



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

November 2025

# 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.

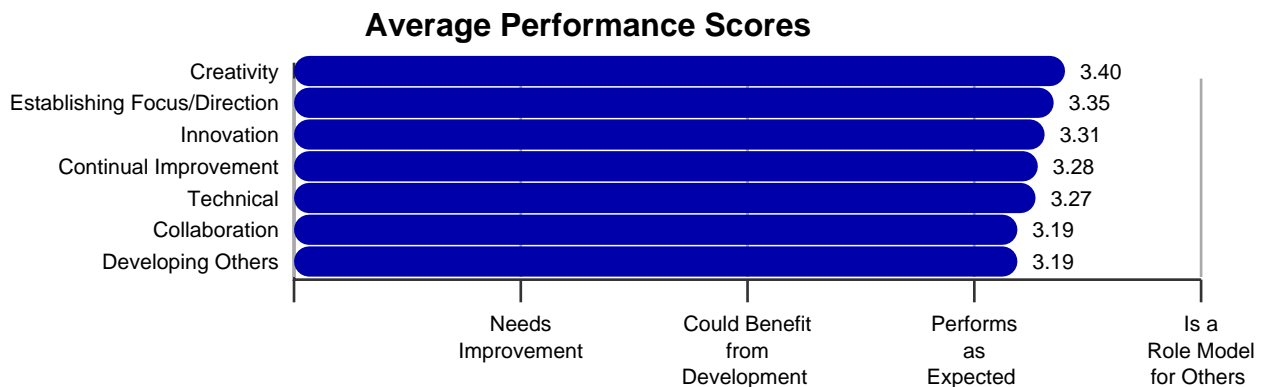
## What to Do with Your Feedback

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

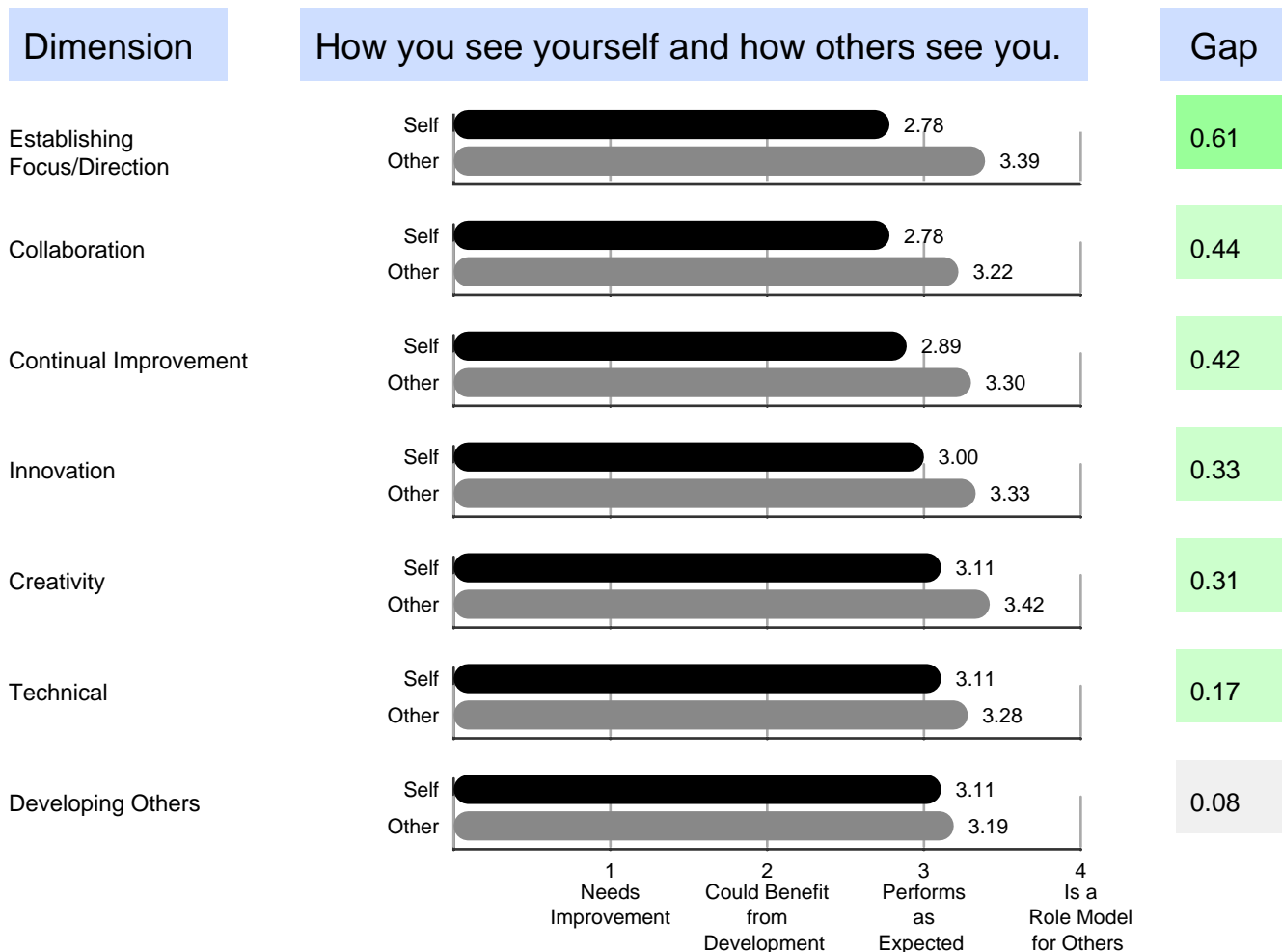
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Embraces unexpected or unconventional ideas.	15	3.20	93.3	7%	67%		27%
2. Drives innovation by integrating perspectives from multiple teams.	15	3.87	100.0	13%	87%		
3. Translates creative concepts into actionable plans and deliverables.	15	3.33	93.3	7%	53%		40%
4. Creates ideas that add value.	15	3.60	93.3	7%	27%	67%	
5. Reduces barriers to creativity and innovation.	15	3.33	93.3	7%	53%		40%
6. Produces novel and valuable solutions to problems.	15	3.20	93.3	7%	60%		33%
7. Allows employees to work a certain percentage of time on projects that personally interest them.	15	3.20	86.7	13%	53%		33%
8. Collaborates across teams to generate fresh ideas.	15	3.40	93.3	7%	47%		47%
9. Enhances creativity in the workplace.	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	2024	2025	Change
1. Embraces unexpected or unconventional ideas.	3.29	3.20	-0.09 ▼
2. Drives innovation by integrating perspectives from multiple teams.	3.65	3.87	+0.22 ▲
3. Translates creative concepts into actionable plans and deliverables.	3.18	3.33	+0.16 ▲
4. Creates ideas that add value.	3.41	3.60	+0.19 ▲
5. Reduces barriers to creativity and innovation.	3.24	3.33	+0.10 ▲
6. Produces novel and valuable solutions to problems.	3.24	3.20	-0.04 ▼
7. Allows employees to work a certain percentage of time on projects that personally interest them.	3.41	3.20	-0.21 ▼
8. Collaborates across teams to generate fresh ideas.	3.24	3.40	+0.16 ▲
9. Enhances creativity in the workplace.	3.18	3.47	+0.29 ▲

