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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.

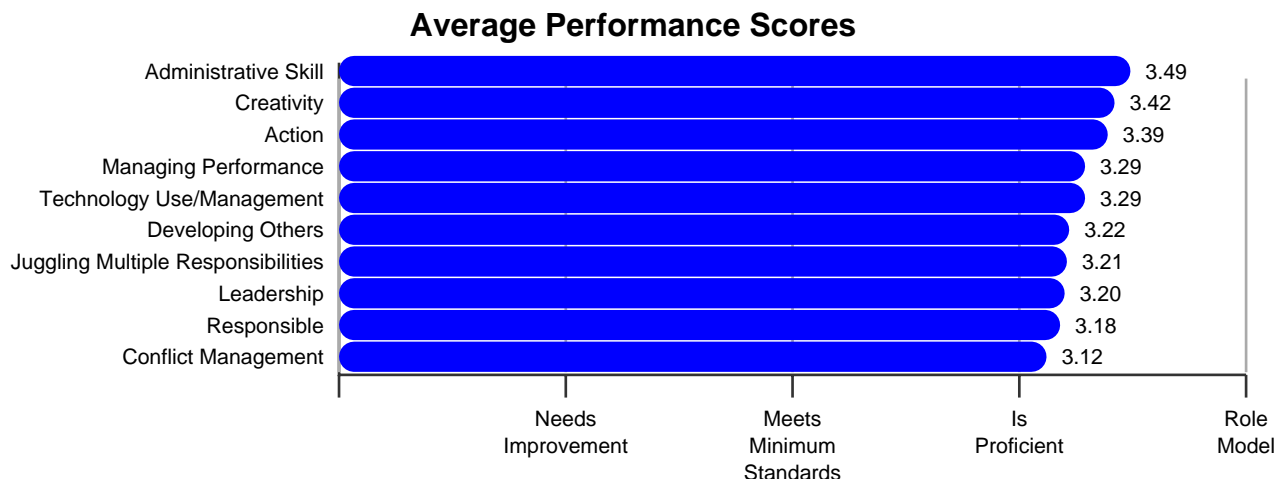
## What to Do with Your Feedback

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

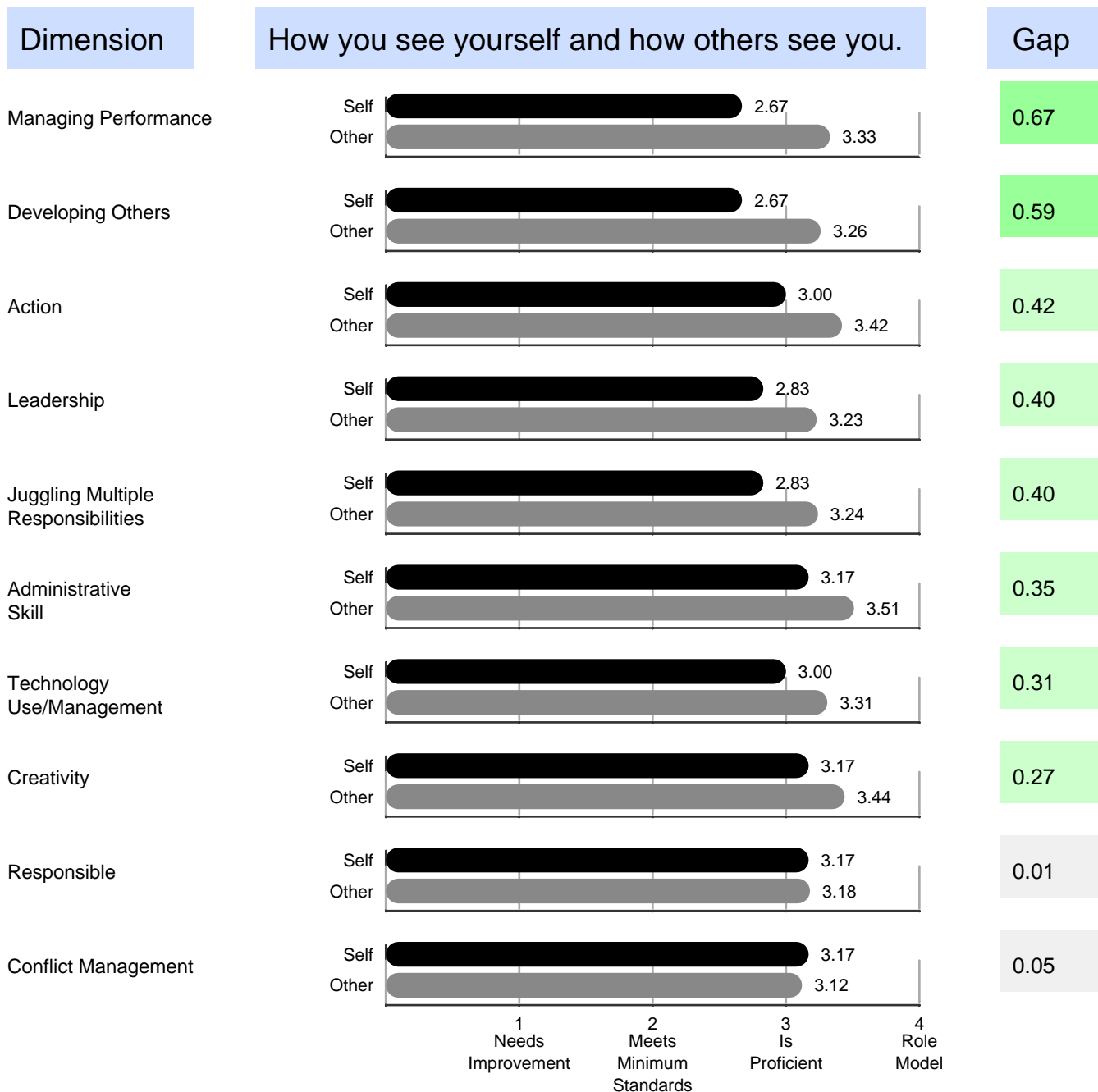
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



# Creativity

## Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. You add value to the department/organization.	15	3.20	93.3	7%	67%		27%
2. You conceive, implement and evaluate ideas.	15	3.87	100.0	13%	87%		
3. You are creative and inspirational.	15	3.33	93.3	7%	53%		40%
4. You create a lot of new ideas.	15	3.60	93.3	7%	27%	67%	
5. You inspire creativity in your team.	15	3.33	93.3	7%	53%		40%
6. You develop solutions to challenging problems.	15	3.20	93.3	7%	60%		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
1. You add value to the department/organization.	3.29	3.20	-0.09 ▼
2. You conceive, implement and evaluate ideas.	3.65	3.87	+0.22 ▲
3. You are creative and inspirational.	3.18	3.33	+0.16 ▲
4. You create a lot of new ideas.	3.41	3.60	+0.19 ▲
5. You inspire creativity in your team.	3.24	3.33	+0.10 ▲
6. You develop solutions to challenging problems.	3.24	3.20	-0.04 ▼

## Comments:

- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- \_\_\_\_\_ has a Competency mindset. He is always looking for how we as an organization and specifically his department can improve.
- \_\_\_\_\_ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- \_\_\_\_\_ is passionate about his role and does a fantastic job of working with other departments to improve process flows.
- \_\_\_\_\_ has consistently demonstrated his ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in his care are performing at a level worthy of citation when compared to others nationwide.

