



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.

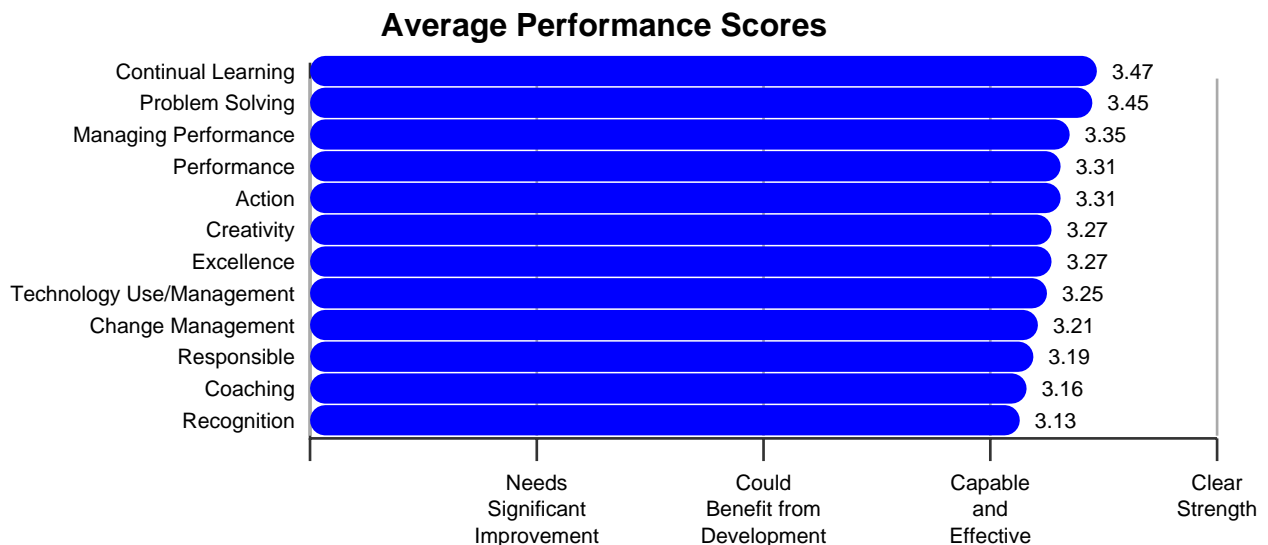
What to Do with Your Feedback

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

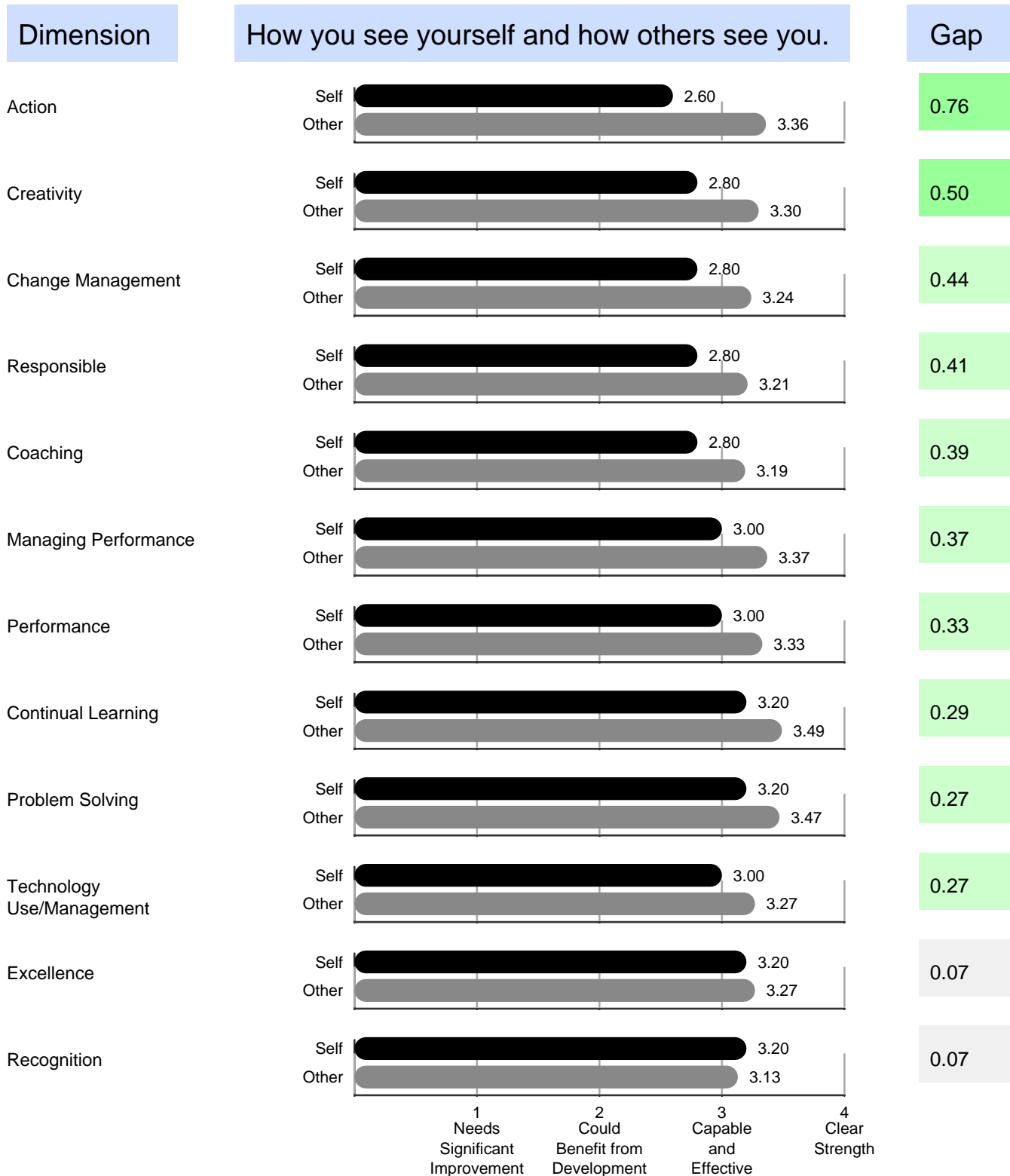
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Sets relevant learning objectives and goals.	15	3.20	93.3	7%	67%	27%	
2. Builds on their strengths while addressing their weaknesses.	15	3.87	100.0	13%	87%		
3. Shares best practices with others and learns from others.	15	3.33	93.3	7%	53%	40%	
4. Improves on their skill sets.	15	3.60	93.3	7%	27%	67%	
5. Is open to new ideas and concepts.	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. Sets relevant learning objectives and goals.	3.29	3.20	-0.09 ▼
2. Builds on their strengths while addressing their weaknesses.	3.65	3.87	+0.22 ▲
3. Shares best practices with others and learns from others.	3.18	3.33	+0.16 ▲
4. Improves on their skill sets.	3.41	3.60	+0.19 ▲
5. Is open to new ideas and concepts.	3.24	3.33	+0.10 ▲

Comments:

- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- Improve on providing feedback.
- _____ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- Does excellent job, always.

Managing Performance

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Measures performance of goals and objectives.	15	3.20	93.3	7%	60%	33%	
7. Ensures employees understand the goals of the organization/department.	15	3.20	86.7	13%	53%	33%	
8. Addresses poor performance sooner rather than later.	15	3.40	93.3	7%	47%	47%	
9. Establishes standards for expected performance.	15	3.47	93.3	7%	40%	53%	
10. Provides employees with training as needed to increase their performance.	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. Measures performance of goals and objectives.	3.24	3.20	-0.04 ▼
7. Ensures employees understand the goals of the organization/department.	3.41	3.20	-0.21 ▼
8. Addresses poor performance sooner rather than later.	3.24	3.40	+0.16 ▲
9. Establishes standards for expected performance.	3.18	3.47	+0.29 ▲
10. Provides employees with training as needed to increase their performance.	3.35	3.47	+0.11 ▲

Comments:

- Collaboration and dissemination of information and projects is something _____ does well.
- _____ has been eager to learn his new position and is transitioning well.
- _____ 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.
- _____ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- Seek and provide critical feedback.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.

