



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.

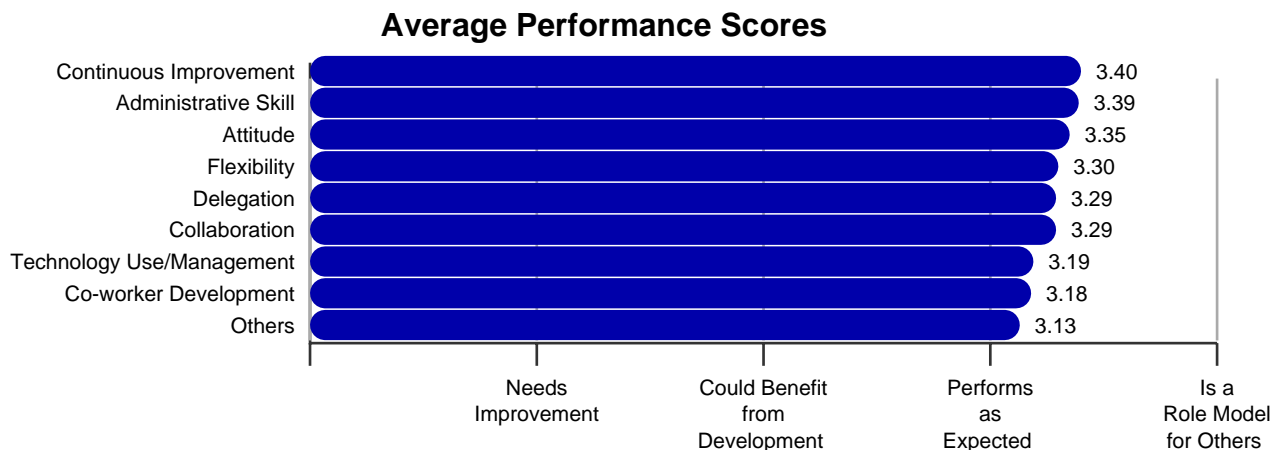
What to Do with Your Feedback

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

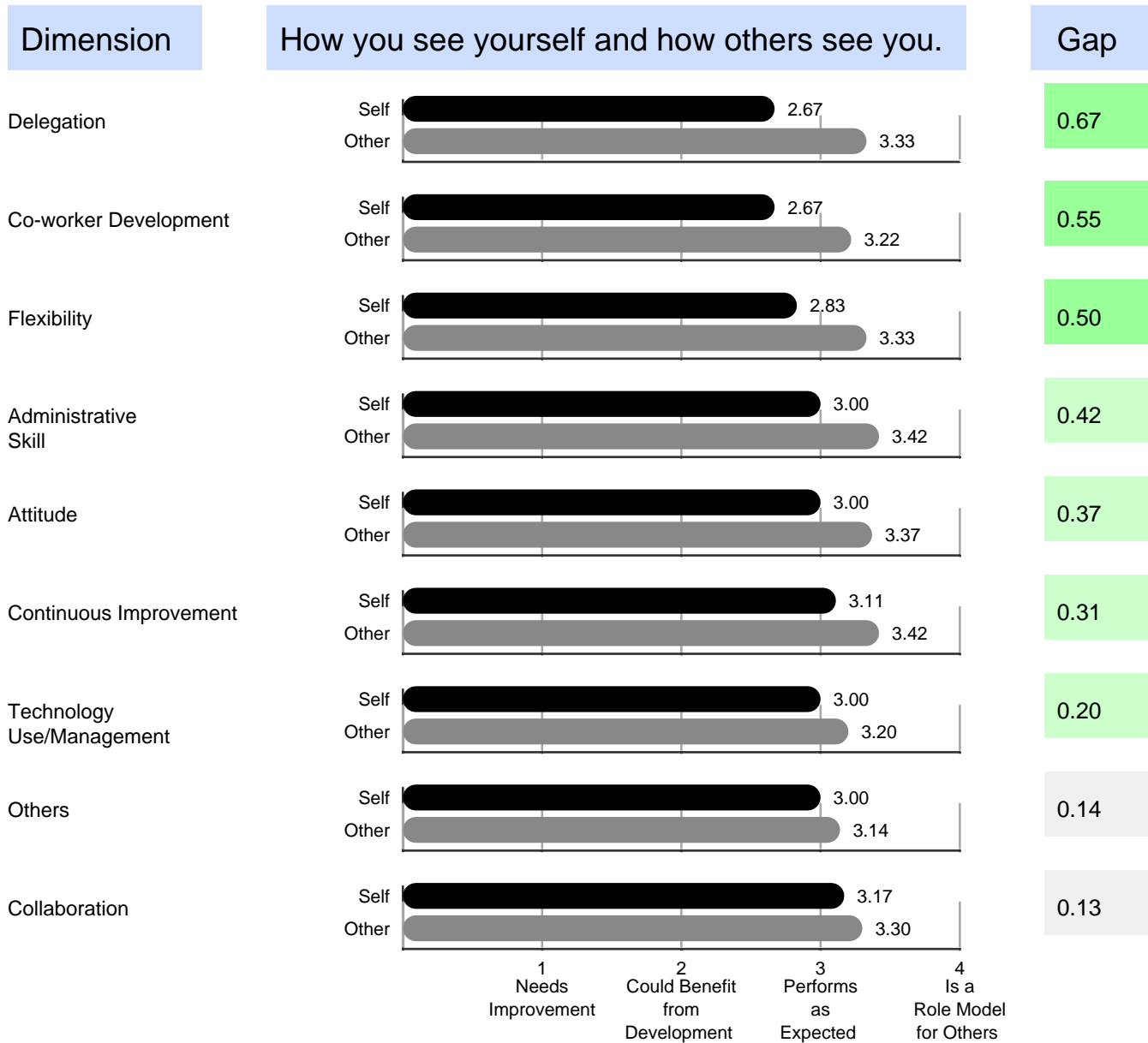
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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



