



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

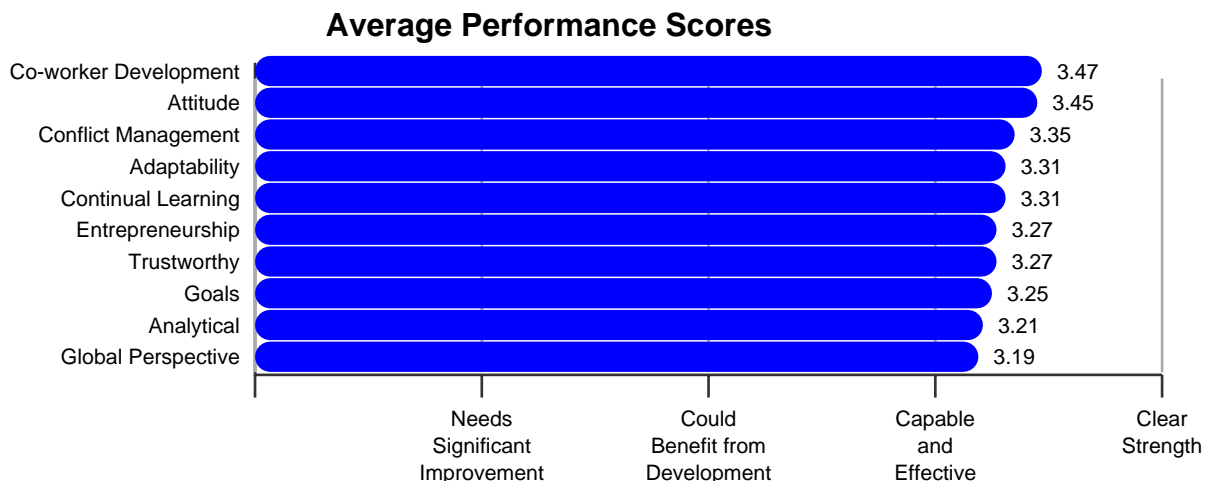
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Works to identify root causes of performance problems	15	3.20	93.3	7%	67%		27%
2. Provides ongoing feedback to co-workers on their development progress	15	3.87	100.0	13%	87%		
3. Takes immediate action on poor performance	15	3.33	93.3	7%	53%		40%
4. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.60	93.3	7%	27%	67%	
5. Adapts coaching and mentoring approach to meet the style or needs of individuals	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. Works to identify root causes of performance problems	3.29	3.20	-0.09 ▼
2. Provides ongoing feedback to co-workers on their development progress	3.65	3.87	+0.22 ▲
3. Takes immediate action on poor performance	3.18	3.33	+0.16 ▲
4. Sets and clearly communicates expectations, performance goals, and measurements to others	3.41	3.60	+0.19 ▲
5. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.24	3.33	+0.10 ▲

Comments:

- He is determined to find the answer to any problem or obstacle in his way.
- Improve on providing feedback.
- _____ is so attentive to the needs of our department and to the needs of individuals.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- He presents a clear picture of where the department is now and where we need to be headed.
- Outstanding leader.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Identifies and takes steps to prevent potential confrontations.	15	3.20	93.3	7%	60%	33%	
7. Helps employees to think through alternative ways to resolve conflict situations.	15	3.20	86.7	13%	53%	33%	
8. Tries to understand others' point of view before making judgments	15	3.40	93.3	7%	47%	47%	
9. Clearly expresses expectations to others.	15	3.47	93.3	7%	40%	53%	
10. Deals effectively with employee grievances.	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. Identifies and takes steps to prevent potential confrontations.	3.24	3.20	-0.04 ▼
7. Helps employees to think through alternative ways to resolve conflict situations.	3.41	3.20	-0.21 ▼
8. Tries to understand others' point of view before making judgments	3.24	3.40	+0.16 ▲
9. Clearly expresses expectations to others.	3.18	3.47	+0.29 ▲
10. Deals effectively with employee grievances.	3.35	3.47	+0.11 ▲

Comments:

- Always has a positive, cheerful, and strong attitude.
- _____ has been very effective with writing up the scheduling protocols for schedulers, using both perspectives from staff and a 'new' scheduler in order to make the protocols very clear. I appreciate the way he approaches a problem, using Competency methods and training to provide examples for the rest of us who have not gone through all the training yet. I really appreciate _____ !
- 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.
- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- We are very blessed to have _____ for our manager! Best one we've EVER had. We appreciate his very much.
- He has great sense of vision and purpose for the division and organization as a whole.

