

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.

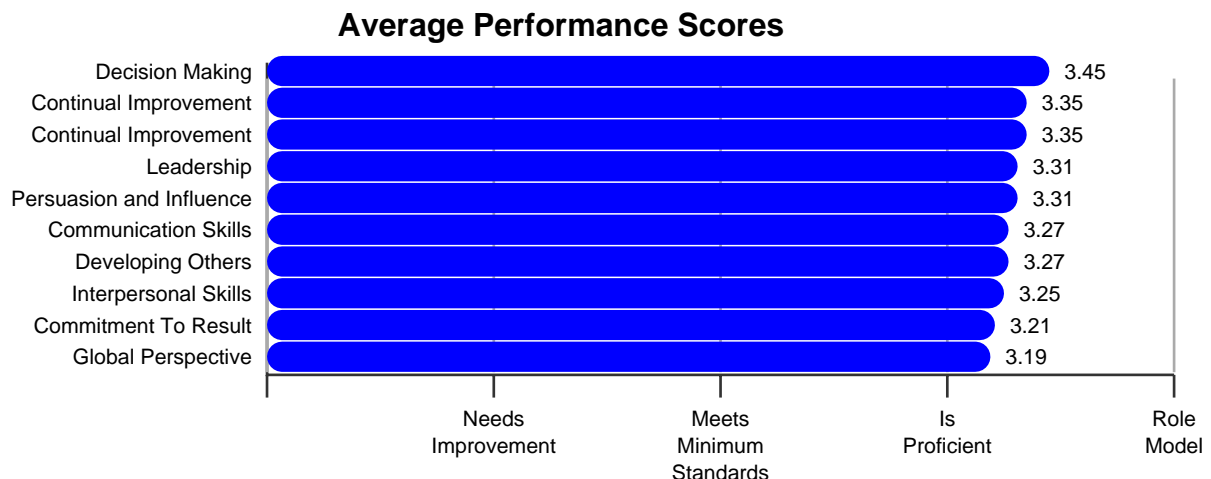
What to Do with Your Feedback

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 Learning

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. Takes the initiative to learn new skills.	15	3.20	93.3	7%	67%		27%
2. Sets relevant learning objectives and goals.	15	3.87	100.0	13%	87%		
3. Is open to new ideas and concepts.	15	3.33	93.3	7%	53%		40%
4. Shares best practices with others and learns from others.	15	3.60	93.3	7%	27%	67%	
5. Pursues learning that will enhance job performance.	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. Takes the initiative to learn new skills.	3.29	3.20	-0.09 ▼
2. Sets relevant learning objectives and goals.	3.65	3.87	+0.22 ▲
3. Is open to new ideas and concepts.	3.18	3.33	+0.16 ▲
4. Shares best practices with others and learns from others.	3.41	3.60	+0.19 ▲
5. Pursues learning that will enhance job performance.	3.24	3.33	+0.10 ▲

Comments:

- As mentioned above, good collaboration.
- The most important attribute that _____ demonstrates is making sure there is a solid, vibrant leadership team. When he meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. He pushes for honest opinions and decisions and he expects those decisions and opinions to be supportable with reason. At the same time, he somehow nurtures innovation that leads to improving process and outcomes.
- _____ leads by example in each of the areas noted above.
- As _____ gets to know more leaders and staff, he will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- He is willing to fill in with daily workload when we are short staffed.

