7%	60%	33%
2. Attends [Company] gatherings and social events.	15	2.53	73.3	20% 7%		73%
3. Follows existing procedures and processes.	15	2.33	40.0	7%	53%	40%
4. Understands the use of [Company] products and services.	15	2.47	53.3	7%	40%	53%
5. Expresses loyalty and dedication to [Company] in interactions with others.	15	2.27	40.0	13%	47%	40%

Comments:
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- _____ has been here a short time, but I have believe from attending meeting with him and by his actions in the department, he is the right person to lead us forward in our growth and changes.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- _____ is always focused on the customer, shares this philosophy with his team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.

Strategic Focus

Summary Scores

Self	2.00
Supervisor	2.40
Peer	2.23
Direct Reports	2.40

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         1              2              3
      Disagree       Unsure         Agree
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6. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.

Self	2.00
Supervisor	2.00
Peer	2.12
Direct Reports	2.20

7. Able to decline a poor strategy by proposing alternate strategies.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	1.80

8. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

9. Looks for opportunities to enhance contributions to the bottom line.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.60

10. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.

Self	2.00
Supervisor	1.00
Peer	2.38
Direct Reports	3.00

```
         1              2              3
```

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	2.13	33.3	20%	47%	33%
7. Able to decline a poor strategy by proposing alternate strategies.	15	2.07	26.7	20%	53%	27%
8. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	15	2.33	40.0	7%	53%	40%
9. Looks for opportunities to enhance contributions to the bottom line.	15	2.40	53.3	13%	33%	53%
10. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	2.47	60.0	13%	27%	60%

Comments:
- I have never known _____ to not hire for talent.
- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- I honestly cannot think of of anything to recommend that would help him to improve at this point.
- _____ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear.   I appreciate the way he approaches a problem, using Competency methods and training to provide examples for the rest of us.   I really appreciate _____ !
- _____ is a wonderful collaborator and leader.   It is a treat to be able to work with him.
- _____ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
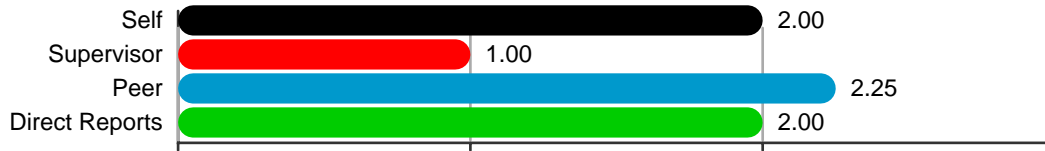
Bias for Action

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.18
Direct Reports	2.32

1 Disagree — 2 Unsure — 3 Agree

11. Encourages risk taking and experimentation to improve performance

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.60

12. Coach others to foster an environment which can adapt quickly and willingly to rapid change.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.80

