



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.

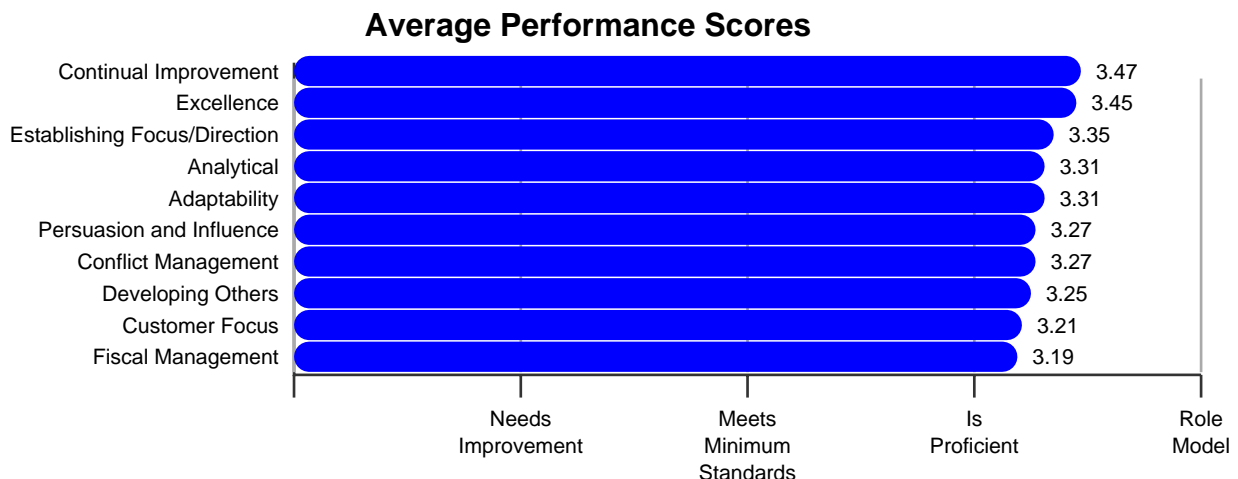
What to Do with Your Feedback

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.



Continual Improvement

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. You look for ways to improve work processes and procedures.	15	3.20	93.3	7%	67%		27%
2. You look for ways to expand current job responsibilities.	15	3.87	100.0	13%	87%		
3. You search for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.33	93.3	7%	53%		40%
4. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	15	3.60	93.3	7%	27%	67%	
5. You are open to the suggestions from others.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

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

Item	2022	2023	Change
1. You look for ways to improve work processes and procedures.	3.29	3.20	-0.09 ▼
2. You look for ways to expand current job responsibilities.	3.65	3.87	+0.22 ▲
3. You search for new methods, techniques, and processes that increase efficiency and reduce costs.	3.18	3.33	+0.16 ▲
4. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	3.41	3.60	+0.19 ▲
5. You are open to the suggestions from others.	3.24	3.33	+0.10 ▲

Comments:

- He looks at problems in a systematic way and asks for input prior to making decisions.
- His communication is precise and at times short when some would prefer a greater detailed account.
- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- _____ seems to have good knowledge and awareness of the strengths and talents of his direct reports (as well as their weaknesses). When in need, he picks the appropriate person to conquer a task or assignment. He is always good about seeking advice before proceeding.
- He is a very diligent hard worker.
- Shows curiosity.

Establishing Focus/Direction

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. You maintain self-control when personally criticized.	15	3.20	93.3	7%	60%		33%
7. You stay focused even when under pressure and stress.	15	3.20	86.7	13%	53%		33%
8. You set appropriate goals for employees.	15	3.40	93.3	7%	47%		47%
9. You help guide employees with prioritizing tasks.	15	3.47	93.3	7%	40%		53%
10. You make sure that employees understand and identify with the team's mission.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
6. You maintain self-control when personally criticized.	3.24	3.20	-0.04 ▼
7. You stay focused even when under pressure and stress.	3.41	3.20	-0.21 ▼
8. You set appropriate goals for employees.	3.24	3.40	+0.16 ▲
9. You help guide employees with prioritizing tasks.	3.18	3.47	+0.29 ▲
10. You make sure that employees understand and identify with the team's mission.	3.35	3.47	+0.11 ▲

Comments:

- He is determined to find the answer to any problem or obstacle in his way.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- Is very upbeat and quick to contribute to the team.
- He has helped make me a better manager through his actions and follow through.
- Loyalty. Willingness to get it right.
- _____ is very visible on the unit. Spending many hours with staff.