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
6. Promotes training and development opportunities to enhance job performance.	15	3.20	93.3	7%	60%		33%
7. Analyzes processes to determine areas for improvement.	15	3.20	86.7	13%	53%		33%
8. Looks for ways to expand and learn new job skills.	15	3.40	93.3	7%	47%		47%
9. Looks for ways to expand current job responsibilities.	15	3.47	93.3	7%	40%		53%
10. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	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. Promotes training and development opportunities to enhance job performance.	3.24	3.20	-0.04 ▼
7. Analyzes processes to determine areas for improvement.	3.41	3.20	-0.21 ▼
8. Looks for ways to expand and learn new job skills.	3.24	3.40	+0.16 ▲
9. Looks for ways to expand current job responsibilities.	3.18	3.47	+0.29 ▲
10. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.35	3.47	+0.11 ▲

Comments:

- I really appreciate him as a member of the team.
- _____ is very approachable and ensures the best for all employees in the department.
- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.
- _____ has done a great job of continuing to grow and refine the service lines.
- He is a great leader.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Listens to others' points of view with an open mind	15	3.53	100.0	47%	53%		
12. Deals with difficult situations calmly and confidently.	15	3.27	100.0	73%	27%		
13. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	3.33	100.0	67%	33%		
14. Delivers information in a clear, concise, and logical manner.	15	3.13	86.7	13%	60%	27%	
15. Conveys ideas confidently and succinctly.	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. Listens to others' points of view with an open mind	3.47	3.53	+0.06 ▲
12. Deals with difficult situations calmly and confidently.	3.47	3.27	-0.20 ▼
13. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	3.35	3.33	-0.02 ▼
14. Delivers information in a clear, concise, and logical manner.	3.18	3.13	-0.04 ▼
15. Conveys ideas confidently and succinctly.	3.00	3.07	+0.07 ▲

Comments:

- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.
- _____ 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.
- _____ has done a remarkable job managing the department.
- I am having a hard time evaluating the last four. _____ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- _____ is a great leader. His team has been through a lot of change. _____ is focused on building his team and helping them through the change.
- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.

Leadership

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. Sets clear goals and objectives for subordinates.	15	3.40	93.3	7%	47%	47%	
17. Highly effective supervisor.	15	3.27	93.3	7%	60%	33%	
18. Demonstrates leadership and courage in critical situations.	14	3.00	92.9	7%	79%	14%	
19. Sets specific, measurable, and challenging goals.	15	3.47	100.0		53%	47%	
20. Recognizes individual and team accomplishments and reward them appropriately.	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. Sets clear goals and objectives for subordinates.	3.65	3.40	-0.25 ▼
17. Highly effective supervisor.	3.47	3.27	-0.20 ▼
18. Demonstrates leadership and courage in critical situations.	3.12	3.00	-0.12 ▼
19. Sets specific, measurable, and challenging goals.	3.59	3.47	-0.12 ▼
20. Recognizes individual and team accomplishments and reward them appropriately.	3.29	3.40	+0.11 ▲

Comments:

- _____ pulls from the strengths of each of his staff. He utilizes them to the benefit of the department and to empower his employees to stay engaged and feel valued.
- He has established credibility and trust with all the directors and managers.
- He is a charismatic leader. Really the best!!
- He makes sure we work together as a manager team when it comes to the Fleet scheduling.
- _____ 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.
- When _____ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.

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
21. Seeks to obtain consensus or compromise.	15	3.53	100.0	47%	53%		
22. Understanding what others need.	15	3.00	80.0	20%	60%	20%	
23. Develops a good rapport with others.	15	2.87	80.0	20%	73%	7%	
24. Has excellent influencing/negotiating skills.	15	3.47	100.0	53%	47%		
25. Persuades others to consider alternative points of view.	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. Seeks to obtain consensus or compromise.	3.35	3.53	+0.18 ▲
22. Understanding what others need.	3.00	3.00	
23. Develops a good rapport with others.	2.88	2.87	-0.02 ▼
24. Has excellent influencing/negotiating skills.	3.00	3.47	+0.47 ▲
25. Persuades others to consider alternative points of view.	3.76	3.67	-0.10 ▼

Comments:

- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- He is respectful of the people he works with regardless of the level in the organization.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with _____, our customer satisfaction scores will be out of the charts, because his expectations are clear, his communication is superb and there is a lot to learn from him.
- _____ 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.
- _____ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- 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.

