



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.

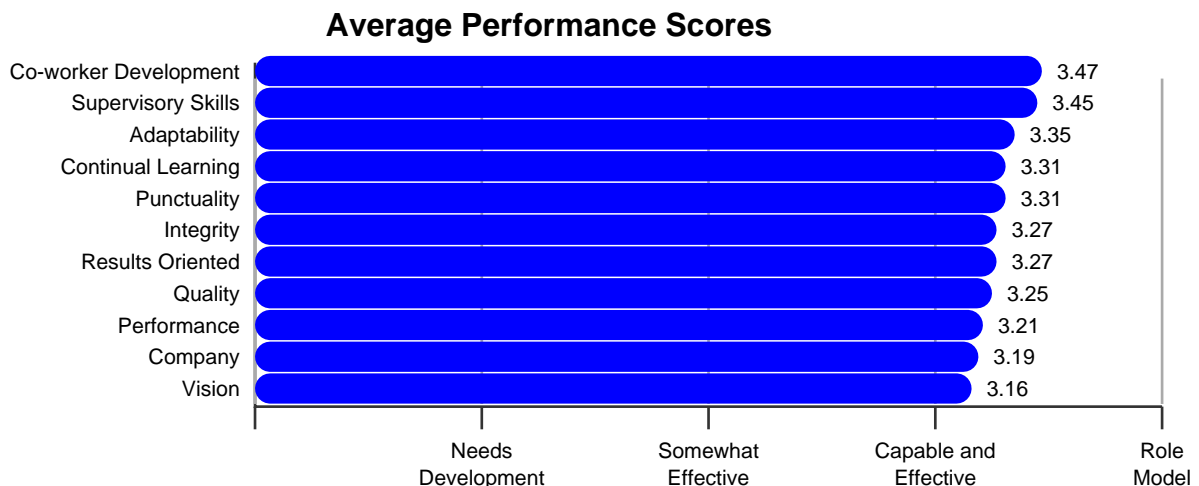
What to Do with Your Feedback

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

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Provides ongoing feedback to co-workers on their development progress	15	3.20	93.3	7%	67%		27%
2. Works to identify root causes of performance problems	15	3.87	100.0	13%		87%	
3. Gives others development opportunities through project assignments and increased job responsibilities	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. Takes immediate action on poor performance	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. Provides ongoing feedback to co-workers on their development progress	3.29	3.20	-0.09 ▼
2. Works to identify root causes of performance problems	3.65	3.87	+0.22 ▲
3. Gives others development opportunities through project assignments and increased job responsibilities	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. Takes immediate action on poor performance	3.24	3.33	+0.10 ▲

Comments:

- _____ is very good at reading people which enables him to respond quickly and appropriately.
- _____ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.
- Detail oriented
- _____ has been eager to learn his new position and is transitioning well.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- I have enjoyed working with _____ and will miss his support and direction.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Is proactive and takes steps to prepare for changes in the workplace.	15	3.20	93.3	7%	60%	33%	
7. Adjusts priorities to changing business goals.	15	3.20	86.7	13%	53%	33%	
8. Able to adapt to changes in technology and processes.	15	3.40	93.3	7%	47%	47%	
9. Recognizes and implements changes to enhance efficiency and effectiveness.	15	3.47	93.3	7%	40%	53%	
10. Learns from personal experiences and/or mistakes.	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. Is proactive and takes steps to prepare for changes in the workplace.	3.24	3.20	-0.04 ▼
7. Adjusts priorities to changing business goals.	3.41	3.20	-0.21 ▼
8. Able to adapt to changes in technology and processes.	3.24	3.40	+0.16 ▲
9. Recognizes and implements changes to enhance efficiency and effectiveness.	3.18	3.47	+0.29 ▲
10. Learns from personal experiences and/or mistakes.	3.35	3.47	+0.11 ▲

Comments:

- Difficult to reach sometimes and often does not respond to messages at all.
- _____ has been an effective leader for me. He encourages me to develop and knows what my strengths are. He assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- _____ is a very good leader.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- Again, _____ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- Has a "go getter" attitude!