Creativity

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Inspires creativity in their team.	15	3.53	100.0	47%	53%		
12. Is creative and inspirational.	15	3.27	100.0	73%	27%		
13. Conceives, implements and evaluates ideas.	15	3.33	100.0	67%	33%		
14. Is creative.	15	3.13	86.7	13%	60%	27%	
15. Creates a lot of new ideas.	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. Inspires creativity in their team.	3.47	3.53	+0.06 ▲
12. Is creative and inspirational.	3.47	3.27	-0.20 ▼
13. Conceives, implements and evaluates ideas.	3.35	3.33	-0.02 ▼
14. Is creative.	3.18	3.13	-0.04 ▼
15. Creates a lot of new ideas.	3.00	3.07	+0.07 ▲

Comments:

- He cares deeply about the engagement of his staff and has concern for those in need.
- He allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- He has the desire and effort to get it right and continuously improve self and culture.
- I have enjoyed working with _____ and will miss his support and direction.
- _____ is a strong leader and continues to grow in his role. _____ is approachable even if he does not have time. Team members enjoy his great attitude and his non stop energy. Some things that _____ does especially well and seems to do with ease are bulleted below.

Performance

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Has great overall performance	15	3.40	93.3	7%	47%	47%	
17. Shown significant improvement in job performance.	15	3.27	93.3	7%	60%	33%	
18. ...Produce Quality	14	3.00	92.9	7%	79%	14%	
19. Effective in performing his/her job.	15	3.47	100.0		53%	47%	
20. Works well in this position.	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. Has great overall performance	3.65	3.40	-0.25 ▼
17. Shown significant improvement in job performance.	3.47	3.27	-0.20 ▼
18. ...Produce Quality	3.12	3.00	-0.12 ▼
19. Effective in performing his/her job.	3.59	3.47	-0.12 ▼
20. Works well in this position.	3.29	3.40	+0.11 ▲

Comments:

- There is room for improvement in all these elements.
- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner.
- _____ handles every situation in a professional manner and he responds promptly to requests.
- _____ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- Over this past year _____ has demonstrated ambition and the desire for professional growth in his new role as CIO.
- _____ is an excellent manager.

Action

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Is not afraid to take corrective action when necessary.	15	3.53	100.0	47%	53%		
22. Makes effective decisions, even when under pressure.	15	3.00	80.0	20%	60%	20%	
23. Motivates & supports others to gain skills	15	2.87	80.0	20%	73%	7%	
24. Displays high energy and enthusiasm on consistent basis.	15	3.47	100.0	53%	47%		
25. Drives and mobilizes others progress toward goals.	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. Is not afraid to take corrective action when necessary.	3.35	3.53	+0.18 ▲
22. Makes effective decisions, even when under pressure.	3.00	3.00	
23. Motivates & supports others to gain skills	2.88	2.87	-0.02 ▼
24. Displays high energy and enthusiasm on consistent basis.	3.00	3.47	+0.47 ▲
25. Drives and mobilizes others progress toward goals.	3.76	3.67	-0.10 ▼

Comments:

- _____ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him with some feeling of success. While it is true that not everything can be important if everything IS important, _____ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. _____ has a solid reputation for being a direct communicator and his opinion is respected in our group.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- _____ treats all employees with respect and in a very professional manner.
- I appreciate his receptiveness and openness and his sense of humor.
- He has been a great addition to the company.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.

Problem Solving

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Ability to develop innovative solutions to problems.	15	3.40	93.3	7%	47%	47%	
27. Is a good problem solver and decision maker	15	3.33	93.3	7%	53%	40%	
28. Finds creative ways to get things done with limited resources.	15	3.53	100.0		47%	53%	
29. Works cooperatively with others to solve problems.	15	3.67	100.0	33%		67%	
30. Actively seeks the root cause of a problem.	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. Ability to develop innovative solutions to problems.	3.53	3.40	-0.13 ▼
27. Is a good problem solver and decision maker	3.12	3.33	+0.22 ▲
28. Finds creative ways to get things done with limited resources.	3.41	3.53	+0.12 ▲
29. Works cooperatively with others to solve problems.	3.59	3.67	+0.08 ▲
30. Actively seeks the root cause of a problem.	3.41	3.33	-0.08 ▼

Comments:

- He's a very hard worker and always helping out when needed.
- _____ listens to employees ideas and concerns and address the issues right away.
- As I have indicated above, _____ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate _____'s engagement since last month and I am hopeful that he will grow in his leadership role.
- _____ has my back and breaks down the barriers when I let him know that need his support.
- More opportunities to share knowledge with the team.
- _____ appropriately utilizes the resources of other team members to meet the needs of the organization.