Decision Making

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. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.40	93.3	7%	47%	47%	
27. Does not lose sight of the big picture when making decisions	15	3.33	93.3	7%	53%	40%	
28. Exercises good judgment by making sound and informed decisions.	15	3.53	100.0		47%	53%	
29. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	3.67	100.0		33%	67%	
30. Is able to make decisions quickly.	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. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.53	3.40	-0.13 ▼
27. Does not lose sight of the big picture when making decisions	3.12	3.33	+0.22 ▲
28. Exercises good judgment by making sound and informed decisions.	3.41	3.53	+0.12 ▲
29. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.59	3.67	+0.08 ▲
30. Is able to make decisions quickly.	3.41	3.33	-0.08 ▼

Comments:

- _____'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- _____ 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.
- Our department had a supervisor that was causing a lot of frustration for the staff that he supervised. This supervisor is no longer with our organization.
- Great year of growth!
- He couldn't be more engaged if he tried.

Commitment To Result

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. Encourages commitment in others to obtain results.	15	3.20	86.7	13%	53%	33%	
32. Takes immediate action toward goals.	15	3.40	100.0		60%	40%	
33. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	3.20	86.7	13%	53%	33%	
34. Committed to the team.	15	3.27	93.3	7%	60%	33%	
35. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	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. Encourages commitment in others to obtain results.	3.18	3.20	+0.02 ▲
32. Takes immediate action toward goals.	3.35	3.40	+0.05 ▲
33. Willing to do whatever it takes-not afraid to have to put in extra effort.	3.18	3.20	+0.02 ▲
34. Committed to the team.	2.88	3.27	+0.38 ▲
35. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.18	3.00	-0.18 ▼

Comments:

- I really appreciate and respect _____'s leadership and his ability to perceive issues and intricate insights into working toward solutions.
- _____ has excellent communication skills with both staff and his management team.
- I do not have knowledge of _____'s own department and how he hires, assigns, or fits with his team.
- He always steps up and gets what needs to be done completed.
- Confidence is the only thing I think he needs to improve on.
- _____ has improved with his follow-up assignments from meetings.

Interpersonal 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Values the opinions of others.	15	3.20	93.3	7%	67%		27%
37. Anticipates the concerns of other employees.	15	3.27	93.3	7%	60%		33%
38. Is a role model for others	15	3.27	86.7	13%	47%		40%
39. Provides constructive feedback in a way that fosters acceptance and development.	15	3.13	86.7	13%	60%		27%
40. Applies appropriate communication techniques to the situation.	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. Values the opinions of others.	3.18	3.20	+0.02 ▲
37. Anticipates the concerns of other employees.	3.35	3.27	-0.09 ▼
38. Is a role model for others	3.24	3.27	+0.03 ▲
39. Provides constructive feedback in a way that fosters acceptance and development.	3.59	3.13	-0.45 ▼
40. Applies appropriate communication techniques to the situation.	3.29	3.40	+0.11 ▲

Comments:

- _____'s department has changed considerably over the last year, yet he still managed to serve his customers.
- _____ has demonstrated the ability to manage significant changes in his area with great skill.
- I would like to see his expand personal long-term goals at the company.
- _____ has been using more shared decision making and has allowed the department to enact recommendations that he personally may not have agreed with. That gave him a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- _____ has made a lot of headway in transforming his team this last year. A number of changes to structure and job descriptions have been made.
- _____ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.

