



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.

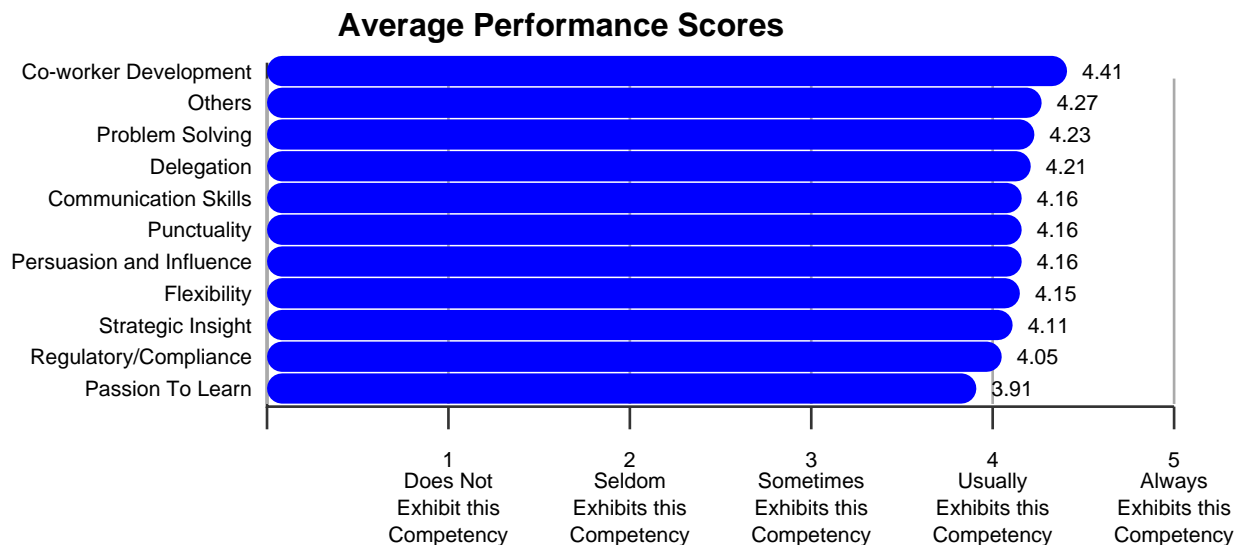
What to Do with Your Feedback

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

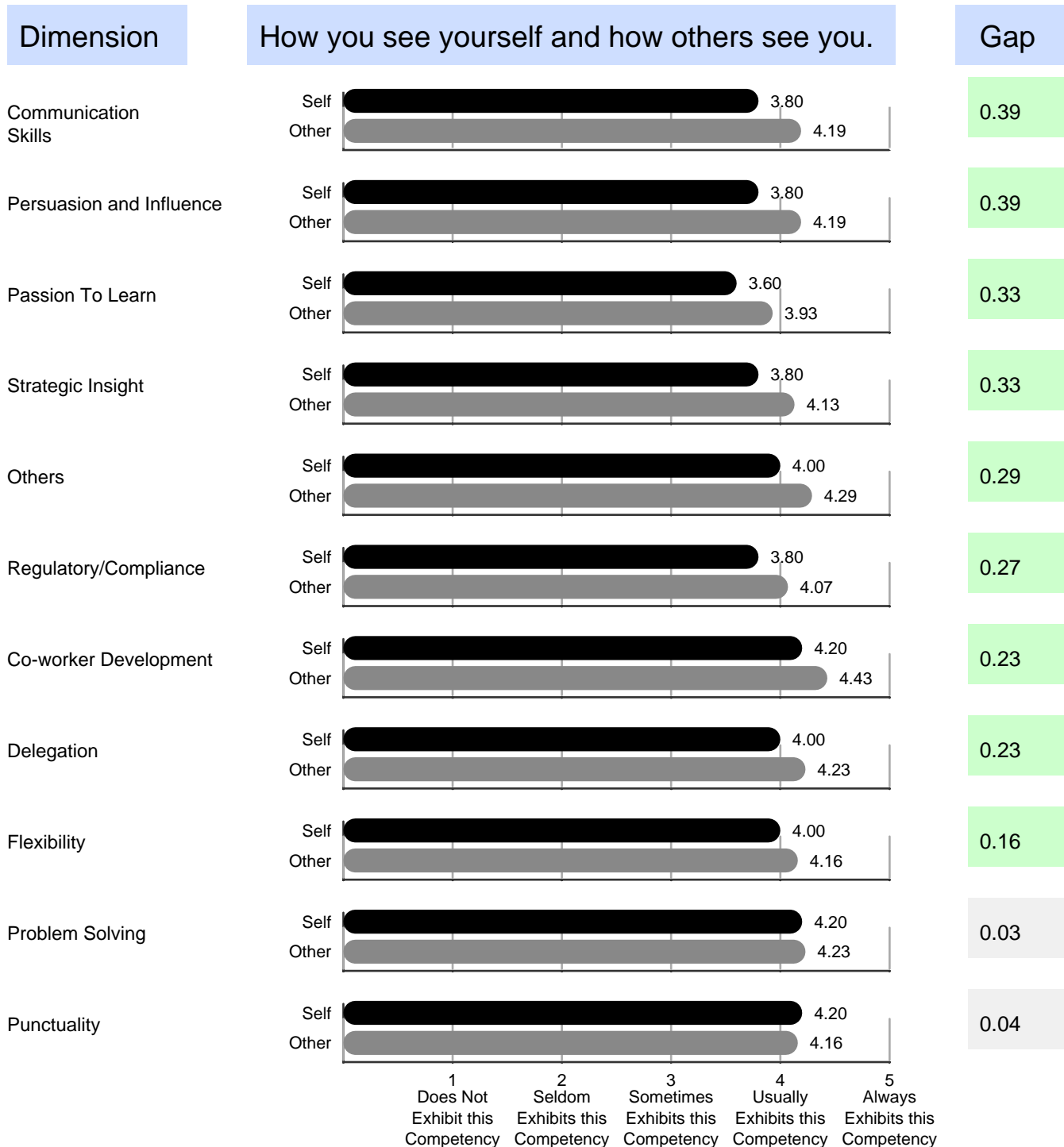
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