## Action

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
7. You get the job done.	15	3.20	86.7	13%	53%	33%	
8. You drive and mobilizes others progress toward goals.	15	3.40	93.3	7%	47%	47%	
9. You do whatever it takes (within reason) to get the job done.	15	3.47	93.3	7%	40%	53%	
10. You are not afraid to take corrective action when necessary.	15	3.47	93.3	7%	40%	53%	
11. You make effective decisions	15	3.53	100.0		47%	53%	
12. You work quickly when faced with difficult problems.	15	3.27	100.0		73%	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
7. You get the job done.	3.41	3.20	-0.21 ▼
8. You drive and mobilizes others progress toward goals.	3.24	3.40	+0.16 ▲
9. You do whatever it takes (within reason) to get the job done.	3.18	3.47	+0.29 ▲
10. You are not afraid to take corrective action when necessary.	3.35	3.47	+0.11 ▲
11. You make effective decisions	3.47	3.53	+0.06 ▲
12. You work quickly when faced with difficult problems.	3.47	3.27	-0.20 ▼

### Comments:

- I truly enjoy working with \_\_\_\_\_ on a daily basis.
- He keeps focused on things that are important for his department to run smoothly.
- \_\_\_\_\_ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. His high standards for excellence are admirable and inspiring.
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- \_\_\_\_\_'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase his strengths and [CompanyName] has not capitalized on them.

## Leadership

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
13. You are accessible and approachable to associates.	15	3.33	100.0		67%		33%
14. You give inspiring presentations or discussions.	15	3.13	86.7	13%	60%		27%
15. You effectively lead others.	15	3.07	80.0	20%	53%		27%
16. You motivate others to reach and exceed organizational goals and objectives.	15	3.40	93.3	7%	47%		47%
17. You appear to trust own instincts and insights.	15	3.27	93.3	7%	60%		33%
18. You empower others to succeed within your jobs.	14	3.00	92.9	7%	79%		14%

### 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
13. You are accessible and approachable to associates.	3.35	3.33	-0.02 ▼
14. You give inspiring presentations or discussions.	3.18	3.13	-0.04 ▼
15. You effectively lead others.	3.00	3.07	+0.07 ▲
16. You motivate others to reach and exceed organizational goals and objectives.	3.65	3.40	-0.25 ▼
17. You appear to trust own instincts and insights.	3.47	3.27	-0.20 ▼
18. You empower others to succeed within your jobs.	3.12	3.00	-0.12 ▼

### Comments:

- \_\_\_\_\_ is a rock amongst the management at [CompanyName].
- \_\_\_\_\_ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.
- Since we all have things we need to be aware of, he is protective and proud of his staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. He may want to be aware of this when asking for feedback.
- I have worked with \_\_\_\_\_ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- \_\_\_\_\_ is fully engaged in his unit. He took on the position and jumped in with both feet.
- I am confident that whenever I need to talk with \_\_\_\_\_, he is honest and direct and provides good guidance for my professional growth.

## Managing 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
19. You are consistent in disciplinary/corrective actions.	15	3.47	100.0		53%	47%	
20. You routinely hold audits of performance on a weekly or monthly basis.	15	3.40	93.3	7%	47%	47%	
21. You establish indicators to measure levels of performance.	15	3.53	100.0		47%	53%	
22. You set and maintain high standards for self and others.	15	3.00	80.0	20%	60%		20%
23. You align individual and team goals with the organization's goals and objectives.	15	2.87	80.0	20%	73%		7%
24. You make sure commitments are understood and met.	15	3.47	100.0		53%	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
19. You are consistent in disciplinary/corrective actions.	3.59	3.47	-0.12 ▼
20. You routinely hold audits of performance on a weekly or monthly basis.	3.29	3.40	+0.11 ▲
21. You establish indicators to measure levels of performance.	3.35	3.53	+0.18 ▲
22. You set and maintain high standards for self and others.	3.00	3.00	
23. You align individual and team goals with the organization's goals and objectives.	2.88	2.87	-0.02 ▼
24. You make sure commitments are understood and met.	3.00	3.47	+0.47 ▲

### Comments:

- He has made improvements in organizing my time and meeting deadlines. However, he still sometimes get bogged down in process and needs to just make decisions.
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- \_\_\_\_\_ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- He can fall behind on projects without providing timely feedback.
- \_\_\_\_\_ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.