Entrepreneurship

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. Has a strategic awareness on how to promote the organization.	15	3.53	100.0	47%	53%		
12. Can work effectively in an environment of uncertainty.	15	3.27	100.0	73%	27%		
13. Encourages risk taking for developing potential business opportunities.	15	3.33	100.0	67%	33%		
14. Encourages dynamic growth opportunities.	15	3.13	86.7	13%	60%	27%	
15. Excellent at managing relationships with stakeholders.	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. Has a strategic awareness on how to promote the organization.	3.47	3.53	+0.06 ▲
12. Can work effectively in an environment of uncertainty.	3.47	3.27	-0.20 ▼
13. Encourages risk taking for developing potential business opportunities.	3.35	3.33	-0.02 ▼
14. Encourages dynamic growth opportunities.	3.18	3.13	-0.04 ▼
15. Excellent at managing relationships with stakeholders.	3.00	3.07	+0.07 ▲

Comments:

- He values our feedback and takes our recommendations seriously.
- _____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- _____ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- I respect _____ and have turned to him for advice.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Works effectively in dynamic and changing work environments.	15	3.40	93.3	7%	47%	47%	
17. Is proactive and takes steps to prepare for changes in the workplace.	15	3.27	93.3	7%	60%	33%	
18. Adjusts priorities to changing business goals.	14	3.00	92.9	7%	79%	14%	
19. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	15	3.47	100.0		53%	47%	
20. Learns from personal experiences and/or mistakes.	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. Works effectively in dynamic and changing work environments.	3.65	3.40	-0.25 ▼
17. Is proactive and takes steps to prepare for changes in the workplace.	3.47	3.27	-0.20 ▼
18. Adjusts priorities to changing business goals.	3.12	3.00	-0.12 ▼
19. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	3.59	3.47	-0.12 ▼
20. Learns from personal experiences and/or mistakes.	3.29	3.40	+0.11 ▲

Comments:

- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- As a new Manager to the area, _____ was subjected to a review of department services. This was tough on him, but he did very well with it.
- _____ has high expectations of himself and his employees. He does an excellent job of managing the department.
- _____ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with _____ for many years.
- He was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.

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
21. Pursues self-improvement through continual learning.	15	3.53	100.0	47%	53%		
22. Shares best practices with others and learns from others.	15	3.00	80.0	20%	60%	20%	
23. Is open to new ideas and concepts.	15	2.87	80.0	20%	73%	7%	
24. Improves on their skill sets.	15	3.47	100.0	53%	47%		
25. Takes charge of their training and skills enhancement.	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. Pursues self-improvement through continual learning.	3.35	3.53	+0.18 ▲
22. Shares best practices with others and learns from others.	3.00	3.00	
23. Is open to new ideas and concepts.	2.88	2.87	-0.02 ▼
24. Improves on their skill sets.	3.00	3.47	+0.47 ▲
25. Takes charge of their training and skills enhancement.	3.76	3.67	-0.10 ▼

Comments:

- Another area he needs to work on is honoring team decisions. He will make unilateral decisions and then not tell the team.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- _____ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develop and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- Transparency and honesty is important early in the process.
- _____ is highly professional in his everyday work.
- _____ has a good perspective on the organization as a whole.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.40	93.3	7%	47%	47%	
27. Shows by their actions that they trust in the positive intentions of others.	15	3.33	93.3	7%	53%	40%	
28. Contributes to a positive and fun work environment.	15	3.53	100.0		47%	53%	
29. Builds open and trusting relationships.	15	3.67	100.0		33%	67%	
30. Visibly supports and encourages diversity in style and background.	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. Works to eliminate unnecessary work or barriers that get in others' way.	3.53	3.40	-0.13 ▼
27. Shows by their actions that they trust in the positive intentions of others.	3.12	3.33	+0.22 ▲
28. Contributes to a positive and fun work environment.	3.41	3.53	+0.12 ▲
29. Builds open and trusting relationships.	3.59	3.67	+0.08 ▲
30. Visibly supports and encourages diversity in style and background.	3.41	3.33	-0.08 ▼

Comments:

- He has consistently been a strong advocate for me and my team.
- _____'s department has changed considerably over the last year, yet he still managed to serve his customers.
- _____ is an excellent communicator and is very open and supportive to his staff.
- Please know that stress can occasionally slow down progress.
- _____ applied his strong analytical skills to problem solving.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Prioritizes various actions to be taken when solving a problem.	15	3.20	86.7	13%	53%	33%	
32. Identifies problems and issues needing resolution.	15	3.40	100.0		60%	40%	
33. Identifies opportunities for progress and innovation.	15	3.20	86.7	13%	53%	33%	
34. Analyzes data and information from several sources and arrives at logical conclusions.	15	3.27	93.3	7%	60%	33%	
35. Implements data validation techniques and methods.	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. Prioritizes various actions to be taken when solving a problem.	3.18	3.20	+0.02 ▲
32. Identifies problems and issues needing resolution.	3.35	3.40	+0.05 ▲
33. Identifies opportunities for progress and innovation.	3.18	3.20	+0.02 ▲
34. Analyzes data and information from several sources and arrives at logical conclusions.	2.88	3.27	+0.38 ▲
35. Implements data validation techniques and methods.	3.18	3.00	-0.18 ▼

Comments:

- _____ has been wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- Positive energy and a team player.
- I have not observed _____'s interaction with the members of his team. _____ consistently communicates openly in my interactions with him.
- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- He is a great communicator and works hard to ensure an aligned team across Implementation Cycles.

