



Feedback Results
Your CompanyName Here
2026

Sample Employee

Results Generated by HR-Survey

February 2026

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.

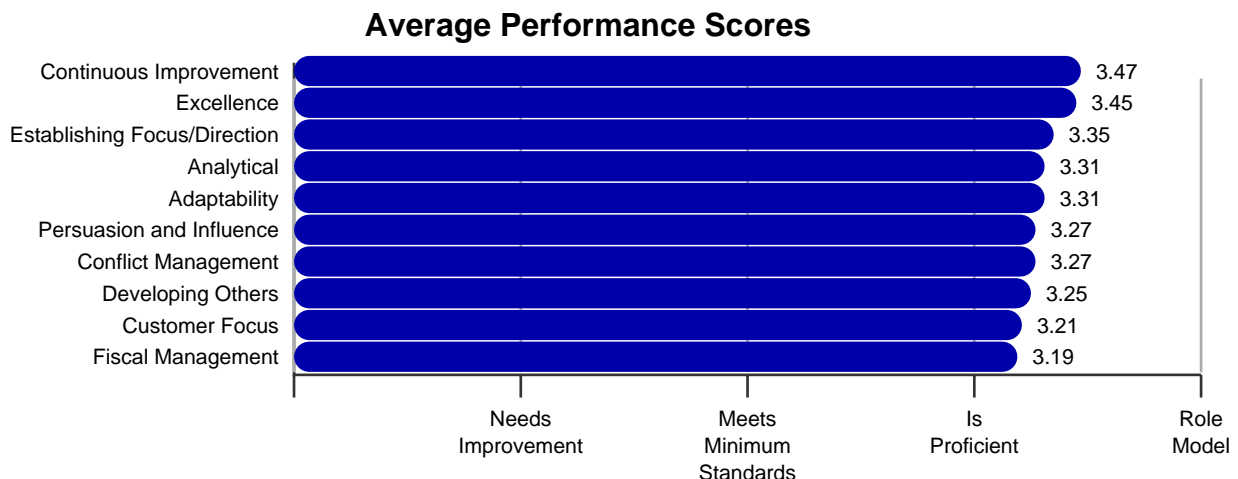
What to Do with Your Feedback

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.



Continuous 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. I form cross-functional Operational Improvement Teams representing every department.	15	3.20	93.3	7%	67%		27%
2. You actively remove obstacles that limit employees' ability to drive improvements in their work.	15	3.87	100.0	13%	87%		
3. I establish priorities for continual improvement.	15	3.33	93.3	7%	53%		40%
4. I set industry-leading performance standards and benchmarks.	15	3.60	93.3	7%	27%	67%	
5. I consistently prioritize and invest personal effort in continuous improvement.	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	2025	2026	Change
1. I form cross-functional Operational Improvement Teams representing every department.	3.29	3.20	-0.09 ▼
2. You actively remove obstacles that limit employees' ability to drive improvements in their work.	3.65	3.87	+0.22 ▲
3. I establish priorities for continual improvement.	3.18	3.33	+0.16 ▲
4. I set industry-leading performance standards and benchmarks.	3.41	3.60	+0.19 ▲
5. I consistently prioritize and invest personal effort in continuous improvement.	3.24	3.33	+0.10 ▲

Comments:

- I would encourage him to share with others the work going on in his area in this regard. It deserves to be recognized and shared.
- I appreciate his openness and availability to all the staff.
- I would encourage _____ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- Don't work with him enough to observe the vast majority of these items.
- _____ sets high standards for those he works with and expects the same of herself.
- _____ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. _____ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.