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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Looks for ways to expand and learn new job skills.	15	3.20	93.3	7%	67%		27%
2. Designs production systems that can absorb disruptions and maintain output.	15	3.87	100.0	13%	87%		
3. Reinforces a first-time-right mindset among employees.	15	3.33	93.3	7%	53%		40%
4. Actively removes obstacles that limit employees' ability to drive improvements in their work.	15	3.60	93.3	7%	27%	67%	
5. Implements small, rapid adjustments that optimizes speed, accuracy, and output quality.	15	3.33	93.3	7%	53%		40%
6. Builds relationships with leaders in other functions to coordinate improvement priorities and avoid siloed efforts.	15	3.20	93.3	7%	60%		33%
7. Shares newly learned techniques or insights with coworkers to strengthen team capability and spread best practices.	15	3.20	86.7	13%	53%		33%
8. Integrates technical know-how to upgrade and streamline production lines.	15	3.40	93.3	7%	47%		47%
9. Seeks continual improvement in employee performance and satisfaction measures.	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
1. Looks for ways to expand and learn new job skills.	3.29	3.20	-0.09 ▼
2. Designs production systems that can absorb disruptions and maintain output.	3.65	3.87	+0.22 ▲
3. Reinforces a first-time-right mindset among employees.	3.18	3.33	+0.16 ▲
4. Actively removes obstacles that limit employees' ability to drive improvements in their work.	3.41	3.60	+0.19 ▲
5. Implements small, rapid adjustments that optimizes speed, accuracy, and output quality.	3.24	3.33	+0.10 ▲
6. Builds relationships with leaders in other functions to coordinate improvement priorities and avoid siloed efforts.	3.24	3.20	-0.04 ▼
7. Shares newly learned techniques or insights with coworkers to strengthen team capability and spread best practices.	3.41	3.20	-0.21 ▼
8. Integrates technical know-how to upgrade and streamline production lines.	3.24	3.40	+0.16 ▲
9. Seeks continual improvement in employee performance and satisfaction measures.	3.18	3.47	+0.29 ▲

Comments:

- Great year of growth!

- _____ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- _____ has an incredible vision for our organization's strategy and improvement efforts.
- Since we all have things we need to be aware of, he is protective and proud of his staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. He may want to be aware of this when asking for feedback.
- He always takes the time to listen to all of us and never gives you the impression that he's rushing you. He doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that he will really HEAR YOU!
- _____ always presents himself in the most professional manner.