Change Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Works cooperatively with others to implement changes.	15	3.20	86.7	13%	53%	33%	
32. Adopts changes to set and example for others to follow.	15	3.40	100.0		60%	40%	
33. Effective in implementing new organizational vision and values.	15	3.20	86.7	13%	53%	33%	
34. Assists others in understanding changes to the organization.	15	3.27	93.3	7%	60%	33%	
35. Effective in dealing with ambiguous and challenging situations.	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. Works cooperatively with others to implement changes.	3.18	3.20	+0.02 ▲
32. Adopts changes to set and example for others to follow.	3.35	3.40	+0.05 ▲
33. Effective in implementing new organizational vision and values.	3.18	3.20	+0.02 ▲
34. Assists others in understanding changes to the organization.	2.88	3.27	+0.38 ▲
35. Effective in dealing with ambiguous and challenging situations.	3.18	3.00	-0.18 ▼

Comments:

- Transparency and honesty is important early in the process.
- _____ has done tremendous work this past year in the Finance team.
- He is very supportive of us and the job we do.
- _____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- He consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. He shows integrity in his approach, always striving to add value, improve quality, and spend resources wisely.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.

Technology Use/Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.20	93.3	7%	67%		27%
37. Adopts the implementation of new technology into the workplace.	15	3.27	93.3	7%	60%		33%
38. Maximizes the use of new technology to deliver products and services.	15	3.27	86.7	13%	47%		40%
39. Uses technology in decision making and problem solving.	15	3.13	86.7	13%	60%		27%
40. Proficient in the use of technical systems and processes.	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. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.18	3.20	+0.02 ▲
37. Adopts the implementation of new technology into the workplace.	3.35	3.27	-0.09 ▼
38. Maximizes the use of new technology to deliver products and services.	3.24	3.27	+0.03 ▲
39. Uses technology in decision making and problem solving.	3.59	3.13	-0.45 ▼
40. Proficient in the use of technical systems and processes.	3.29	3.40	+0.11 ▲

Comments:

- _____ is a great role model and leader. Others could learn from his style.
- _____ is a great team member who cares about his team, the quality of his work, and the organization.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that he is getting more from his VP so he has what he needs to do his job well.
- I have felt his support since the minute I came to [CompanyName] and appreciate his more every day.
- He has been challenging us to find other ways to communicate that would be effective, other than email.
- He is a team player and willing to help other departments and staff when needed.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Keeps themselves and others focused on constant improvement.	15	3.33	93.3	7%	53%	40%	
42. Can be counted on to add value wherever they are involved.	15	3.33	93.3	7%	53%	40%	
43. Demonstrates the functional or technical skills necessary to do their job.	15	3.13	86.7	13%	60%	27%	
44. Demonstrates the analytical skills to do their job.	15	3.00	86.7	13%	73%	13%	
45. Produces high quality work.	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. Keeps themselves and others focused on constant improvement.	3.29	3.33	+0.04 ▲
42. Can be counted on to add value wherever they are involved.	3.41	3.33	-0.08 ▼
43. Demonstrates the functional or technical skills necessary to do their job.	3.35	3.13	-0.22 ▼
44. Demonstrates the analytical skills to do their job.	3.18	3.00	-0.18 ▼
45. Produces high quality work.	3.35	3.53	+0.18 ▲

Comments:

- _____ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.
- 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 effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.
- He is an advocate for [CompanyName].
- He has always encouraged others and provided tools for the employee to do so.
- _____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.