13. Completes work on time

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.00

14. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.60

15. Motivates others to achieve or exceed goals

Self	3.00
Supervisor	2.00
Peer	2.29
Direct Reports	2.60

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 (Disagree) to green (Agree).
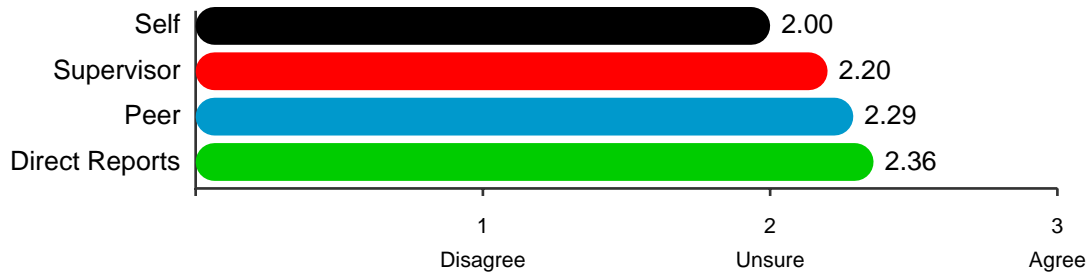
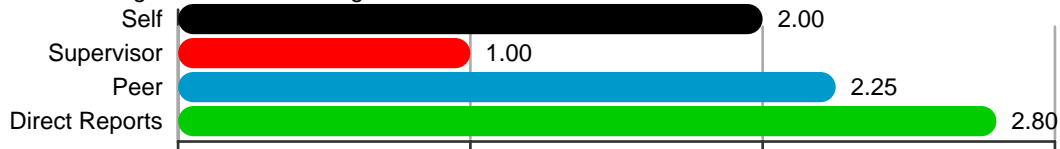| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Encourages risk taking and experimentation to improve performance	15	2.33	40.0	7%	53%	40%
12. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.07	20.0	13%	67%	20%
13. Completes work on time	15	2.07	26.7	20%	53%	27%
14. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	2.27	40.0	13%	47%	40%
15. Motivates others to achieve or exceed goals	14	2.43	50.0	7%	43%	50%

Comments:

- Works hard to build a team environment.
- I trust that I can go to him in confidence and he will really listen to what I am saying.
- _____ is a valuable resource to the organization and the team.
- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- I have observed that _____ has made some very good decisions with his leadership team this year.   He values his team and sets clear expectations.   He is a team player when working on projects or issues and he always responds promptly to requests for assitance.
- I think _____ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage him to sit down with his staff and peers for the learning and growth opportunities that are available within our unit.

Continual Learning

Summary Scores

Self	2.00
Supervisor	2.20
Peer	2.29
Direct Reports	2.36

1	2	3
Disagree	Unsure	Agree

16. Builds on their strengths while addressing their weaknesses.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.80

17. Takes the initiative to learn new skills.

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.00

18. Pursues self-improvement through continual learning.

Self	2.00
Supervisor	3.00
Peer	1.71
Direct Reports	2.20

19. Pursues professional development opportunities when they arise.

Self	2.00
Supervisor	1.00
Peer	2.29
Direct Reports	2.40

20. Is open to new ideas and concepts.

Self	2.00
Supervisor	3.00
Peer	2.62
Direct Reports	2.40

1	2	3
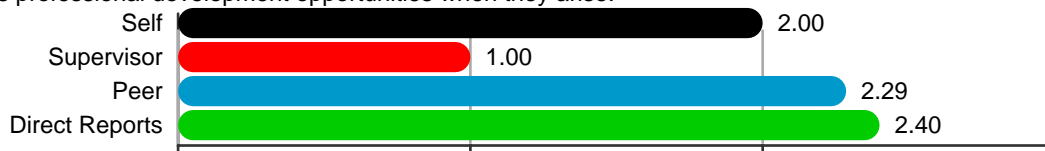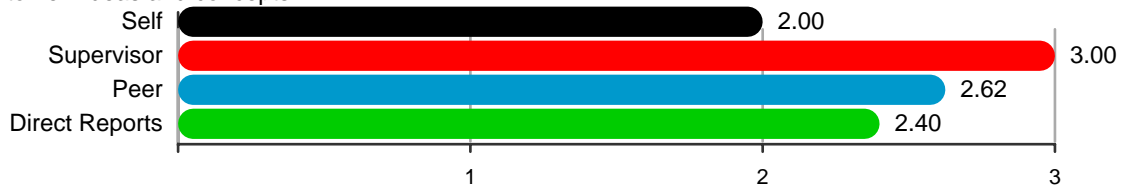
Level of Skill

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Builds on their strengths while addressing their weaknesses.	15	2.33	46.7	13%	40%	47%
17. Takes the initiative to learn new skills.	15	2.33	40.0	7%	53%	40%
18. Pursues self-improvement through continual learning.	14	2.00	14.3	14%	71%	14%
19. Pursues professional development opportunities when they arise.	14	2.21	42.9	21%	36%	43%
20. Is open to new ideas and concepts.	15	2.53	60.0	7%	33%	60%

Comments:

- Sometimes his decisions aren't thought through from a financial perspective.