## Administrative Skill

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
25. You have strong organizational skills to keep the workspace and department in order	15	3.67	100.0	33%	67%		
26. You are able to develop, justify and present a budget.	15	3.40	93.3	7%	47%	47%	
27. You have a high attention to detail.	15	3.33	93.3	7%	53%	40%	
28. You accurately implement contract provisions.	15	3.53	100.0	47%	53%		
29. You are enthusiastic about taking on challenging projects.	15	3.67	100.0	33%	67%		
30. You take responsibility for decisions.	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
25. You have strong organizational skills to keep the workspace and department in order	3.76	3.67	-0.10 ▼
26. You are able to develop, justify and present a budget.	3.53	3.40	-0.13 ▼
27. You have a high attention to detail.	3.12	3.33	+0.22 ▲
28. You accurately implement contract provisions.	3.41	3.53	+0.12 ▲
29. You are enthusiastic about taking on challenging projects.	3.59	3.67	+0.08 ▲
30. You take responsibility for decisions.	3.41	3.33	-0.08 ▼

### Comments:

- Without a doubt, \_\_\_\_\_ is the best director I have worked for in my 30+ year career at [CompanyName]. He inspires me and everyone else he comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- The work \_\_\_\_\_ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- \_\_\_\_\_ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- \_\_\_\_\_ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- Good leadership style.



## Juggling Multiple Responsibilities

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. You use software scheduler to keep track of projects.	15	3.20	86.7	13%	53%	33%	
32. You can easily switch between tasks when a critical incident requires attention.	15	3.40	100.0		60%	40%	
33. You spend the most time and effort on critical tasks first.	15	3.20	86.7	13%	53%	33%	
34. You can switch focus between tasks as needed.	15	3.27	93.3	7%	60%	33%	
35. You inform supervisor of the various tasks being worked on.	15	3.00	80.0	20%	60%	20%	
36. You rank the importance of tasks to make sure critical tasks are completed first.	15	3.20	93.3	7%	67%	27%	

### Time Comparisons by Item

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

Item	2022	2023	Change
31. You use software scheduler to keep track of projects.	3.18	3.20	+0.02 ▲
32. You can easily switch between tasks when a critical incident requires attention.	3.35	3.40	+0.05 ▲
33. You spend the most time and effort on critical tasks first.	3.18	3.20	+0.02 ▲
34. You can switch focus between tasks as needed.	2.88	3.27	+0.38 ▲
35. You inform supervisor of the various tasks being worked on.	3.18	3.00	-0.18 ▼
36. You rank the importance of tasks to make sure critical tasks are completed first.	3.18	3.20	+0.02 ▲

### Comments:

- \_\_\_\_\_ relies on his direct reports to solicit input and involve front line staff in everyday work.
- He is a great teammate.
- \_\_\_\_\_ is not my manager but have worked with him quite a bit recently and have gained a lot of respect for his knowledge of contracts.
- \_\_\_\_\_ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.
- \_\_\_\_\_ has excellent writing skills when destined for department or the broad groups, but tends to relax his standards when outside that audience, especially in email. This makes it difficult for his management staff to share information and approvals directly with staff or external sources.
- \_\_\_\_\_ has a good perspective on the organization as a whole.