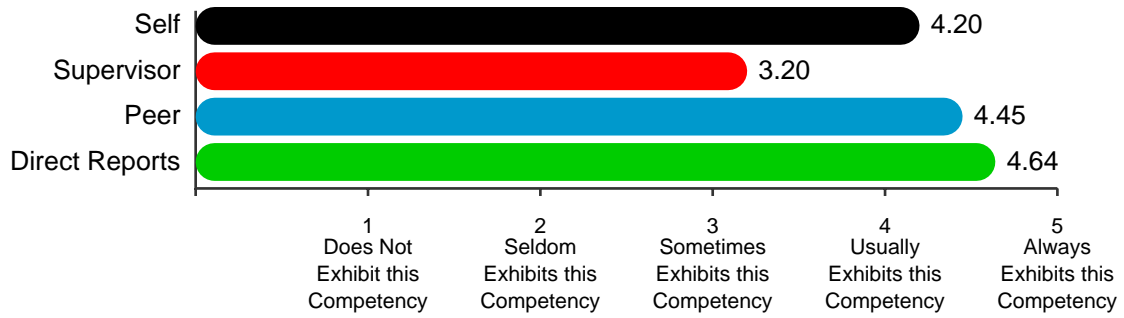
Gap Analysis

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

Summary Scores



1. Provides ongoing feedback to co-workers on their development progress



2. Works to identify root causes of performance problems



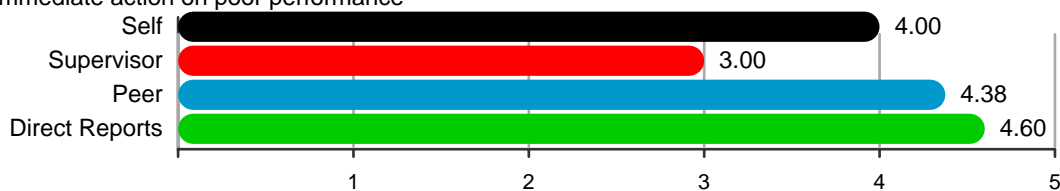
3. Adapts coaching and mentoring approach to meet the style or needs of individuals



4. Sets and clearly communicates expectations, performance goals, and measurements to others



5. Takes immediate action on poor performance



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

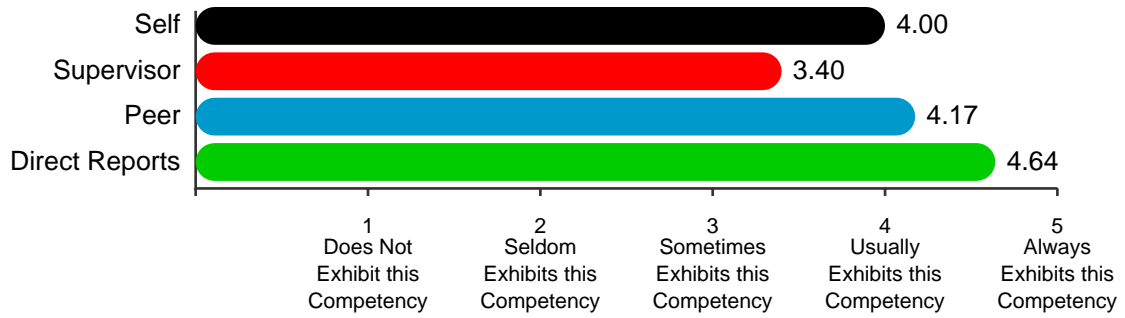
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Provides ongoing feedback to co-workers on their development progress	15	4.20	93.3	7%		67%		27%
2. Works to identify root causes of performance problems	15	4.87	100.0		13%		87%	
3. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	4.27	93.3	7%		60%		33%
4. Sets and clearly communicates expectations, performance goals, and measurements to others	15	4.40	86.7	13%		33%		53%
5. Takes immediate action on poor performance	15	4.33	93.3	7%		53%		40%

Comments:

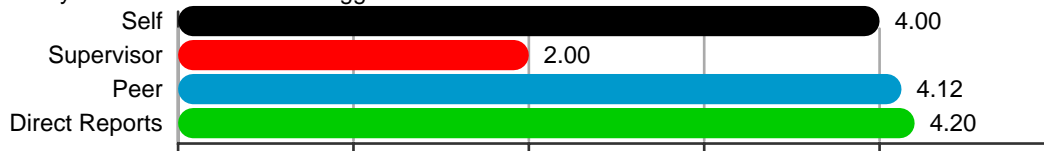
- Job performance is excellent. Lucky to have _____ on our team.
- _____ juggles a lot of responsibilities and appears to have it all under control.
- He is truly a great example of Competency improvement as he continuously improves his skills and abilities.
- I like _____, he's fun and when he's focused the wealth of knowledge he has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- Isn't afraid to ask the tough questions to get people to think outside of their box.