- 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 also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.

- _____ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).

- He is doing great work with the CCO.   The role of COO is new at [CompanyName] and needs better definition over the long pull.

- _____ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.

Attitude

Summary Scores

Self	2.40
Supervisor	2.60
Peer	2.25
Direct Reports	2.40

1   2   3
Disagree   Unsure   Agree

21. Works to eliminate unnecessary work or barriers that get in others' way.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	3.00

22. Shows by their actions that they trust in the positive intentions of others.

Self	3.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

23. Contributes to a positive and fun work environment.

Self	3.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

24. Treats all people fairly and with respect.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

25. Contributes to a positive work environment.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.60

1   2   3
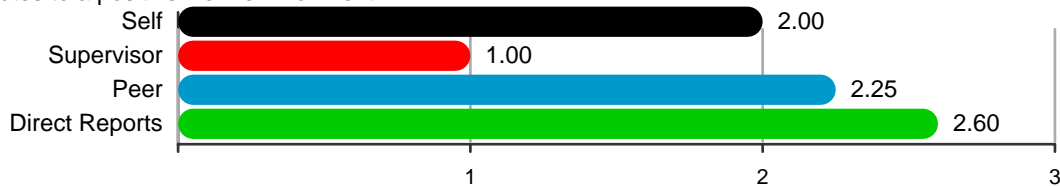
Level of Skill

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Works to eliminate unnecessary work or barriers that get in others' way.	15	2.60	66.7	7%	27%	67%
22. Shows by their actions that they trust in the positive intentions of others.	15	2.33	40.0	7%	53%	40%
23. Contributes to a positive and fun work environment.	15	2.07	20.0	13%	67%	20%
24. Treats all people fairly and with respect.	15	2.40	53.3	13%	33%	53%
25. Contributes to a positive work environment.	15	2.27	53.3	27%	20%	53%

Comments:

- Does well in most technical skills and is willing to learn anything that is new
- _____ is an excellent leader.   He seeks input from everyone involved to solve an issue.
- He is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- _____ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff.   This helps in understanding the needs of our lab while developing teamwork within our system.   He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- Overall, _____ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.
- he is clear in defining his desired outcomes but would encourage following up and confirm that the staff/team have heard them.

Persuasion and Influence

Summary Scores

26. Communicates effectively with others.
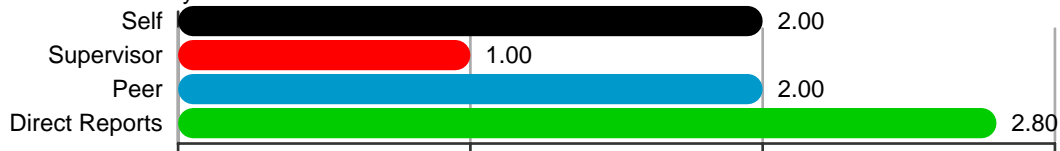
27. Ensures stakeholders are involved in the decision making process.
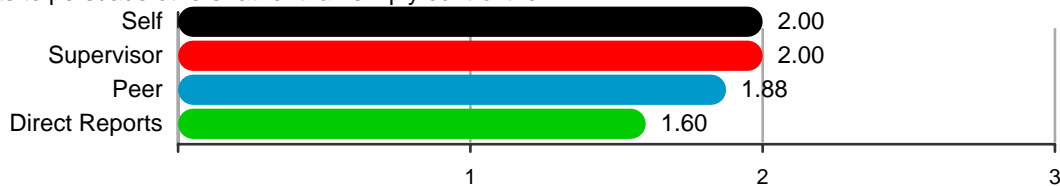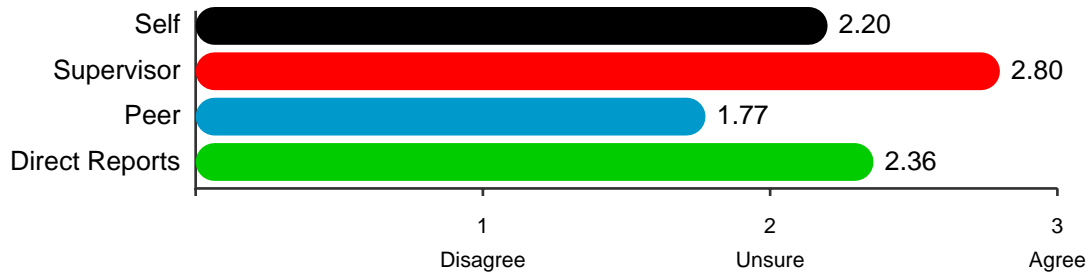