Persuasion and Influence

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. You have excellent influencing/negotiating skills.	15	3.53	100.0	47%	53%		
12. You communicate effectively with others.	15	3.27	100.0	73%	27%		
13. You develop a good rapport with others.	15	3.33	100.0	67%	33%		
14. You are able to express own goals and needs.	15	3.13	86.7	13%	60%	27%	
15. You understand what others need.	15	3.07	80.0	20%	53%	27%	

Time Comparisons by Item

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

Item	2022	2023	Change
11. You have excellent influencing/negotiating skills.	3.47	3.53	+0.06 ▲
12. You communicate effectively with others.	3.47	3.27	-0.20 ▼
13. You develop a good rapport with others.	3.35	3.33	-0.02 ▼
14. You are able to express own goals and needs.	3.18	3.13	-0.04 ▼
15. You understand what others need.	3.00	3.07	+0.07 ▲

Comments:

- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- He provided coaching and support to improve this individual's performance.
- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of him and areas that our work touches.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.
- He continues to be a shining example to his team especially in process improvement and professional growth.

Analytical

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. You analyze data and information from several sources and arrives at logical conclusions.	15	3.40	93.3	7%	47%	47%	
17. You identify opportunities for progress and innovation.	15	3.27	93.3	7%	60%	33%	
18. You ask the "right" questions to size up or evaluate situations.	14	3.00	92.9	7%	79%	14%	
19. You use appropriate techniques to solve problems.	15	3.47	100.0		53%	47%	
20. You identify the root cause of a problem.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

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

Item	2022	2023	Change
16. You analyze data and information from several sources and arrives at logical conclusions.	3.65	3.40	-0.25 ▼
17. You identify opportunities for progress and innovation.	3.47	3.27	-0.20 ▼
18. You ask the "right" questions to size up or evaluate situations.	3.12	3.00	-0.12 ▼
19. You use appropriate techniques to solve problems.	3.59	3.47	-0.12 ▼
20. You identify the root cause of a problem.	3.29	3.40	+0.11 ▲

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.
- In every interaction that I have had with _____, I have found him to be professional, reliable, and engaged in the process.
- _____ 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.
- _____ maintains his focus on safety for all customers and staff. He stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- Increase in confidence. Being willing to lean into the uncomfortable.
- He is quick to remind others, when needed why we are really here.

Adaptability

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. You are flexible and open to new ideas and encourages others to value change.	15	3.53	100.0	47%	53%		
22. You adjust priorities to changing business goals.	15	3.00	80.0	20%	60%	20%	
23. You are able to work effectively with new people and new teams.	15	2.87	80.0	20%	73%	7%	
24. You are proactive and takes steps to prepare for changes in the workplace.	15	3.47	100.0	53%	47%		
25. You are able to adapt to changes in technology and processes.	15	3.67	100.0	33%	67%		

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
21. You are flexible and open to new ideas and encourages others to value change.	3.35	3.53	+0.18 ▲
22. You adjust priorities to changing business goals.	3.00	3.00	
23. You are able to work effectively with new people and new teams.	2.88	2.87	-0.02 ▼
24. You are proactive and takes steps to prepare for changes in the workplace.	3.00	3.47	+0.47 ▲
25. You are able to adapt to changes in technology and processes.	3.76	3.67	-0.10 ▼

Comments:

- Sometimes you want a little more direction from _____, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- _____ has brought a much needed positive change to [CompanyName].
- I appreciate his commitment in this area.
- _____ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.
- As a leader, I can clearly see that _____ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.
- 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.