Goals

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. Conducts timely follow-up; keeps others informed on a need to know basis.	15	3.20	93.3	7%	67%		27%
37. Sets high expectations and goals; encourages others to support the organization.	15	3.27	93.3	7%	60%		33%
38. Understands & contributes to development of strategic goals.	15	3.27	86.7	13%	47%		40%
39. Achieves established goals.	15	3.13	86.7	13%	60%		27%
40. Establishes and documents goals and objectives.	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. Conducts timely follow-up; keeps others informed on a need to know basis.	3.18	3.20	+0.02 ▲
37. Sets high expectations and goals; encourages others to support the organization.	3.35	3.27	-0.09 ▼
38. Understands & contributes to development of strategic goals.	3.24	3.27	+0.03 ▲
39. Achieves established goals.	3.59	3.13	-0.45 ▼
40. Establishes and documents goals and objectives.	3.29	3.40	+0.11 ▲

Comments:

- I think _____ is off to a very good start with the new division. He is engaging key players and helping form vision with his leadership team.
- _____ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develop and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- He is a strong leader complemented with sound judgement
- Over this past year _____ has demonstrated ambition and the desire for professional growth in his new role as CIO.
- _____ is doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!
- He quickly addresses any challenges that may arise.

Trustworthy

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. Takes ownership, delivers on commitments	15	3.33	93.3	7%	53%	40%	
42. Communicates an understanding of the other person's interests, needs and concerns.	15	3.33	93.3	7%	53%	40%	
43. Builds and maintains the trust of others.	15	3.13	86.7	13%	60%	27%	
44. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.00	86.7	13%	73%	13%	
45. Delivers on promises made.	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. Takes ownership, delivers on commitments	3.29	3.33	+0.04 ▲
42. Communicates an understanding of the other person's interests, needs and concerns.	3.41	3.33	-0.08 ▼
43. Builds and maintains the trust of others.	3.35	3.13	-0.22 ▼
44. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.18	3.00	-0.18 ▼
45. Delivers on promises made.	3.35	3.53	+0.18 ▲

Comments:

- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- Cannot think of anything
- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- 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.
- _____ always goes above and beyond in his daily work.
- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.

Global Perspective

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Creates an environment where individual differences are valued and supported.	15	3.00	86.7	13%	73%		13%
47. Analyzes global issues/problems that are having a large impact on the Company.	15	3.20	93.3	7%	60%		33%
48. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	3.20	93.3	7%	67%		27%
49. Attends training seminars and conferences to increase skills in working with others globally.	15	3.40	93.3	7%	47%		47%
50. Aligns personal vision with global strategies.	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. Creates an environment where individual differences are valued and supported.	3.24	3.00	-0.24 ▼
47. Analyzes global issues/problems that are having a large impact on the Company.	3.00	3.20	+0.20 ▲
48. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	3.18	3.20	+0.02 ▲
49. Attends training seminars and conferences to increase skills in working with others globally.	3.35	3.40	+0.05 ▲
50. Aligns personal vision with global strategies.	3.29	3.13	-0.16 ▼

Comments:

- I know I can go to him with any question and he will either have an answer for me or get one the same goes for problem solving.
- _____ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- He make sure the team effort not only succeed on paper.
- _____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- _____ is a true asset to [CompanyName].
- Could be more self-aware of impact on other team members

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 very effective and he has learned so much about our product.
- Provide regular updates on the progress of work/tasks/projects.
- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.
- Appreciate _____'s willingness to participate on leadership in expanding research activity.
- I have found that _____ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- He also works to build and maintain community connections with local law enforcement and other emergency responders.

What do you like best about working with this individual?

- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.
- _____ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- He is a charismatic leader. Really the best!!
- _____ is a new manager. His openness and positive communication with his team and his steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- He would benefit from soliciting more feedback and pushing others to do more.

What do you like least about working with this individual?

- _____ is a very good leader.
- _____'s management style is to push work down because it opens up capacity for him to do new tasks and provides his subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- 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.
- He has the desire and effort to get it right and continuously improve self and culture.
- Manager engages in all categories described above as marked.
- _____ has supported me through some tough contract negotiations and he is the consummate professional.

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

- _____ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- _____ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- _____ delegates very effectively.
- I think that _____ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- I feel _____ always has the customer's best interest at heart.
- Is reliable and keeps the team focused on the delivery of outcomes.

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

- _____ could improve his awareness of his employees strengths and delegate work that utilizes those talents.
- I think _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- _____ 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.
- _____ is reliable and effective communicator. He has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- He is quick to remind others, when needed why we are really here.

Any final comments?

- He is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- I am very thankful for all the opportunities he has provided me and I have grown in my development under his guidance. A real asset to the organization.
- I have never known _____ to not hire for talent.
- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.