Integrity

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Maintains strong relationships with others.	15	3.53	100.0	47%	53%		
12. Demonstrates honesty and truthfulness at all times.	15	3.27	100.0	73%	27%		
13. Demonstrates sincerity in actions with others.	15	3.33	100.0	67%	33%		
14. Fosters an environment built upon trust.	15	3.13	86.7	13%	60%	27%	
15. Fosters a high standard of ethics and integrity.	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. Maintains strong relationships with others.	3.47	3.53	+0.06 ▲
12. Demonstrates honesty and truthfulness at all times.	3.47	3.27	-0.20 ▼
13. Demonstrates sincerity in actions with others.	3.35	3.33	-0.02 ▼
14. Fosters an environment built upon trust.	3.18	3.13	-0.04 ▼
15. Fosters a high standard of ethics and integrity.	3.00	3.07	+0.07 ▲

Comments:

- _____ is an excellent role model. He received the Employee Excellence Award this past year and also advanced certification, so he obvious is very motivated! Thank you for allowing me to participate in his evaluation.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- I know when I go to him with a problem, he will make himself available and is very thorough with his response.
- Takes complete ownership of role and looks for ways to assist teammates.
- He quickly addresses any challenges that may arise.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Grasps new ideas, concepts, technical, or business knowledge.	15	3.40	93.3	7%	47%	47%	
17. Shares best practices with others and learns from others.	15	3.27	93.3	7%	60%	33%	
18. Takes the initiative to learn new skills.	14	3.00	92.9	7%	79%	14%	
19. Seeks opportunities to grow in skills and knowledge.	15	3.47	100.0		53%	47%	
20. Builds on their strengths while addressing their weaknesses.	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. Grasps new ideas, concepts, technical, or business knowledge.	3.65	3.40	-0.25 ▼
17. Shares best practices with others and learns from others.	3.47	3.27	-0.20 ▼
18. Takes the initiative to learn new skills.	3.12	3.00	-0.12 ▼
19. Seeks opportunities to grow in skills and knowledge.	3.59	3.47	-0.12 ▼
20. Builds on their strengths while addressing their weaknesses.	3.29	3.40	+0.11 ▲

Comments:

- His recent willingness to take on the department demonstrates his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates his genuine commitment to the organization.
- _____ is such an inspiration and role model to me, I feel empowered by him to make sound decisions.
- When issues or questions are raised in the department, _____ follows thru to address them in a timely manner.
- Additional feedback and communication.
- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.

Punctuality

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Arrives to meetings on time.	15	3.53	100.0	47%	53%		
22. Avoids making personal phone calls during working hours.	15	3.00	80.0	20%	60%	20%	
23. Invoices clients on a timely basis.	15	2.87	80.0	20%	73%	7%	
24. Responds to requests for information in a timely manner.	15	3.47	100.0	53%	47%		
25. Starts meetings on time.	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. Arrives to meetings on time.	3.35	3.53	+0.18 ▲
22. Avoids making personal phone calls during working hours.	3.00	3.00	
23. Invoices clients on a timely basis.	2.88	2.87	-0.02 ▼
24. Responds to requests for information in a timely manner.	3.00	3.47	+0.47 ▲
25. Starts meetings on time.	3.76	3.67	-0.10 ▼

Comments:

- He checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- _____ is very supportive to staff and offers many opportunities for staff to grow.
- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- _____ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- Timeliness and accountability of projects.

Supervisory Skills

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. Treats all staff equitably.	15	3.40	93.3	7%	47%	47%	
27. Encourages employees to achieve their full potential.	15	3.33	93.3	7%	53%	40%	
28. Is aware of the unique strengths of each employee.	15	3.53	100.0		47%	53%	
29. Maintains good working relationships with employees.	15	3.67	100.0	33%		67%	
30. Provides constructive, ongoing feedback.	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. Treats all staff equitably.	3.53	3.40	-0.13 ▼
27. Encourages employees to achieve their full potential.	3.12	3.33	+0.22 ▲
28. Is aware of the unique strengths of each employee.	3.41	3.53	+0.12 ▲
29. Maintains good working relationships with employees.	3.59	3.67	+0.08 ▲
30. Provides constructive, ongoing feedback.	3.41	3.33	-0.08 ▼

Comments:

- He won't settle for less.
- Good leadership style.
- He is always looking to and listening to the staff for their and needs.
- _____ has excellent job and people skills.
- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- 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.