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. I break down larger tasks into smaller ones to help employees maintain focus.	15	3.20	93.3	7%	60%		33%
7. You set appropriate goals for employees.	15	3.20	86.7	13%	53%		33%
8. You identify gaps in infrastructure or support and proactively address them.	15	3.40	93.3	7%	47%		47%
9. I develop frameworks and systems to guide the organization toward achieve its goals.	15	3.47	93.3	7%	40%		53%
10. I create well articulated goals for the team to pursue.	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	2025	2026	Change
6. I break down larger tasks into smaller ones to help employees maintain focus.	3.24	3.20	-0.04 ▼
7. You set appropriate goals for employees.	3.41	3.20	-0.21 ▼
8. You identify gaps in infrastructure or support and proactively address them.	3.24	3.40	+0.16 ▲
9. I develop frameworks and systems to guide the organization toward achieve its goals.	3.18	3.47	+0.29 ▲
10. I create well articulated goals for the team to pursue.	3.35	3.47	+0.11 ▲

Comments:

- 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.
- He often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- When _____ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.
- He is always collaborative in his approach, and makes good decisions.
- He encourages teammates more as a peer than a coach.

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. I effectively communicate a point of view.	15	3.53	100.0	47%	53%		
12. I translate complex technical or strategic issues into accessible language that motivate action.	15	3.27	100.0	73%	27%		
13. I know how to win an argument.	15	3.33	100.0	67%	33%		
14. I objectively present multiple viewpoints before guiding others toward a well-supported conclusion.	15	3.13	86.7	13%	60%	27%	
15. I listen actively and adapt messaging to resonate with different viewpoints without diluting the core message.	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	2025	2026	Change
11. I effectively communicate a point of view.	3.47	3.53	+0.06 ▲
12. I translate complex technical or strategic issues into accessible language that motivate action.	3.47	3.27	-0.20 ▼
13. I know how to win an argument.	3.35	3.33	-0.02 ▼
14. I objectively present multiple viewpoints before guiding others toward a well-supported conclusion.	3.18	3.13	-0.04 ▼
15. I listen actively and adapt messaging to resonate with different viewpoints without diluting the core message.	3.00	3.07	+0.07 ▲

Comments:

- Personality. Great Mentor and Leader. Talented.
- I am glad to have _____ in his role. Because of his openness and willingness to work with others he helps my department produce quality work, and encourages us to reciprocate.
- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- _____ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- _____ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.

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. I meticulously record and maintain logs of observations/measurements.	15	3.40	93.3	7%	47%	47%	
17. You are comfortable working with numbers and data.	15	3.27	93.3	7%	60%	33%	
18. You analyze issues and reduce them to their component parts.	14	3.00	92.9	7%	79%	14%	
19. You recognize areas of missing data and suggests other ways to obtain the needed information.	15	3.47	100.0		53%	47%	
20. I optimize limited resources, such as time and money, by finding the most efficient solutions to problems.	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	2025	2026	Change
16. I meticulously record and maintain logs of observations/measurements.	3.65	3.40	-0.25 ▼
17. You are comfortable working with numbers and data.	3.47	3.27	-0.20 ▼
18. You analyze issues and reduce them to their component parts.	3.12	3.00	-0.12 ▼
19. You recognize areas of missing data and suggests other ways to obtain the needed information.	3.59	3.47	-0.12 ▼
20. I optimize limited resources, such as time and money, by finding the most efficient solutions to problems.	3.29	3.40	+0.11 ▲

Comments:

- _____ defines outcomes clearly and sets expectations/timelines with regards to results. He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. He is very customer and system focused.
- _____ 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.
- _____ continually is analyzing our current states and identifying areas that we can improve.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- _____ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- I feel _____ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.