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
41. Sets performance objectives for subordinates that encourages development opportunities.	15	3.33	93.3	7%	53%	40%	
42. Assigns tasks and responsibilities to develop skills of others.	15	3.33	93.3	7%	53%	40%	
43. Encourages employees through recognition of positive changes in behavior.	15	3.13	86.7	13%	60%	27%	
44. Creates opportunities for professional development.	15	3.00	86.7	13%	73%	13%	
45. Creates a work environment that fosters positive feedback to employees.	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. Sets performance objectives for subordinates that encourages development opportunities.	3.29	3.33	+0.04 ▲
42. Assigns tasks and responsibilities to develop skills of others.	3.41	3.33	-0.08 ▼
43. Encourages employees through recognition of positive changes in behavior.	3.35	3.13	-0.22 ▼
44. Creates opportunities for professional development.	3.18	3.00	-0.18 ▼
45. Creates a work environment that fosters positive feedback to employees.	3.35	3.53	+0.18 ▲

Comments:

- _____ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance he may receive from his peers.
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- He returns email, often within minutes of sending and although, his calendar is packed, somehow, he always makes time to support me and the needs of my department.
- _____ 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.
- He won't settle for less.

Global Perspective

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. Forms strong client relationships with international partners.	15	3.00	86.7	13%	73%		13%
47. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	15	3.20	93.3	7%	60%		33%
48. Able to listen and understand others and discuss issues in a respectful way.	15	3.20	93.3	7%	67%		27%
49. Has positive interactions with individuals from different cultures and backgrounds.	15	3.40	93.3	7%	47%		47%
50. Understands how cultures differ and how these differences impact work behavior.	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. Forms strong client relationships with international partners.	3.24	3.00	-0.24 ▼
47. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	3.00	3.20	+0.20 ▲
48. Able to listen and understand others and discuss issues in a respectful way.	3.18	3.20	+0.02 ▲
49. Has positive interactions with individuals from different cultures and backgrounds.	3.35	3.40	+0.05 ▲
50. Understands how cultures differ and how these differences impact work behavior.	3.29	3.13	-0.16 ▼

Comments:

- He cares deeply for what he does and it shows.
- He identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside his immediate resources.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- Would like to see _____ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- What I like is his standard line what resources do you need from me to make this work?
- _____ is a great listener and leader for the department.

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 has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!
- He is strong and firm in his decisions, but involves his entire team in those decisions.
- _____ is an outstanding manager.
- I would encourage him to empathize with his team and show more of a calm, caring side.
- _____ is a great leader and supports his staff.
- Has the experience needed.

What do you like best about working with this individual?

- He quickly addresses any challenges that may arise.
- _____ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.
- He understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- I had the opportunity to work very closely with _____ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- He is very relatable and I believe it helps with the initial contact with the prospects.
- _____ models teamwork; he is always willing to go the extra mile to assist on a project or help a co-worker.

What do you like least about working with this individual?

- _____ fully updates the unit and staff on needed information. His direction and focus are well explained.
- _____ embraces the idea of being pro active in a situation, instead of reactive. He is very supportive of the organizations Core Competency transition.
- I have found that _____ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.
- He communicates clearly and responds to request without unnecessary delay.

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

- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.
- _____ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and to the point.
- Professional Growth: _____ constantly strives to improve. He goes to lectures, seminars, and classes and learns from these.
- _____ excels in defining outcomes and expectations. He isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. He is very effective in his communication. The thing I most appreciate about _____ is his enthusiasm about work, his dedication to teach others, and his passion to improve processes.
- I appreciate his commitment in this area.
- _____ is passionate about his role and does a fantastic job of working with other departments to improve process flows.

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

- Lean on team to help reduce burden and establish clear expectations.
- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- I respect _____ and have turned to him for advice.
- _____ is an experienced, skilled leader. He maintains focus on goals and core values in the most challenging situations. His extensive experience in operations has been a huge asset for the department. He has been a wonderful teacher for members of the team who lack management experience.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.

Any final comments?

- Manager routinely demonstrates all of the above characteristics, as marked
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- He has never said he was too busy for me or stated come back later. I think [CompanyName] is very lucky to have his as a manager.
- _____ is always willing and routinely seeks opportunities to work with other departments.
- He has hired good people, and developed strong relationships with finance.
- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.