Flexibility

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Quickly adapts to new circumstances, challenges, or opportunities as they arise.	15	3.47	93.3	7%	40%	53%	
11. Is open to change and new ways of doing things.	15	3.53	100.0		47%	53%	
12. Adapts the onboarding experience to meet the unique needs of each new employee.	15	3.27	100.0		73%	27%	
13. Innovates skills and modifies behaviors to remain flexible in addressing important issues.	15	3.33	100.0		67%	33%	
14. Able to maintain productivity and effectiveness no matter the context.	15	3.13	86.7	13%	60%	27%	
15. Maintains an adaptive mindset crucial for navigating the dynamic challenges and opportunities that arise in business environments.	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
10. Quickly adapts to new circumstances, challenges, or opportunities as they arise.	3.35	3.47	+0.11 ▲
11. Is open to change and new ways of doing things.	3.47	3.53	+0.06 ▲
12. Adapts the onboarding experience to meet the unique needs of each new employee.	3.47	3.27	-0.20 ▼
13. Innovates skills and modifies behaviors to remain flexible in addressing important issues.	3.35	3.33	-0.02 ▼
14. Able to maintain productivity and effectiveness no matter the context.	3.18	3.13	-0.04 ▼
15. Maintains an adaptive mindset crucial for navigating the dynamic challenges and opportunities that arise in business environments.	3.00	3.07	+0.07 ▲

Comments:

- Improve on providing feedback.
- Transparency and honesty is important early in the process.
- I trust that I can go to him in confidence and he will really listen to what I am saying.
- I may not always agree with his decisions but I understand why they were made because he takes the time to explain them. The things he does for our department and me are immeasurable
- _____ is a valued peer. I can count on his as a sounding board and for his perspective on issues we are dealing with, either at the director level or with our department.
- He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.

Attitude

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
16. Does not focus on or well on differences in rank or status.	15	3.40	93.3	7%	47%	47%	
17. Is teachable and curious tending to foster innovation and build stronger relationships.	15	3.27	93.3	7%	60%	33%	
18. Welcomes challenging assignments as opportunities to stretch and grow.	14	3.00	92.9	7%	79%	14%	
19. Models resilience in the face of adversity.	15	3.47	100.0		53%	47%	
20. Steps forward and volunteers to support time-sensitive tasks without being asked, especially when others are unavailable.	15	3.40	93.3	7%	47%	47%	
21. Offers to lead new initiatives, pilot programs, or improvement efforts to advance team goals.	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
16. Does not focus on or well on differences in rank or status.	3.65	3.40	-0.25 ▼
17. Is teachable and curious tending to foster innovation and build stronger relationships.	3.47	3.27	-0.20 ▼
18. Welcomes challenging assignments as opportunities to stretch and grow.	3.12	3.00	-0.12 ▼
19. Models resilience in the face of adversity.	3.59	3.47	-0.12 ▼
20. Steps forward and volunteers to support time-sensitive tasks without being asked, especially when others are unavailable.	3.29	3.40	+0.11 ▲
21. Offers to lead new initiatives, pilot programs, or improvement efforts to advance team goals.	3.35	3.53	+0.18 ▲

Comments:

- _____ is always professional during interactions with staff.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- _____ is very busy and does a good job delegating work. By delegating he provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but _____ has confidence that the work will be done well.
- He consistently involves employees in shared decision making.
- I admire his ability to see the big picture (both within our walls and outside our walls).
- _____ has a good perspective on the organization as a whole.

Delegation

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
22. Determines each employee's readiness for new challenges based on past performance.	15	3.00	80.0	20%	60%		20%
23. Uses delegation as a powerful opportunity to train employees.	15	2.87	80.0	20%	73%		7%
24. Gives the employees the freedom to approach tasks with their own skills and judgment, fostering creativity and problem-solving.	15	3.47	100.0		53%		47%
25. Sets expectations for communication and progress updates while respecting employees' working styles.	15	3.67	100.0		33%		67%
26. Encourages employees to take on greater responsibilities.	15	3.40	93.3	7%	47%		47%
27. Assigns tasks to help build the skill sets of subordinates.	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
22. Determines each employee's readiness for new challenges based on past performance.	3.00	3.00	
23. Uses delegation as a powerful opportunity to train employees.	2.88	2.87	-0.02 ▼
24. Gives the employees the freedom to approach tasks with their own skills and judgment, fostering creativity and problem-solving.	3.00	3.47	+0.47 ▲
25. Sets expectations for communication and progress updates while respecting employees' working styles.	3.76	3.67	-0.10 ▼
26. Encourages employees to take on greater responsibilities.	3.53	3.40	-0.13 ▼
27. Assigns tasks to help build the skill sets of subordinates.	3.12	3.33	+0.22 ▲

Comments:

- He is a fantastic resource.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- I will always remember _____ as my first manager and be thankful he helped shape my first career.
- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- I appreciate his perspective and guidance on a variety of things.
- This has been a challenging year for _____ and his team. Through it all, he was dedicated to the organization and never shirked his duties.