## Technology Use/Management

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
37. You use technology in decision making and problem solving.	15	3.27	93.3	7%	60%		33%
38. You support employee training and development initiatives regarding implementation of technology.	15	3.27	86.7	13%	47%		40%
39. You maximize the use of new technology to deliver products and services.	15	3.13	86.7	13%	60%		27%
40. You understand and are committed to implementing new technologies.	15	3.40	93.3	7%	47%		47%
41. You adopt the implementation of new technology into the workplace.	15	3.33	93.3	7%	53%		40%
42. You are proficient in the use of technical systems and processes.	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
37. You use technology in decision making and problem solving.	3.35	3.27	-0.09 ▼
38. You support employee training and development initiatives regarding implementation of technology.	3.24	3.27	+0.03 ▲
39. You maximize the use of new technology to deliver products and services.	3.59	3.13	-0.45 ▼
40. You understand and are committed to implementing new technologies.	3.29	3.40	+0.11 ▲
41. You adopt the implementation of new technology into the workplace.	3.29	3.33	+0.04 ▲
42. You are proficient in the use of technical systems and processes.	3.41	3.33	-0.08 ▼

### Comments:

- \_\_\_\_\_ is great...He provides valuable insight/opinion when asked and easily makes decisions.
- He maintains focus, displays confidence and is the definition of tenacity because he keeps [CompanyName]'s best interests always at center.
- I have great respect and appreciation for \_\_\_\_\_. Not only does he do his job well, he takes time to try and understand mine and what needs I may have to get my job done effeciently and effectively.
- In one word I can summarize \_\_\_\_\_ in leadership skill. WOW!
- Is viewed by many as a strong organizational resource.
- \_\_\_\_\_ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.

## Responsible

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
43. You set high personal standards of performance.	15	3.13	86.7	13%	60%	27%	
44. You are responsible for setting the vision of the department.	15	3.00	86.7	13%	73%	13%	
45. You act as a resource without removing individual responsibility.	15	3.53	100.0		47%	53%	
46. You take personal responsibility for results.	15	3.00	86.7	13%	73%	13%	
47. You set a good example	15	3.20	93.3	7%	60%	33%	
48. You work in a way that makes others want to work with you.	15	3.20	93.3	7%	67%	27%	

### Time Comparisons by Item

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

Item	2022	2023	Change
43. You set high personal standards of performance.	3.35	3.13	-0.22 ▼
44. You are responsible for setting the vision of the department.	3.18	3.00	-0.18 ▼
45. You act as a resource without removing individual responsibility.	3.35	3.53	+0.18 ▲
46. You take personal responsibility for results.	3.24	3.00	-0.24 ▼
47. You set a good example	3.00	3.20	+0.20 ▲
48. You work in a way that makes others want to work with you.	3.18	3.20	+0.02 ▲

### Comments:

- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- \_\_\_\_\_ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- Improve communication delivery. Acknowledge what others are saying.
- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- I believe his hands are tied regarding some of the hiring/retention decisions that are made, but, he always works well with whatever situations that arise.
- Dependability, with whatever is needed.

## Developing Others

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
49. You create opportunities for professional development.	15	3.40	93.3	7%	47%	47%	
50. You assign tasks and responsibilities to develop skills of others.	15	3.13	80.0	7%	13%	40%	40%
51. You provide constructive feedback to others.	14	3.14	92.9	7%	71%		21%
52. You are open to receiving feedback.	14	3.21	85.7	14%	50%		36%
53. You create a work environment that fosters positive feedback to employees.	15	3.27	86.7	13%	47%		40%
54. You try to ensure employees are ready to move to the next level.	15	3.13	86.7	13%	60%		27%

### Time Comparisons by Item

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

Item	2022	2023	Change
49. You create opportunities for professional development.	3.35	3.40	+0.05 ▲
50. You assign tasks and responsibilities to develop skills of others.	3.29	3.13	-0.16 ▼
51. You provide constructive feedback to others.	3.24	3.14	-0.09 ▼
52. You are open to receiving feedback.	3.06	3.21	+0.16 ▲
53. You create a work environment that fosters positive feedback to employees.	3.59	3.27	-0.32 ▼
54. You try to ensure employees are ready to move to the next level.	2.94	3.13	+0.19 ▲

### Comments:

- I value \_\_\_\_\_'s insight, knowledge and assistance on complex issues. He is a great team member.
- He has been a great addition to the company.
- I have found that \_\_\_\_\_ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- \_\_\_\_\_ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- Please know that stress can occasionally slow down progress.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.