Performance

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. ...Produce Quality	15	3.20	86.7	13%	53%	33%	
32. Effectively organizes resources and plans	15	3.40	100.0		60%	40%	
33. Sets a high standard for job performance.	15	3.20	86.7	13%	53%	33%	
34. Works effectively in the department.	15	3.27	93.3	7%	60%	33%	
35. Shown significant improvement in job performance.	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. ...Produce Quality	3.18	3.20	+0.02 ▲
32. Effectively organizes resources and plans	3.35	3.40	+0.05 ▲
33. Sets a high standard for job performance.	3.18	3.20	+0.02 ▲
34. Works effectively in the department.	2.88	3.27	+0.38 ▲
35. Shown significant improvement in job performance.	3.18	3.00	-0.18 ▼

Comments:

- _____ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask _____ and get an honest response.
- _____ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- _____ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means he's had to personally fill big leadership gaps himself this past year. I worry about his workload, but in the long run, it's better than hiring the wrong person. He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.
- Additional feedback and communication.
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.

Quality

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. Encourages employees to produce the best quality products.	15	3.20	93.3	7%	67%	27%	
37. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	3.27	93.3	7%	60%	33%	
38. Holds employees accountable for their quality of work.	15	3.27	86.7	13%	47%	40%	
39. Corrects issues in a timely manner.	15	3.13	86.7	13%	60%	27%	
40. Encourages others to achieve high quality standards.	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. Encourages employees to produce the best quality products.	3.18	3.20	+0.02 ▲
37. Analyze what occurred and re-adjusts accordingly when goals are not met.	3.35	3.27	-0.09 ▼
38. Holds employees accountable for their quality of work.	3.24	3.27	+0.03 ▲
39. Corrects issues in a timely manner.	3.59	3.13	-0.45 ▼
40. Encourages others to achieve high quality standards.	3.29	3.40	+0.11 ▲

Comments:

- He could benefit from becoming more comfortable challenging others.
- He is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- Detail oriented
- _____ is passionate about his role and does a fantastic job of working with other departments to improve process flows.
- He has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, he seems to be able to keep our unit in the financial green.
- _____ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.

Results Oriented

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
41. Explains the "whys" behind organizational objectives	15	3.33	93.3	7%	53%	40%	
42. Works toward achievement of goals even when confronted with obstacles.	15	3.33	93.3	7%	53%	40%	
43. Provides clear expectations for employees.	15	3.13	86.7	13%	60%	27%	
44. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	3.00	86.7	13%	73%	13%	
45. Inspires and motivates co-workers to be productive and energetic at work	15	3.53	100.0		47%	53%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
41. Explains the "whys" behind organizational objectives	3.29	3.33	+0.04 ▲
42. Works toward achievement of goals even when confronted with obstacles.	3.41	3.33	-0.08 ▼
43. Provides clear expectations for employees.	3.35	3.13	-0.22 ▼
44. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	3.18	3.00	-0.18 ▼
45. Inspires and motivates co-workers to be productive and energetic at work	3.35	3.53	+0.18 ▲

Comments:

- Be being better organized. It would help with prioritizing.
- He is a great manager and person to work for/with.
- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- _____ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.