Others

Summary Scores



6. Constructively receives criticism and suggestions from others.



7. Respects the opinions of other employees.



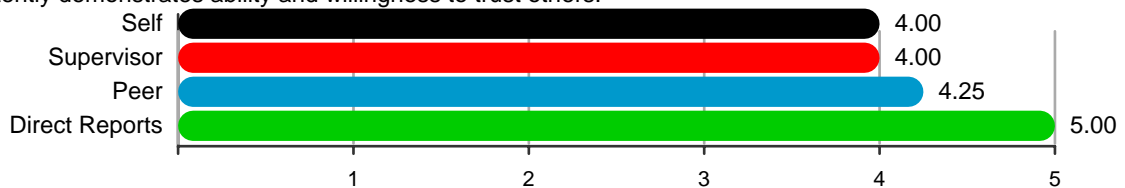
8. Helpful



9. Works across boundaries within the organization.



10. Consistently demonstrates ability and willingness to trust others.



Level of Skill

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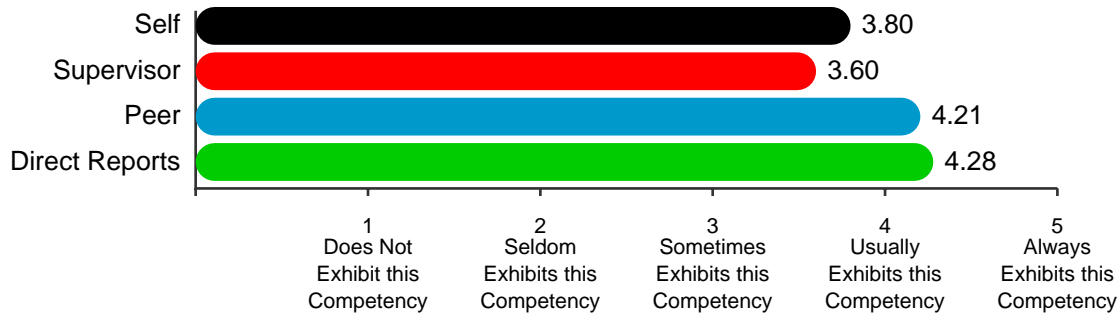
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Constructively receives criticism and suggestions from others.	15	4.00	80.0	7%	13%	53%	27%	
7. Respects the opinions of other employees.	15	4.07	80.0		20%	53%	27%	
8. Helpful	15	4.33	93.3	7%	47%	47%		
9. Works across boundaries within the organization.	15	4.47	93.3	7%	40%	53%		
10. Consistently demonstrates ability and willingness to trust others.	15	4.47	93.3	7%	40%	53%		

Comments:

- He can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- _____ treats all employees with respect and in a very professional manner.
- _____ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- Difficult to reach sometimes and often does not respond to messages at all.
- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.
- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.

Communication Skills

Summary Scores



11. Communications with department leadership



12. Checks for understanding throughout conversations or group presentations/discussions



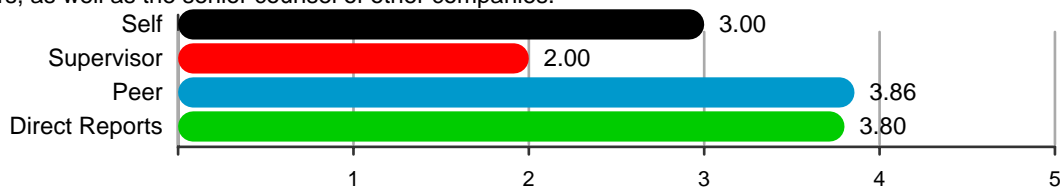
13. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)



14. Delivers information in a clear, concise, and logical manner.



15. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.



Level of Skill

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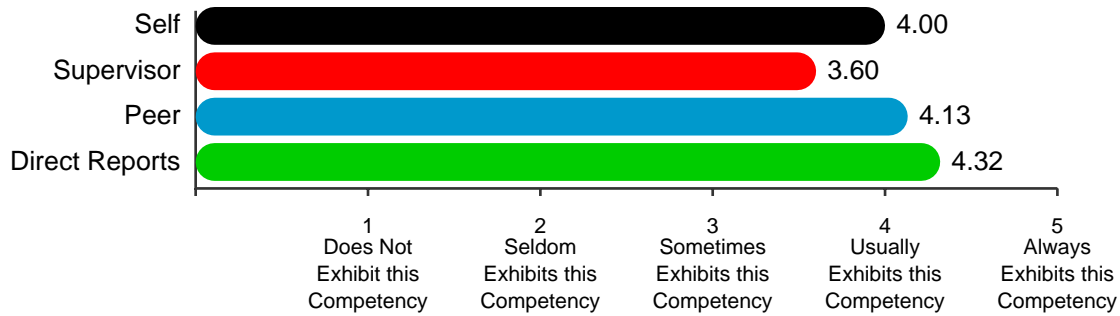
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Communications with department leadership	15	4.60	100.0			40%	60%	
12. Checks for understanding throughout conversations or group presentations/discussions	15	4.27	100.0			73%		27%
13. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	4.33	100.0			67%		33%
14. Delivers information in a clear, concise, and logical manner.	15	3.93	73.3	27%		53%		20%
15. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- I observe him coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- _____ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- _____ is a steady leader who maintains his objectivity during stressful times.
- _____ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.
- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.