Excellence

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. You can be counted on to add value wherever you are involved.	15	3.40	93.3	7%	47%	47%	
27. You produce high quality work.	15	3.33	93.3	7%	53%	40%	
28. You take a lot of pride in your work.	15	3.53	100.0		47%	53%	
29. You demonstrate the functional or technical skills necessary to do your job.	15	3.67	100.0		33%	67%	
30. You demonstrate the analytical skills to do your job.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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

Item	2022	2023	Change
26. You can be counted on to add value wherever you are involved.	3.53	3.40	-0.13 ▼
27. You produce high quality work.	3.12	3.33	+0.22 ▲
28. You take a lot of pride in your work.	3.41	3.53	+0.12 ▲
29. You demonstrate the functional or technical skills necessary to do your job.	3.59	3.67	+0.08 ▲
30. You demonstrate the analytical skills to do your job.	3.41	3.33	-0.08 ▼

Comments:

- Our department continues to have a very low loss rate.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- He collaborates with all departments and operates under shared governance.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.
- He challenges me every day to be my best and I appreciate that.

Customer 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. You consider customers point of view when making decisions.	15	3.20	86.7	13%	53%	33%	
32. You ensure all customer commitments and requirements are met or exceeded.	15	3.40	100.0		60%	40%	
33. You develop strong customer relationships.	15	3.20	86.7	13%	53%	33%	
34. You do not hesitate to address customer concerns or complaints.	15	3.27	93.3	7%	60%	33%	
35. You develop good rapport and trust with the customer.	15	3.00	80.0	20%	60%	20%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
31. You consider customers point of view when making decisions.	3.18	3.20	+0.02 ▲
32. You ensure all customer commitments and requirements are met or exceeded.	3.35	3.40	+0.05 ▲
33. You develop strong customer relationships.	3.18	3.20	+0.02 ▲
34. You do not hesitate to address customer concerns or complaints.	2.88	3.27	+0.38 ▲
35. You develop good rapport and trust with the customer.	3.18	3.00	-0.18 ▼

Comments:

- _____ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.
- He walks the walk and talks the talk.
- _____ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis.
- _____ is able to problem solve very well.
- He cares deeply for what he does and it shows.
- _____ is an excellent listener. He is HIGHLY respected by his staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.

Developing Others

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. You provide constructive feedback to others.	15	3.20	93.3	7%	67%		27%
37. You create a work environment that fosters positive feedback to employees.	15	3.27	93.3	7%	60%		33%
38. You develop employees by offering and encouraging them to take on new or additional responsibilities.	15	3.27	86.7	13%	47%		40%
39. You set performance objectives for subordinates that encourages development opportunities.	15	3.13	86.7	13%	60%		27%
40. You support the successes of other employees.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2022	2023	Change
36. You provide constructive feedback to others.	3.18	3.20	+0.02 ▲
37. You create a work environment that fosters positive feedback to employees.	3.35	3.27	-0.09 ▼
38. You develop employees by offering and encouraging them to take on new or additional responsibilities.	3.24	3.27	+0.03 ▲
39. You set performance objectives for subordinates that encourages development opportunities.	3.59	3.13	-0.45 ▼
40. You support the successes of other employees.	3.29	3.40	+0.11 ▲

Comments:

- His leadership skills make me jealous and consider him a mentor on how I would want to be in that position
- _____ is a great director to work with because he listens to understand and he balances the business and the HR needs before making decisions or rushing to a judgment.
- He has a high level of integrity and expects the same from those around him regardless of one's education level.
- he remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- _____ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- _____ is smart, detailed and committed. I appreciate having his on our team.