28. Develops a good rapport with others.

29. Seeks to obtain consensus or compromise.

30. Attempts to persuade others rather than simply control 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Communicates effectively with others.	15	2.20	33.3	13%	53%	33%
27. Ensures stakeholders are involved in the decision making process.	15	2.00	26.7	27%	47%	27%
28. Develops a good rapport with others.	15	2.47	53.3	7%	40%	53%
29. Seeks to obtain consensus or compromise.	15	2.60	60.0		40%	60%
30. Attempts to persuade others rather than simply control them.	15	1.80	13.3	33%	53%	13%

Comments:

- _____ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- _____ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.
- I know he is busy, but the information requests or answers to emailed questions can slow things down.   Communicate more directly and more often.
- He is someone that has proven he can be trusted to do what is right.
- _____ is a great manager to work for.
- _____ exemplifies outstanding professionalism.

Managing Risk

Summary Scores

Self			2.20
Supervisor			2.80
Peer			1.77
Direct Reports			2.36

1 — Disagree
2 — Unsure
3 — Agree

31. Creates a risk management strategy for the department.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

32. Responds appropriately to unexplained or unanticipated events.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.40

33. Rewards innovative experiments to try new ideas.

Self	3.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.40

34. Performs regular risk analyses to minimize adverse outcomes.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

35. Perceives the risks of different work tasks and activities.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	1.80
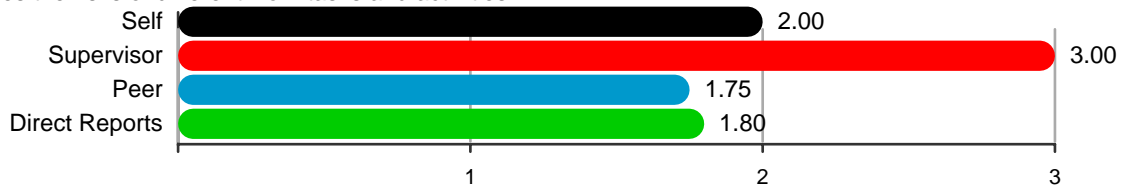
Level of Skill

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Creates a risk management strategy for the department.	15	2.13	33.3	20%	47%	33%
32. Responds appropriately to unexplained or unanticipated events.	15	2.13	33.3	20%	47%	33%
33. Rewards innovative experiments to try new ideas.	15	2.07	33.3	27%	40%	33%
34. Performs regular risk analyses to minimize adverse outcomes.	15	2.13	26.7	13%	60%	27%
35. Perceives the risks of different work tasks and activities.	15	1.87	20.0	33%	47%	20%

Comments:
- The outcomes and expectations are not clearly defined on a regular basis.   Sometimes the expectations are vague and it's hard to get a set answer.
- _____ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- _____ has done tremendous work this past year in the Finance team.
- I do very much appreciate that _____ will support me in a decision when needed.
- He is an outstanding manager.