Flexibility

Summary Scores



16. Able to adapt to new situations.



17. Adapts to new organizational structures, policies, or procedures.



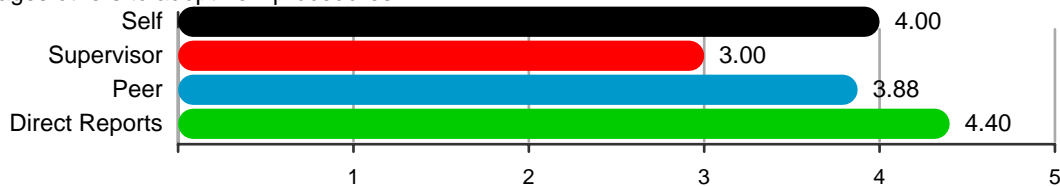
18. Can handle changes without complaining.



19. Willing to try new ideas.



20. Encourages others to adopt new procedures.



Level of Skill

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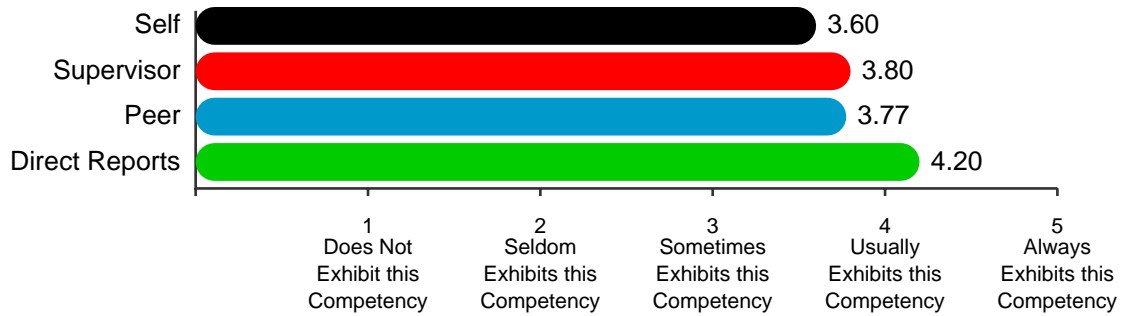
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Able to adapt to new situations.	15	4.33	86.7	13%	40%	47%		
17. Adapts to new organizational structures, policies, or procedures.	15	4.27	93.3	7%	60%	33%		
18. Can handle changes without complaining.	14	4.00	92.9	7%	86%	7%		
19. Willing to try new ideas.	14	4.14	85.7	7%	7%	50%	36%	
20. Encourages others to adopt new procedures.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- He has never said he was too busy for me or stated come back later. I think [CompanyName] is very lucky to have him as a manager.
- I trust that I can go to him in confidence and he will really listen to what I am saying.
- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- _____ promotes and encourages teambuilding throughout the entire department.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- 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.

Passion To Learn

Summary Scores



21. Stays up-to-date on emerging technologies.



22. Exhibits willingness to upgrade skills through additional training and education.



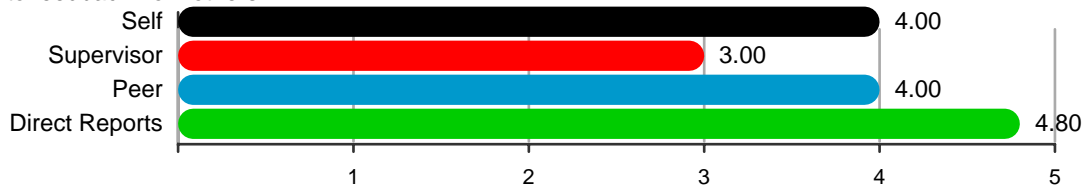
23. Constantly enhances product knowledge through experimentation and play.



24. Will participate in training classes even if offered outside of normal working hours.



25. Is open to feedback from others.



Level of Skill

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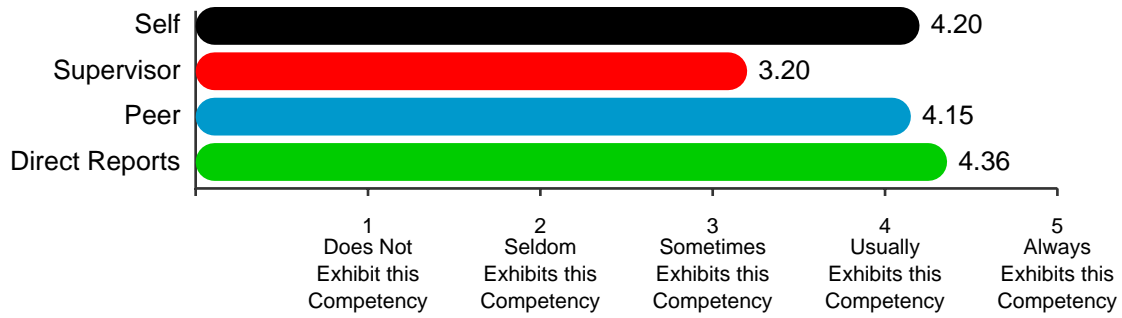
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Stays up-to-date on emerging technologies.	15	4.00	66.7	13%	20%	20%	47%	
22. Exhibits willingness to upgrade skills through additional training and education.	15	3.47	53.3	13%	33%	47%	7%	
23. Constantly enhances product knowledge through experimentation and play.	15	3.60	66.7	13%	20%	60%	7%	
24. Will participate in training classes even if offered outside of normal working hours.	15	4.27	86.7	7%	7%	40%	47%	
25. Is open to feedback from others.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