Conflict Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. You try to understand others' point of view before making judgments	15	3.33	93.3	7%	53%	40%	
42. You identify and takes steps to prevent potential confrontations.	15	3.33	93.3	7%	53%	40%	
43. You discuss conflict situations with supervisor.	15	3.13	86.7	13%	60%	27%	
44. You clearly express expectations to others.	15	3.00	86.7	13%	73%	13%	
45. You help employees to think through alternative ways to resolve conflict situations.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

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

Item	2022	2023	Change
41. You try to understand others' point of view before making judgments	3.29	3.33	+0.04 ▲
42. You identify and takes steps to prevent potential confrontations.	3.41	3.33	-0.08 ▼
43. You discuss conflict situations with supervisor.	3.35	3.13	-0.22 ▼
44. You clearly express expectations to others.	3.18	3.00	-0.18 ▼
45. You help employees to think through alternative ways to resolve conflict situations.	3.35	3.53	+0.18 ▲

Comments:

- I have appreciated _____'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- _____ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what _____ is trying to communicate with them, I also understand why _____ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that _____ does a good job.
- He is strong and firm in his decisions, but involves his entire team in those decisions.
- I believe _____ has done a very good job in developing his team members and providing guidance for the respect growth of each person. While his time is precious, he is always open to discussing a problem. I really like working with _____ and I appreciate his style and understanding and support of the work that I do.
- Sometimes you want a little more direction from _____, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.

Fiscal 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. You develop budgets and plans for various programs and initiatives.	15	3.00	86.7	13%	73%		13%
47. You are effective in using company's resources.	15	3.20	93.3	7%	60%		33%
48. You monitor spending.	15	3.20	93.3	7%	67%		27%
49. You provide budgeting and accounting support to the Company.	15	3.40	93.3	7%	47%		47%
50. You develop of the department's annual budget.	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

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

Item	2022	2023	Change
46. You develop budgets and plans for various programs and initiatives.	3.24	3.00	-0.24 ▼
47. You are effective in using company's resources.	3.00	3.20	+0.20 ▲
48. You monitor spending.	3.18	3.20	+0.02 ▲
49. You provide budgeting and accounting support to the Company.	3.35	3.40	+0.05 ▲
50. You develop of the department's annual budget.	3.29	3.13	-0.16 ▼

Comments:

- He is committed to modeling anything that he would like to see implemented in our work environment.
- Is viewed by many as a strong organizational resource.
- _____ is very supportive, knowledgeable, and a consummate professional. He leads by example and has no problem rolling up his sleeves and providing support when needed.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- _____ has also attended many off-site events to show his support to department staff.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.

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?

- He makes his expectations clear to his team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- He is very relatable and I believe it helps with the initial contact with the prospects.
- _____ has also come down to help our department when we have been very busy and needed help.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- There have been hires and rehires of employees that have not worked out well. Not all of this is his fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.

What do you like best about working with this individual?

- _____ demonstrates daily his engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- _____ takes people where they want to go and pushes them to be their own success.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- I work with _____ regularly and see his interactions with other leaders frequently.

What do you like least about working with this individual?

- He is a great mentor and coach. I look forward to working with _____ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- We have a very strong team in finance. There has been significant turnover but the efforts _____ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- More opportunities to share knowledge with the team.
- _____ is a great partner in Systems Implementation.
- I have great respect and appreciation for _____. Not only does he do his job well, he takes time to try and understand mine and what needs I may have to get my job done effeciently and effectively.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.

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

- Overall _____ is highly competent and brings a fresh perspective to the Engineering department.
- He takes the time to explain to staff the rationale of changes being made.
- _____ is a great manager, committed to each employee in our department.
- His view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.
- I really enjoy his mentorship.
- _____ is a role model of a leader and I feel privileged to have _____ as a leader and a mentor.

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

- _____ needs no improvement
- _____ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- _____ is a very effective communicator and I always felt very well informed as his direct report.
- His passion for and for education and his advanced degree is a tremendous asset to the team.
- I know I can always count of _____ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when _____ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.

Any final comments?

- _____ is a rock amongst the management at [CompanyName].
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- _____ is a knowledgeable professional committed to improvement and quality. _____ shows his expertise in meetings and conversations, is helpful and solves problems effectively.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- _____ communicates his expectations of the team well and involves them in the process improvement plans.
- I don't often get a chance to see _____ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.