Co-worker Development

Summary Scores
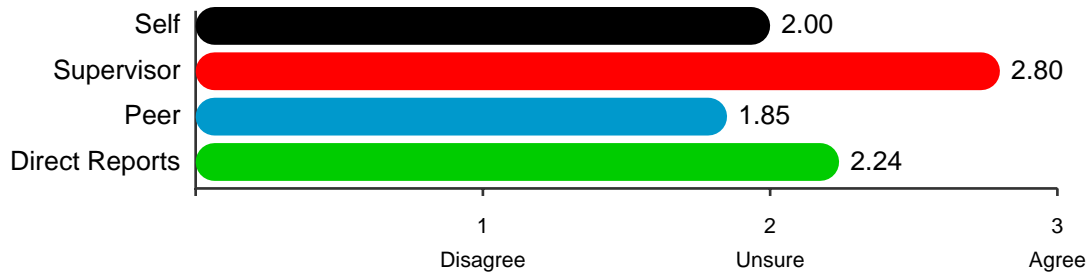
36. Takes immediate action on poor performance

37. Gives others development opportunities through project assignments and increased job responsibilities
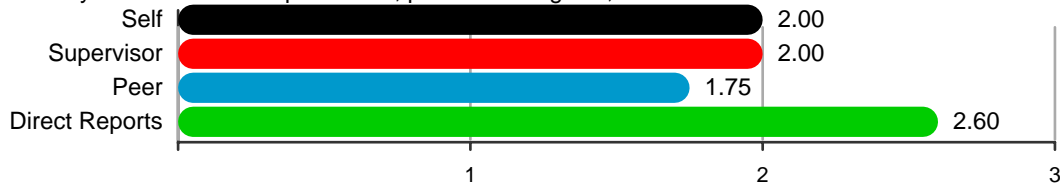

38. Provides ongoing feedback to co-workers on their development progress

39. Adapts coaching and mentoring approach to meet the style or needs of individuals

40. Sets and clearly communicates expectations, performance goals, and measurements to 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 (Disagree) to green (Agree).
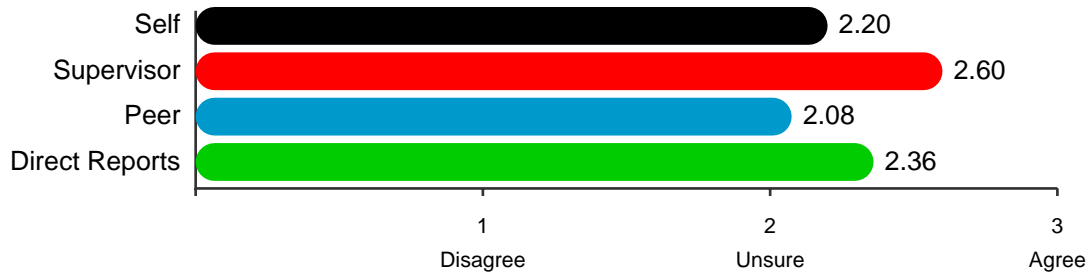
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Takes immediate action on poor performance	15	1.87	20.0	33%	47%	20%
37. Gives others development opportunities through project assignments and increased job responsibilities	15	1.93	13.3	20%	67%	13%
38. Provides ongoing feedback to co-workers on their development progress	15	2.07	33.3	27%	40%	33%
39. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	2.33	33.3		67%	33%
40. Sets and clearly communicates expectations, performance goals, and measurements to others	15	2.07	33.3	27%	40%	33%

Comments:

- I like _____, he's fun and when he's focused the wealth of knowledge he has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- _____ is a great manager to work for.
- _____ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- _____ 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.
- His team members become frustrated and feel pushed away.   When this approach occurs often, it is discouraging to team members.
- _____ is a role model for Transformational Leadership. He exceeds all of the above elements of performance by modeling his expertise in his decision making, expectations, professionalism, communication, engagment by setting the bar high. As an operational manager I respect _____ as a visionary who pushes me further than I feel comfortable. Without him I might be too cautious to forge ahead. He has accomplished more in his 4 years as director of SCI than I have wittnessed in the last 30 years.