Administrative Skill

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Uses clear, professional language and avoids unnecessary jargon to keep the message accessible.	15	3.53	100.0	47%	53%		
29. High attention to detail.	15	3.67	100.0	33%	67%		
30. Maintains organized workspaces, files, and documentation to support efficient, professional operations.	15	3.33	100.0	67%	33%		
31. Receives and welcomes visitors.	15	3.20	86.7	13%	53%	33%	
32. Clearly and effectively communicates information verbally.	15	3.40	100.0	60%	40%		
33. Accurately implements contract provisions.	15	3.20	86.7	13%	53%	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
28. Uses clear, professional language and avoids unnecessary jargon to keep the message accessible.	3.41	3.53	+0.12 ▲
29. High attention to detail.	3.59	3.67	+0.08 ▲
30. Maintains organized workspaces, files, and documentation to support efficient, professional operations.	3.41	3.33	-0.08 ▼
31. Receives and welcomes visitors.	3.18	3.20	+0.02 ▲
32. Clearly and effectively communicates information verbally.	3.35	3.40	+0.05 ▲
33. Accurately implements contract provisions.	3.18	3.20	+0.02 ▲

Comments:

- _____ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. _____ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.
- Another area he needs to work on is honoring team decisions. He will make unilateral decisions and then not tell the team.
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.

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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
34. Supports employee training and development initiatives regarding implementation of technology.	15	3.27	93.3	7%	60%	33%	
35. Proficient in the use of technical systems and processes.	15	3.00	80.0	20%	60%	20%	
36. Selects appropriate technology solutions to meet the department needs.	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. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.13	86.7	13%	60%	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
34. Supports employee training and development initiatives regarding implementation of technology.	2.88	3.27	+0.38 ▲
35. Proficient in the use of technical systems and processes.	3.18	3.00	-0.18 ▼
36. Selects appropriate technology solutions to meet the department needs.	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. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.59	3.13	-0.45 ▼

Comments:

- He will always be able to state that he did everything he could, he gives this job his all!
- I can depend on him with whatever is needed.
- Works hard to build a team environment.
- A willingness and flexibility to pitch in help where needed is important.
- _____ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- _____ provides the appropriate amount of direction without being too hands-off or overbearing.

Collaboration

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
40. Collaborates across departmental boundaries and finds common ground with a wide range of stakeholders.	15	3.40	93.3	7%	47%	47%	
41. Uses group decision making.	15	3.33	93.3	7%	53%	40%	
42. Builds and strengthens relationships to improve collaboration and leadership.	15	3.33	93.3	7%	53%	40%	
43. Utilizes digital tools to enhance collaborative efforts in creating process and policy documents.	15	3.13	86.7	13%	60%	27%	
44. Effectively uses digital tools to improve collaboration in the department.	15	3.00	86.7	13%	73%	13%	
45. Effectively works with others to create solutions to problems.	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
40. Collaborates across departmental boundaries and finds common ground with a wide range of stakeholders.	3.29	3.40	+0.11 ▲
41. Uses group decision making.	3.29	3.33	+0.04 ▲
42. Builds and strengthens relationships to improve collaboration and leadership.	3.41	3.33	-0.08 ▼
43. Utilizes digital tools to enhance collaborative efforts in creating process and policy documents.	3.35	3.13	-0.22 ▼
44. Effectively uses digital tools to improve collaboration in the department.	3.18	3.00	-0.18 ▼
45. Effectively works with others to create solutions to problems.	3.35	3.53	+0.18 ▲

Comments:

- He is open to feedback, but I haven't seen noticeable changes in his behavior as a result.
- _____ helped to keep us positively focus in the right direction, while keeping us well informed.
- _____ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- As a manager, _____ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- He has deep technical expertise in a number of areas of human resource management.
- I enjoy working with _____ and look forward to future opportunities for collaboration.