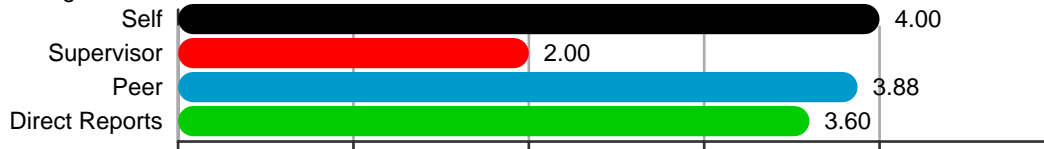
- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- _____ works with a very diverse group and treats everyone the same while respecting that diversity.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- I value _____ for so much more than his negotiating skills which are outstanding.
- _____ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.
- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.

Punctuality

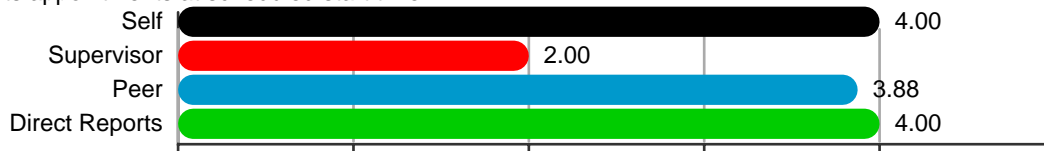
Summary Scores



26. Starts meetings on time.



27. Conducts appointments at scheduled start time.



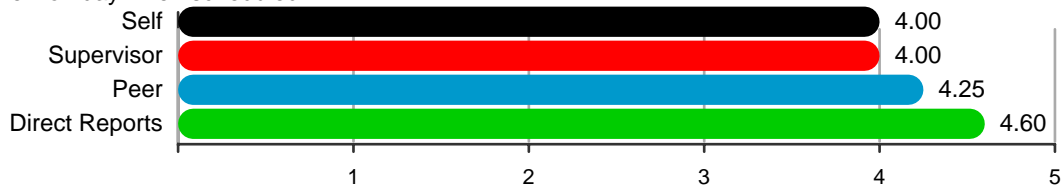
28. Responds to requests for information in a timely manner.



29. Invoices clients on a timely basis.



30. Starts the workday when scheduled.



Level of Skill

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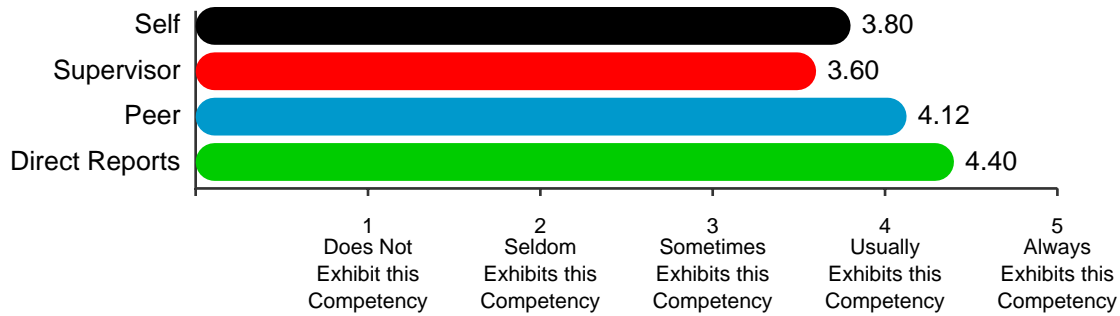
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Starts meetings on time.	15	3.67	66.7	20%	13%	47%	20%	
27. Conducts appointments at scheduled start time.	15	3.80	73.3	20%	7%	47%	27%	
28. Responds to requests for information in a timely manner.	15	4.33	86.7		13%	40%	47%	
29. Invoices clients on a timely basis.	15	4.67	100.0			33%	67%	
30. Starts the workday when scheduled.	15	4.33	100.0			67%	33%	

Comments:

- He takes the time to explain to staff the rationale of changes being made.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- _____ is continuously looking for ways to learn and grow as a manager. He has shown a willingness to take suggestions from the staff as well.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- He makes his expectations clear to his team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.

Persuasion and Influence

Summary Scores



31. Ensures stakeholders are involved in the decision making process.



32. Attempts to persuade others rather than simply control them.



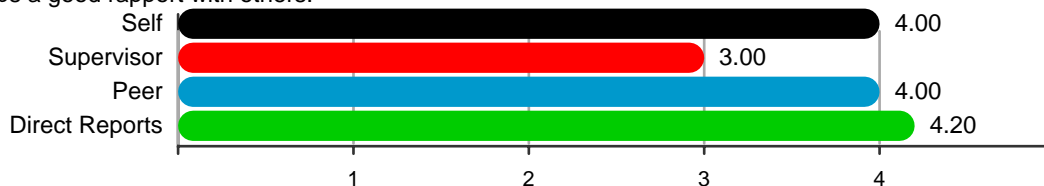
33. Persuades others to consider alternative points of view.