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 recognize and implement changes to enhance efficiency and effectiveness.	15	3.53	100.0	47%	53%		
22. I am able to meet the needs of various stakeholders.	15	3.00	80.0	20%	60%	20%	
23. I am able to work on various customer accounts which have different needs/goals.	15	2.87	80.0	20%	73%	7%	
24. You pivot quickly in response to shifting project needs.	15	3.47	100.0	53%	47%		
25. You change to meet new priorities within the department/organization.	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	2025	2026	Change
21. You recognize and implement changes to enhance efficiency and effectiveness.	3.35	3.53	+0.18 ▲
22. I am able to meet the needs of various stakeholders.	3.00	3.00	
23. I am able to work on various customer accounts which have different needs/goals.	2.88	2.87	-0.02 ▼
24. You pivot quickly in response to shifting project needs.	3.00	3.47	+0.47 ▲
25. You change to meet new priorities within the department/organization.	3.76	3.67	-0.10 ▼

Comments:

- _____ works to keep up but a lot of new concepts.
- He is a strong leader complemented with sound judgement
- He is in an often times impossible position and is doing well all things considered
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- _____ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- _____ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. _____ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.

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 produce high quality work.	15	3.40	93.3	7%	47%	47%	
27. You demonstrate the analytical skills to do your job.	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 can be counted on to add value wherever you are involved.	15	3.67	100.0		33%	67%	
30. You demonstrate the functional or technical skills necessary 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	2025	2026	Change
26. You produce high quality work.	3.53	3.40	-0.13 ▼
27. You demonstrate the analytical skills to do your job.	3.12	3.33	+0.22 ▲
28. You take a lot of pride in your work.	3.41	3.53	+0.12 ▲
29. You can be counted on to add value wherever you are involved.	3.59	3.67	+0.08 ▲
30. You demonstrate the functional or technical skills necessary to do your job.	3.41	3.33	-0.08 ▼

Comments:

- _____ is trusting his team, and expecting high standards of behavior from all employees.
- He is both the manager and the interim director for the service line.
- I think that _____ is making good strides in setting expectations through clear communication.
- Could benefit from increasing awareness on how much influence they have on the department.
- Resources are managed carefully with input sought and considered before applying those resources.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.

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. I model excellent customer service for others in the department.	15	3.20	86.7	13%	53%	33%	
32. You are pro-active in dealing with customers and addressing your needs.	15	3.40	100.0		60%	40%	
33. You prioritize customer issues to tackle the most pressing needs first.	15	3.20	86.7	13%	53%	33%	
34. I keep the customer informed of all progress.	15	3.27	93.3	7%	60%	33%	
35. I provide a responsive service that meets the needs of customers.	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	2025	2026	Change
31. I model excellent customer service for others in the department.	3.18	3.20	+0.02 ▲
32. You are pro-active in dealing with customers and addressing your needs.	3.35	3.40	+0.05 ▲
33. You prioritize customer issues to tackle the most pressing needs first.	3.18	3.20	+0.02 ▲
34. I keep the customer informed of all progress.	2.88	3.27	+0.38 ▲
35. I provide a responsive service that meets the needs of customers.	3.18	3.00	-0.18 ▼

Comments:

- Reliability-needs to delegate meetings to others that can handle the work. He has created a team that are experts and should allow more independence for development.
- _____ is very approachable and ensures the best for all employees in the department.
- He is effective and his knowledge of processes is invaluable.
- _____ has a strong knowledge base and willingly shares information.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.

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 recognize and celebrates accomplishments of others.	15	3.20	93.3	7%	67%		27%
37. You create opportunities for professional development.	15	3.27	93.3	7%	60%		33%
38. You assess employees' developmental needs.	15	3.27	86.7	13%	47%		40%
39. You try to ensure employees are ready to move to the next level.	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	2025	2026	Change
36. You recognize and celebrates accomplishments of others.	3.18	3.20	+0.02 ▲
37. You create opportunities for professional development.	3.35	3.27	-0.09 ▼
38. You assess employees' developmental needs.	3.24	3.27	+0.03 ▲
39. You try to ensure employees are ready to move to the next level.	3.59	3.13	-0.45 ▼
40. You support the successes of other employees.	3.29	3.40	+0.11 ▲

Comments:

- He recognized where I needed help and supported me in making the case to get it.
- I envy his versatility in working with a wide variety of issues and topics.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- _____ embraces the idea of being pro active in a situation, instead of reactive. He is very supportive of the organizations Core Competency transition.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- I admire _____ for his vision and ability to think outside the box to better meet our organization's needs.