Co-worker Development

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
46. Works to identify root causes of performance problems	15	3.00	86.7	13%	73%		13%
47. Takes immediate action on poor performance	15	3.20	93.3	7%	60%		33%
48. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.20	93.3	7%	67%		27%
49. Gives others development opportunities through project assignments and increased job responsibilities	15	3.40	93.3	7%	47%		47%
50. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.13	80.0	7%	13%	40%	40%
51. Provides ongoing feedback to co-workers on their development progress	14	3.14	92.9	7%	71%		21%

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. Works to identify root causes of performance problems	3.24	3.00	-0.24 ▼
47. Takes immediate action on poor performance	3.00	3.20	+0.20 ▲
48. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.18	3.20	+0.02 ▲
49. Gives others development opportunities through project assignments and increased job responsibilities	3.35	3.40	+0.05 ▲
50. Sets and clearly communicates expectations, performance goals, and measurements to others	3.29	3.13	-0.16 ▼
51. Provides ongoing feedback to co-workers on their development progress	3.24	3.14	-0.09 ▼

Comments:

- _____ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, _____ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- I have also had the pleasure of partnering with _____ in our Core Competency leader learning. _____ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- _____ knows his team very well and is gaining the same knowledge in regards to his team
- I think _____ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- _____ 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.
- His work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
52. Consistently demonstrates ability and willingness to trust others.	14	3.21	85.7	14%	50%	36%	
53. Constructively receives criticism and suggestions from others.	15	3.27	86.7	13%	47%	40%	
54. Respects the opinions of other employees.	15	3.13	86.7	13%	60%	27%	
55. Forms working relationships with employees from other departments.	15	3.07	86.7	13%	67%	20%	
56. Treats others with respect and dignity.	15	2.93	73.3	27%	53%	20%	
57. Works effectively with people from other departments.	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	2025	2026	Change
52. Consistently demonstrates ability and willingness to trust others.	3.06	3.21	+0.16 ▲
53. Constructively receives criticism and suggestions from others.	3.59	3.27	-0.32 ▼
54. Respects the opinions of other employees.	2.94	3.13	+0.19 ▲
55. Forms working relationships with employees from other departments.	2.88	3.07	+0.18 ▲
56. Treats others with respect and dignity.	2.88	2.93	+0.05 ▲
57. Works effectively with people from other departments.	3.18	3.20	+0.02 ▲

Comments:

- He is always collaborative in his approach, and makes good decisions.
- _____ has the talent to use different Leadership styles to fit the situation.
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- His quality of work is good.
- _____ is willing to tackle performance situations and solicits feedback on how his team is doing.
- He has a calm demeanor and willingness to help with anything.

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?

- _____ has great insights regarding individuals and relationships, as well as good ideas about processes.
- Over the past year I've noticed that _____ doesn't seem to be as focused or organized as he used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting he's too preoccupied with his phone and this causes the leader of the meeting to repeat his/her self.
- I envy his versatility in working with a wide variety of issues and topics.
- His quality of work is good.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- In one word I can summarize _____ in leadership skill. WOW!

What do you like best about working with this individual?

- Be being better organized. It would help with prioritizing.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- Again, _____ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- He takes the time to explain to staff the rationale of changes being made.
- _____ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.

What do you like least about working with this individual?

- Lean on team to help reduce burden and establish clear expectations.
- He is strong in his convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- He also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from _____ and his style of leadership. His understanding and appreciation of his leadership team and all his associates is something I would aspire to replicate in my own leadership areas of repsonsibility.
- He is a great teammate!
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- _____'s leadership in finance and strategy is exemplary. However, his ability to use his team and discuss direction is an area where he can improve.

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

- Additional feedback and communication.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of his position.
- Show others it is possible to understand both sides without having to agree all the time.
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.
- I have not been directly involved in making hiring decisions with him, but I do know that he makes a point to ensure all stakeholders are involved in the process and decision.
- _____ is professional, collaborative. . .a great team member.

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

- I truly enjoy working with _____. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.
- _____ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- I have never known _____ to not hire for talent.
- Again, _____ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- _____ has brought a level of professionalism and marketing skill to our team that we desperately needed. We are glad to have his direction, talent and enthusiasm.

Any final comments?

- _____ always remains professional in his interactions and I appreciate his direct style of communication.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- When in meetings in _____'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring there is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.
- _____ continually devotes his attention to opportunities for process improvement and professional growth.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, _____ fits the leadership role well.
- We have made improvements in our documentation and have decreased duplicate reporting.