34. Has excellent influencing/negotiating skills.



35. Develops a good rapport with others.



Level of Skill

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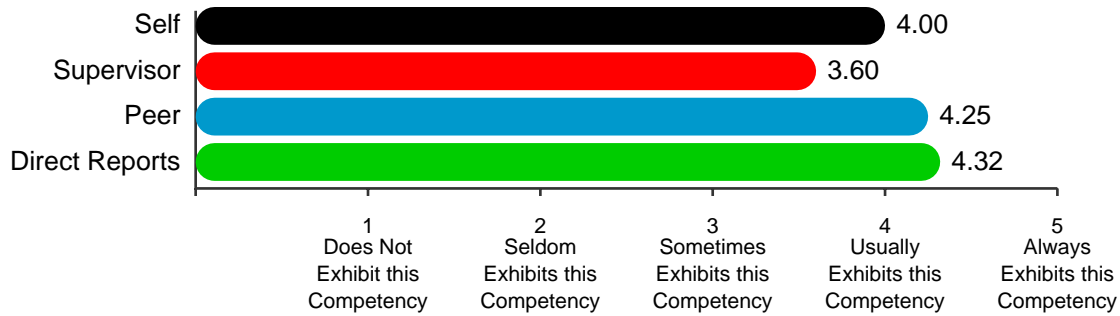
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Ensures stakeholders are involved in the decision making process.	15	4.07	80.0	20%		53%		27%
32. Attempts to persuade others rather than simply control them.	15	4.47	100.0		53%		47%	
33. Persuades others to consider alternative points of view.	15	4.13	80.0	20%		47%		33%
34. Has excellent influencing/negotiating skills.	15	4.13	86.7	13%		60%		27%
35. Develops a good rapport with others.	15	4.00	80.0	20%		60%		20%

Comments:

- He presents a clear picture of where the department is now and where we need to be headed.
- _____ treats all employees with respect and in a very professional manner.
- _____ does a great job investigating an issue thinking it through before he takes action.
- _____ is an outstanding leader in this organization. He has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments he leads.
- I appreciate his helpful and cheerful outlook!
- _____ 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.

Delegation

Summary Scores



36. Assigns tasks to create learning opportunities for the employees.



37. Allows employees to decide how they wish to complete the tasks.



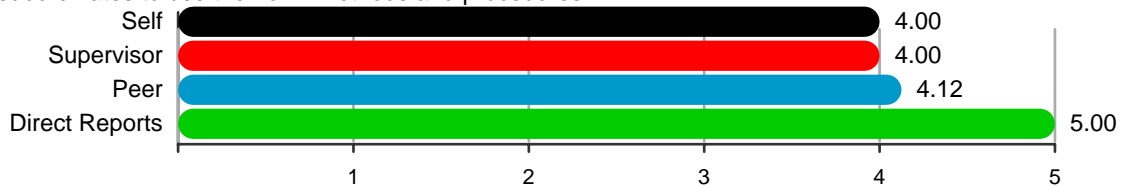
38. Tells subordinates what to do, not how to do it.



39. Entrusts subordinates with important tasks.



40. Allows subordinates to use their own methods and procedures.



Level of Skill

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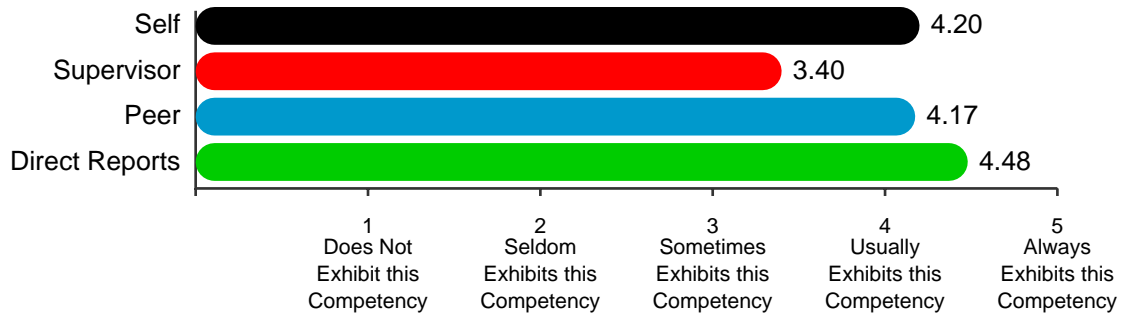
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Assigns tasks to create learning opportunities for the employees.	15	4.33	100.0			67%		33%
37. Allows employees to decide how they wish to complete the tasks.	15	3.93	80.0	13%	7%		53%	27%
38. Tells subordinates what to do, not how to do it.	15	4.27	86.7		13%		47%	40%
39. Entrusts subordinates with important tasks.	15	4.13	86.7		13%		60%	27%
40. Allows subordinates to use their own methods and procedures.	15	4.40	93.3		7%		47%	47%

Comments:

- _____ does a great job at demonstrating the value of his team to the organization.
- I have seen improvement and will try to encourage even more growth.
- _____ exceeds all expectations in all aspects of his job and the jobs of others when helping on the floor.
- _____ does an excellent job as a leader. He has been presented with many challenges in the last year and has remained positive for his staff.
- _____ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- He's a good and reliable team member.