Company

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
46. Understands the use of [Company] products and services.	15	3.00	86.7	13%	73%		13%
47. Understands the "basics" as to how [Company] functions/operates.	15	3.20	93.3	7%	60%		33%
48. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.20	93.3	7%	67%		27%
49. Attends [Company] gatherings and social events.	15	3.40	93.3	7%	47%		47%
50. Expresses loyalty and dedication to [Company] in interactions with others.	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. Understands the use of [Company] products and services.	3.24	3.00	-0.24 ▼
47. Understands the "basics" as to how [Company] functions/operates.	3.00	3.20	+0.20 ▲
48. Understands how decisions impact other business units beyond their immediate department of work group.	3.18	3.20	+0.02 ▲
49. Attends [Company] gatherings and social events.	3.35	3.40	+0.05 ▲
50. Expresses loyalty and dedication to [Company] in interactions with others.	3.29	3.13	-0.16 ▼

Comments:

- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- _____ works very well with other departments.
- _____ is a fantastic leader who understands his team and can engage and motivate them towards organizational objectives.
- I am confident that whenever I need to talk with _____, he is honest and direct and provides good guidance for my professional growth.
- Resources are managed carefully with input sought and considered before applying those resources.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.

Vision

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
51. Communicates a vision of where the Company needs to be in the future.	14	3.14	92.9	7%	71%		21%
52. Demonstrates consistency between words and actions	14	3.21	85.7	14%	50%		36%
53. Understands the vision of the Company and promotes it ahead of any self-interests.	15	3.27	86.7	13%	47%		40%
54. Persuades others to follow the Company's vision.	15	3.13	86.7	13%	60%		27%
55. Behaves in a way that is consistent with business values & code of conduct	15	3.07	86.7	13%	67%		20%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
51. Communicates a vision of where the Company needs to be in the future.	3.24	3.14	-0.09 ▼
52. Demonstrates consistency between words and actions	3.06	3.21	+0.16 ▲
53. Understands the vision of the Company and promotes it ahead of any self-interests.	3.59	3.27	-0.32 ▼
54. Persuades others to follow the Company's vision.	2.94	3.13	+0.19 ▲
55. Behaves in a way that is consistent with business values & code of conduct	2.88	3.07	+0.18 ▲

Comments:

- As I have indicated above, _____ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate _____'s engagement since last month and I am hopeful that he will grow in his leadership role.
- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.
- 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.
- Your initiative influences others in a positive way.
- He is a team player and willing to help other departments and staff when needed.
- Increase in confidence. Being willing to lean into the uncomfortable.

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?

- _____ is a great leader and supports his staff.
- _____ has a way of bringing out the best in people, by modeling how to be a hard worker who knows his stuff and is supportive of his colleagues and able to create a fun atmosphere that makes us all want to work hard.
- _____ has done an excellent job as the VP of Operations. He engages staff and provides in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- I can not say enough good things about _____ he has been an asset to our department from day one.
- _____ is honest, does what he says he is going to do and can be counted on to be timely in his communication.
- I appreciate that _____ reaches out to communicate expected changes and organizational impact.

What do you like best about working with this individual?

- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.
- _____ is a steady leader who maintains his objectivity during stressful times.
- He supports each and every one of us and was very sensitive to how this was effecting every staff member.
- _____ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about _____ is that he is very supportive and allows me to work autonomously and yet he is available whenever I need his assistance.
- _____ recently set a good example with staff in living out a key behavior he believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.

What do you like least about working with this individual?

- _____ promotes and encourages teambuilding throughout the entire department.
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- He identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside his immediate resources.
- Sometimes I feel like I need to check on _____ and make sure that read an email/understands that I need his input on a project.
- I have observed that _____ has made some very good decisions with his leadership team this year. He values his team and sets clear expectations. He is a team player when working on projects or issues and he always responds promptly to requests for assistance.

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

- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.
- _____ has been eager to learn his new position and is transitioning well.
- His focus is for quality that is customer centered.
- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.
- _____ has improved with his follow-up assignments from meetings.
- _____ has demonstrated the ability to manage significant changes in his area with great skill.

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

- We are striving to meet best practice standards.
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- _____ 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.
- His skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- He interacts effectively with our most difficult customers.
- _____ is great about approaching and including staff input with decision making within the department.

Any final comments?

- _____ has a good perspective on the organization as a whole.
- He knows his material and obviously loves the continued learning that defines best practices.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- _____ has a calm and professional style.
- _____ has great insights regarding individuals and relationships, as well as good ideas about processes.
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.