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. I seek to develop a shared understanding of the issues involved.	15	3.33	93.3	7%	53%	40%	
42. I demonstrate how to de-escalate through tone, body language, and word choice.	15	3.33	93.3	7%	53%	40%	
43. I distinguish between surface-level disagreements and deeper systemic issues, ensuring interventions target the right level.	15	3.13	86.7	13%	60%	27%	
44. You persuade others to accept personal transformation.	15	3.00	86.7	13%	73%	13%	
45. I identify the root sources of conflict.	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	2025	2026	Change
41. I seek to develop a shared understanding of the issues involved.	3.29	3.33	+0.04 ▲
42. I demonstrate how to de-escalate through tone, body language, and word choice.	3.41	3.33	-0.08 ▼
43. I distinguish between surface-level disagreements and deeper systemic issues, ensuring interventions target the right level.	3.35	3.13	-0.22 ▼
44. You persuade others to accept personal transformation.	3.18	3.00	-0.18 ▼
45. I identify the root sources of conflict.	3.35	3.53	+0.18 ▲

Comments:

- I have truly appreciated his guidance.
- When there are any issues, I can take them to _____ and together we are able to work out the issues.
- He has created a highly engaged team and manages a diverse group of individuals very well.
- Good leadership style.
- He engages the staff and I feel the department is in the best shape it ever has been in.
- _____ has excellent communication skills with both staff and his management team.

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 effectively manage appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.20	93.3	7%	67%		27%
49. You ensure others follow the correct rules and regulations on fiscal matters.	15	3.40	93.3	7%	47%		47%
50. You monitor spending.	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	2025	2026	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 effectively manage appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.18	3.20	+0.02 ▲
49. You ensure others follow the correct rules and regulations on fiscal matters.	3.35	3.40	+0.05 ▲
50. You monitor spending.	3.29	3.13	-0.16 ▼

Comments:

- Positive energy and a team player.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- He is very relatable and I believe it helps with the initial contact with the prospects.
- He is, quite simply, the best boss I've ever had.
- 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.
- _____ is very supportive to staff and offers many opportunities for staff to grow.

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 could help teammates by becoming more proficient in some areas.
- Positive energy and a team player.
- 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.
- Is always available to assist with issues, all scopes business or personal.
- I envy his versatility in working with a wide variety of issues and topics.
- _____ has done an amazing job in taking on this new role. He came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.

What do you like best about working with this individual?

- He offers up ideas of how I could have handled something differently in a constructive manner.
- _____ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- _____ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with. I am on a committee that he runs and he is an excellent meeting facilitator.
- The only constructive feedback that I would have for _____ is that it would be nice to have him "present" more often. There are times during 1:1 or group meetings where I feel that _____ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given his current burden here.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.

What do you like least about working with this individual?

- _____ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (_____) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- He has really filled the role of interim manager for the department well.
- _____ applied his strong analytical skills to problem solving.
- He is a high energy individual, with a level of integrity that goes above and beyond.
- Without a doubt, _____ is the best director I have worked for in my 30+ year career at [CompanyName]. He inspires me and everyone else he comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.

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

- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
- _____ has the technical skills: such as the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.
- Constantly working on improving the customer experience.
- I will always remember _____ as my first manager and be thankful he helped shape my first career.
- He is respectful of the people he works with regardless of the level in the organization.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.

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

- We have made improvements in our documentation and have decreased duplicate reporting.
- Is always available to assist with issues, all scopes business or personal.
- Attitude is there; however, follow through is lacking at times.
- Management skills progressing well with experience.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- He is always available to listen, lend a hand, or guide the staff when needed.

Any final comments?

- He is strong in his convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- Professionalism is an area where I feel _____ could continue to develop is making sure that his non-verbal cues are kept to a minimum. He tends to show more of his frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with him.
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work
- He is a joy to work for.
- _____ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- _____ 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.