Problem Solving

Summary Scores



41. Finds creative ways to get things done with limited resources.



42. Generates alternative solutions to problems and challenges.



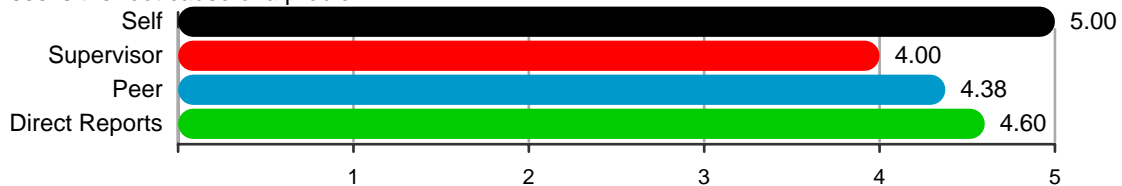
43. Makes judgments based upon relevant information.



44. Ability to solve problems at root cause rather than at symptom level.



45. Actively seeks the root cause of a problem.



Level of Skill

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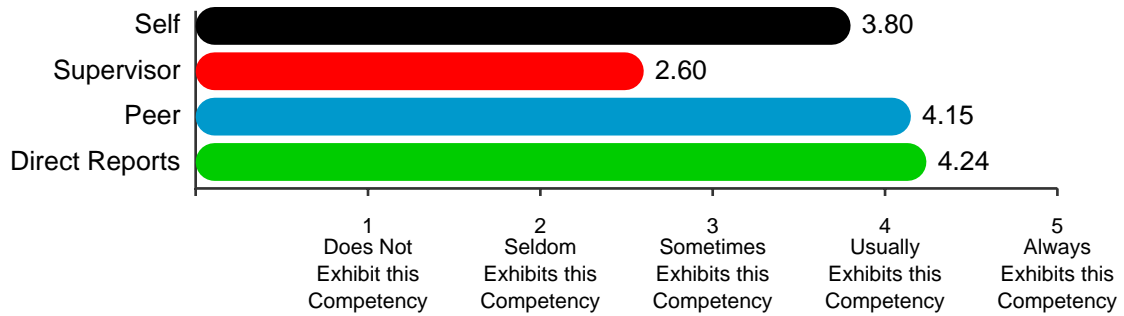
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Finds creative ways to get things done with limited resources.	15	4.33	93.3	7%		53%		40%
42. Generates alternative solutions to problems and challenges.	15	4.20	80.0	20%		40%		40%
43. Makes judgments based upon relevant information.	15	4.13	86.7	13%		60%		27%
44. Ability to solve problems at root cause rather than at symptom level.	15	4.00	86.7	13%		73%		13%
45. Actively seeks the root cause of a problem.	15	4.47	93.3	7%		40%		53%

Comments:

- I feel like I can run things past him and he will give me his honest feedback on how to proceed.
- I am always impressed by _____'s insight into our processes so that we continuously strive to improve and be consistent.
- 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.
- He has been a great addition to the department in this area.
- He is continually looking for ways to improve our service to our customers.
- _____ has improved on his quick assessment of situations and as a result it has helped me improve also

Regulatory/Compliance

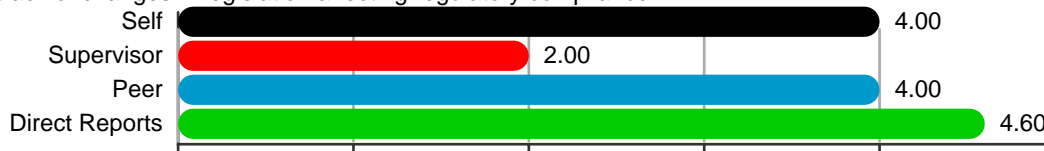
Summary Scores



46. Maintains compliance with federal, state, and local laws.



47. Keeps track of changes in legislation affecting regulatory compliance.



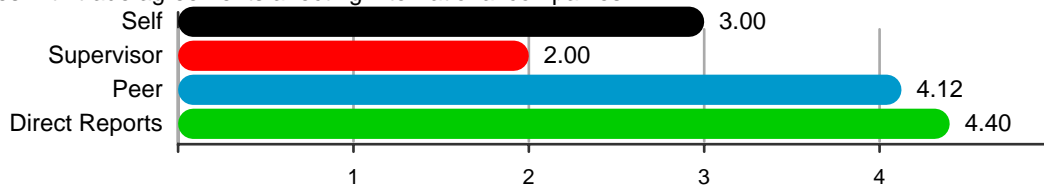
48. Creates documents and reports as needed to maintain compliance with regulations.