Recognition

Summary Scores

Self 2.20
Supervisor 2.60
Peer 2.08
Direct Reports 2.36

1 — Disagree
2 — Unsure
3 — Agree

41. Recognizes individuals for a specific outstanding achievement.

Self 2.00
Supervisor 3.00
Peer 2.00
Direct Reports 1.80

42. Readily shares credit and gives others opportunity for visibility.

Self 2.00
Supervisor 3.00
Peer 1.75
Direct Reports 2.60

43. Is sincerely interested in the suggestions of co-workers

Self 2.00
Supervisor 3.00
Peer 2.12
Direct Reports 2.20

44. Recognizes team members who offer a significant contribution to a project.

Self 2.00
Supervisor 2.00
Peer 2.00
Direct Reports 2.60

45. Recognizes the abilities and skills of self and others

Self 3.00
Supervisor 2.00
Peer 2.50
Direct Reports 2.60

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Recognizes individuals for a specific outstanding achievement.	15	2.00	26.7	27%	47%	27%
42. Readily shares credit and gives others opportunity for visibility.	15	2.13	33.3	20%	47%	33%
43. Is sincerely interested in the suggestions of co-workers	15	2.20	40.0	20%	40%	40%
44. Recognizes team members who offer a significant contribution to a project.	15	2.20	26.7	7%	67%	27%
45. Recognizes the abilities and skills of self and others	15	2.53	60.0	7%	33%	60%

Comments:
- He inspires us to remember that as leaders, anything's possible.
- _____ does a great job of ensuring his departments are meeting the needs of the organization and our community.
- He is a joy to work for.
- _____ is a great team player with an employee safety and satisfaction focus.
- He also cares about me as a person.   I have learned a lot from his and look forward to learning more.
- He has incredible strengths in most of these areas.   I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.

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 conscientious and expedient in his approach to work. He gets things done quickly and efficiently.
- _____ has implemented using certain times of the day for email.   He is consistently encouraging staff to keep emails brief and too the point.
- He clearly assigns our responsibilities by our individual strengths.
- It's been great working with him.
- When in meetings in _____'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring their is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.
- He is a real advocate for the customers. Excellent department and computer skills

What do you like best about working with this individual?

- He is an excellent Manager!
- The only constructive feedback that I would have for _____ is that it would be nice to have him "present" more often. There are times during 1:1 or group meetings where I feel that _____ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given his current burden here.
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- _____ is an excellent Director.
- He is willing to fill in with daily workload when we are short staffed.
- In many cases, not in all, he could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and he approved it.'•

What do you like least about working with this individual?

- Willingness to pitch in, desire to grow, and a great attitude.
- _____ has a Competency mindset.   He is always looking for how we as an organization and specifically his department can improve.
- Difficult to reach sometimes and often does not respond to messages at all.
- I have worked with _____ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- I believe I need to give him a chance to get into his position.
- Communicate regularly with the whole company, not just one department.

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

- He has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.
- He has an open door policy and is available when needed.
- _____ analyzes all situations before making a decision.
- _____ is professional in communication verbally, but misses hearing some important items that are verbalized to him.
- Provides coaching for developing team leaders to help them meet their goals.

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

- He has integrated into Systems more than anyone else.   He is truly an asset for [CompanyName]'s work.
- You could check for clarity in expectations more frequently.
- Has a "go getter" attitude!
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- I trust that I can go to him in confidence and he will really listen to what I am saying.
- _____ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done.   Many things are planned behind closed doors and we are told what to do.

Any final comments?

- I have had the opportunity to work with _____ on several projects through our Core Competency Training.   All of which he has approached with a positive team building attitude.
- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- _____ 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.
- _____ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- _____ is an extremely competent leader and I am enjoying learning by his example.
- _____ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.