## Conflict Management

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
55. You discuss conflict situations with supervisor.	15	3.07	86.7	13%	67%		20%
56. You deal effectively with employee grievances.	15	2.93	73.3	27%	53%		20%
57. You clearly express expectations to others.	15	3.20	93.3	7%	67%		27%
58. You identify and takes steps to prevent potential confrontations.	15	3.20	93.3	7%	67%		27%
59. You try to understand others' point of view before making judgments	15	3.13	93.3	7%	67%		27%
60. You help employees to think through alternative ways to resolve conflict situations.	15	3.20	93.3	7%	67%		27%

### Time Comparisons by Item

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

Item	2022	2023	Change
55. You discuss conflict situations with supervisor.	2.88	3.07	+0.18 ▲
56. You deal effectively with employee grievances.	2.88	2.93	+0.05 ▲
57. You clearly express expectations to others.	3.18	3.20	+0.02 ▲
58. You identify and takes steps to prevent potential confrontations.	3.24	3.20	-0.04 ▼
59. You try to understand others' point of view before making judgments	3.18	3.13	-0.04 ▼
60. You help employees to think through alternative ways to resolve conflict situations.	3.47	3.20	-0.27 ▼

### Comments:

- He has a way to make you always want to do better and be better. He has always been a very strong leader for the company.
- Don't work with him enough to observe the vast majority of these items.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- \_\_\_\_\_ is an excellent leader. He seeks input from everyone involved to solve an issue.
- \_\_\_\_\_'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase his strengths and [CompanyName] has not capitalized on them.
- It doesn't feel like \_\_\_\_\_'s been at his best this year. He seems disconnected from the work of his group.

## 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 open to feedback, but I haven't seen noticeable changes in his behavior as a result.
- \_\_\_\_\_ always has the customer at the center of focus.
- I think \_\_\_\_\_ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- His quality of work is good.
- He takes the time to explain to staff the rationale of changes being made.
- He seems to be well respected from members of his own team as well.

### What do you like best about working with this individual?

- He is excellent at helping/coaching/problem-solving with others.
- \_\_\_\_\_ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.
- \_\_\_\_\_ has a strong knowledge base and willingly shares information.
- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.
- \_\_\_\_\_ has brought a much needed positive change to [CompanyName].
- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.

### What do you like least about working with this individual?

- He meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- He always involves others in decisions ensuring a well rounded approach.
- I admire \_\_\_\_\_ for his vision and ability to think outside the box to better meet our organization's needs.
- \_\_\_\_\_ is very knowledgeable, honest, and consistent in his leadership decisions.
- \_\_\_\_\_ has also come down to help our department when we have been very busy and needed help.
- His positive attitude is constant.

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

- I have worked with \_\_\_\_\_ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- He is friendly, courteous, and kind all while being very professional.
- Improve on providing feedback.
- \_\_\_\_\_ is the consummate professional and pleasure to work with.
- \_\_\_\_\_ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- \_\_\_\_\_ 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.

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

- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- I think having \_\_\_\_\_ as a manager is one of the reasons I've been here 10 years. He has given me great space to grow -- to make mistakes and learn from them. He's taught me about budgets, evaluations, and policies, among other things. He's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when he's most engaged and focused on the specific issue before us.
- \_\_\_\_\_ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- \_\_\_\_\_ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- Closes off discussions with action plans.
- \_\_\_\_\_ has a good perspective on the organization as a whole.

### Any final comments?

- \_\_\_\_\_'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- \_\_\_\_\_ 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.
- Don't know where we would be without him.
- \_\_\_\_\_ is not always open to new ideas or troubleshooting issue and workflows. He does end up willing to review situations, it just sometimes takes some time.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.