49. Keeps informed of various regulations and procedures.



50. Complies with trade agreements affecting international companies.



Level of Skill

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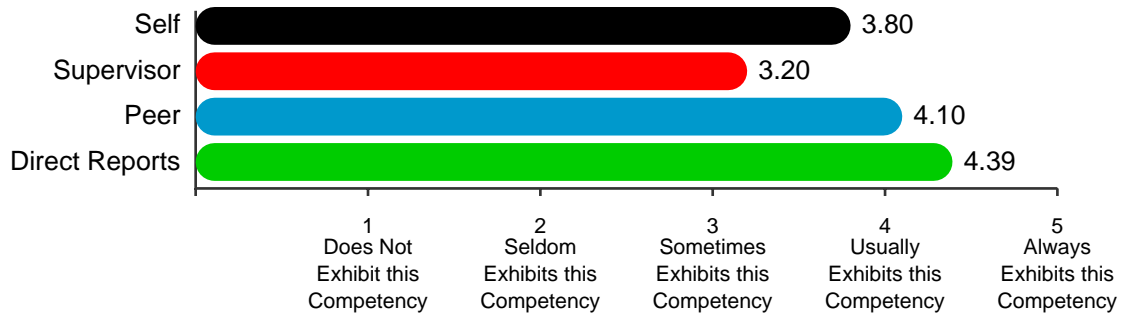
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Maintains compliance with federal, state, and local laws.	15	3.87	80.0	7%	13%	67%	13%	
47. Keeps track of changes in legislation affecting regulatory compliance.	15	4.07	86.7	13%		53%	33%	
48. Creates documents and reports as needed to maintain compliance with regulations.	15	4.13	86.7		13%	60%	27%	
49. Keeps informed of various regulations and procedures.	15	4.20	86.7	7%	7%	47%	40%	
50. Complies with trade agreements affecting international companies.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- Strive for excellence. Willing to learn. Implement advice from others.
- _____ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- Is reliable and keeps the team focused on the delivery of outcomes.
- _____ is by far a leader in the service area.
- _____ sometimes struggles with clarity in his communication and his understanding of operational issues.
- I feel like I can run things past him and he will give me his honest feedback on how to proceed.

Strategic Insight

Summary Scores



51. Implements long-term solutions to problems.



52. Analyzes unique issues or problems impacting the Company.



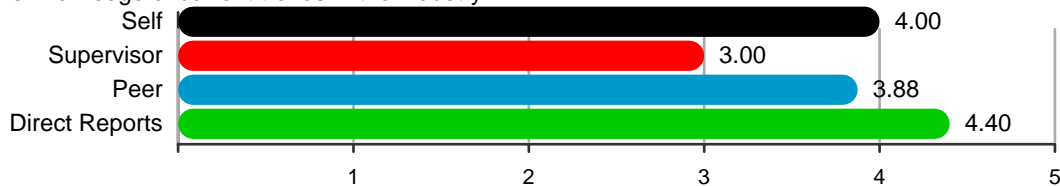
53. Anticipates business cycles and trends and makes adjustments in a timely manner.



54. Formulates policies and strategies for addressing the Company's important challenges.



55. Maintains knowledge of current trends in the industry.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Implements long-term solutions to problems.	14	4.14	92.9	7%		71%		21%
52. Analyzes unique issues or problems impacting the Company.	14	4.21	85.7	14%		50%		36%
53. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	4.13	80.0	20%		47%		33%
54. Formulates policies and strategies for addressing the Company's important challenges.	15	4.07	80.0	20%		53%		27%
55. Maintains knowledge of current trends in the industry.	15	4.00	80.0	20%		60%		20%

Comments:

- _____ is a strong leader & mentor.
- He is also quick to tap into his past experiences in attempting to find the best solution.
- 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 stays in his office, and is largely oblivious to the daily activities of customer service.
- His years of experience and wisdom are generously shared and appreciated.
- _____ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.

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?

- Based on his customer satisfaction scores it is clear he has a strong team in place.
- It has been a pleasure working with _____. His interactions with customers have improved over the last year.
- He is an advocate for [CompanyName].
- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- _____ encourages us as directors to go out with one voice and keeps us accountable.
- _____ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think he has helped us come through it standing upright!

What do you like best about working with this individual?

- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.
- He is a team player and willing to help other departments and staff when needed.
- he is open and willing to share his vision for the team.
- _____ collaborates well with other departments and managers.
- _____ has an open door policy, when in the office, and encourages staff to set up appointments with his when he has many meetings throughout his week.
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.

What do you like least about working with this individual?

- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- Attitude is there; however, follow through is lacking at times.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- He exhibits vision, compassion and high integrity in all of his work.
- He tends to have self doubt at times, as we all do. But he is working on his confidence, and absolutely growing as a person.

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

- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- I do not have much insight into his leadership effectiveness, as I rarely see him with his staff. My interactions with him and his team are generally separate meetings. He presents himself well to other leaders in the organization.
- _____ is always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.
- I have only recently started working with _____ and therefore do not have comments on some items, but regarding the projects I have worked with _____ on to date the above applies.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- _____ is very good at reading people which enables him to respond quickly and appropriately.

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

- Sometimes you want a little more direction from _____, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- We are lucky to have his here at [CompanyName].
- He is an excellent communicator. The only real opportunity I see is around translating his data and observations into solid action plans to drive improvement.
- He has great sense of vision and purpose for the division and organization as a whole.
- He is also quick to tap into his past experiences in attempting to find the best solution.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.

Any final comments?

- 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 great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.
- _____ enjoys sharing knowledge and teaching his subordinates about their roles in the department. He regularly would spend 30 minutes sharing his insights on a topic. He also facilitated numerous training sessions when I started my job a year ago.
- He is organized, kind, and extremely approachable.
- _____ is a very good leader.
- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.