Responsible

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Responsible for setting the vision of the department.	15	3.00	86.7	13%	73%		13%
47. Sets a good example	15	3.20	93.3	7%	60%		33%
48. Is a person you can trust.	15	3.20	93.3	7%	67%		27%
49. Sets a good example.	15	3.40	93.3	7%	47%		47%
50. Behavior is ethical and honest.	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. Responsible for setting the vision of the department.	3.24	3.00	-0.24 ▼
47. Sets a good example	3.00	3.20	+0.20 ▲
48. Is a person you can trust.	3.18	3.20	+0.02 ▲
49. Sets a good example.	3.35	3.40	+0.05 ▲
50. Behavior is ethical and honest.	3.29	3.13	-0.16 ▼

Comments:

- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- He follows up on questions and he is easily accessible. I think he is doing a great job!
- _____ wants what is best for the organization and Security team and as a manager he expects the best the each have to offer.
- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner.
- _____ has been in a challenging role this past year with a lot of change and transitions.

Coaching

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
51. Helps employees to maintain high personal standards.	14	3.14	92.9	7%	71%		21%
52. Develops the skills and capabilities of others.	14	3.21	85.7	14%	50%		36%
53. Conducts regular performance appraisals and feedback.	15	3.27	86.7	13%	47%		40%
54. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	3.13	86.7	13%	60%		27%
55. Provides clear, motivating, and constructive feedback.	15	3.07	86.7	13%	67%		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
51. Helps employees to maintain high personal standards.	3.24	3.14	-0.09 ▼
52. Develops the skills and capabilities of others.	3.06	3.21	+0.16 ▲
53. Conducts regular performance appraisals and feedback.	3.59	3.27	-0.32 ▼
54. Coaches employees in how to strengthen knowledge and skills to improve work performance.	2.94	3.13	+0.19 ▲
55. Provides clear, motivating, and constructive feedback.	2.88	3.07	+0.18 ▲

Comments:

- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- _____'s style of leading a team is both refreshing and different than what I have experienced in the past.
- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- I really appreciate him as a member of the team.
- He inspires others by the manner in which he does his work and engages others.

Recognition

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
56. Lets employees know when they have done well	15	2.93	73.3	27%	53%	20%	
57. Finds opportunities to recognize others.	15	3.20	93.3	7%	67%	27%	
58. Compliments other people when they do good work	15	3.20	93.3	7%	67%	27%	
59. Offers recognition in a timely manner.	15	3.13	93.3	7%	67%	27%	
60. Makes people around them feel appreciated and valued.	15	3.20	93.3	7%	67%	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
56. Lets employees know when they have done well	2.88	2.93	+0.05 ▲
57. Finds opportunities to recognize others.	3.18	3.20	+0.02 ▲
58. Compliments other people when they do good work	3.24	3.20	-0.04 ▼
59. Offers recognition in a timely manner.	3.18	3.13	-0.04 ▼
60. Makes people around them feel appreciated and valued.	3.47	3.20	-0.27 ▼

Comments:

- I appreciate _____'s calm demeanor, his listening skills, and that he typically demonstrates that I have his full attention when we are in meetings.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- _____ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- _____ exemplifies all of these qualities.

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 is becoming more comfortable to deliver critical feedback.
- Always steps up if help is needed.
- _____ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.
- I honestly cannot think of anything to recommend that would help him to improve at this point.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- He cares deeply about the engagement of his staff and has concern for those in need.

What do you like best about working with this individual?

- Look up collaboration and you'll find _____'s picture beside the word.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. He seems hesitant to ask for feedback, review, or help.
- The work _____ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- _____ has been eager to learn his new position and is transitioning well.
- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.
- I appreciate his commitment in this area.

What do you like least about working with this individual?

- I admire _____ and look up to his wisdom, he is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- _____ always remains professional in his interactions and I appreciate his direct style of communication.
- _____ is a strong advocate for both the customer and staff.
- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- Needs to have more face-to-face communications with other employees in the company.
- _____ has been a strong leader at [CompanyName] for many years, and he will be missed.

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

- 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.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that _____'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- A great addition to the team.
- _____ has used his strengths to make this department stronger in many ways.
- _____ is very visible on the unit. Spending many hours with staff.
- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.

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

- I appreciate that _____ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- On occasion _____'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- Constantly working on improving the customer experience.
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- I truly appreciate _____'s knowledge, his professionalism, and his reliability.
- Increase business knowledge relating to overall strategic plan and the day to day operations.

Any final comments?

- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- He can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- _____ is collaborative in his management style and is very skilled in maximizing talents and strengths of each individual.
- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.
- _____ is a strong advocate for both the customer and staff.
- Uses visual aids to communicate progress to your team.