### Comments:

- Need to continue to engage staff in team development and role clarification.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- I love how he is always open to approach with any questions I have, no matter the hour.
- \_\_\_\_\_ is excellent about offering support if needed but he also allows us to work and he does not micro manage.
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- \_\_\_\_\_ is conscientious and expedient in his approach to work. He gets things done quickly and efficiently.
- \_\_\_\_\_ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.

## Continual Improvement

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.47	93.3	7%	40%	53%	
11. Looks for ways to expand current job responsibilities.	15	3.53	100.0		47%	53%	
12. Open to the suggestions from others.	15	3.27	100.0		73%	27%	
13. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.33	100.0		67%	33%	
14. Promotes training and development opportunities to enhance job performance.	15	3.13	86.7	13%	60%	27%	
15. Looks for ways to improve work processes and procedures.	15	3.07	80.0	20%	53%	27%	
16. Looks for ways to expand and learn new job skills.	15	3.40	93.3	7%	47%	47%	
17. Analyzes processes to determine areas for improvement.	15	3.27	93.3	7%	60%	33%	
18. Fosters a culture of open communication and continuous improvement.	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	2024	2025	Change
10. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.35	3.47	+0.11 ▲
11. Looks for ways to expand current job responsibilities.	3.47	3.53	+0.06 ▲
12. Open to the suggestions from others.	3.47	3.27	-0.20 ▼
13. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.35	3.33	-0.02 ▼
14. Promotes training and development opportunities to enhance job performance.	3.18	3.13	-0.04 ▼
15. Looks for ways to improve work processes and procedures.	3.00	3.07	+0.07 ▲
16. Looks for ways to expand and learn new job skills.	3.65	3.40	-0.25 ▼
17. Analyzes processes to determine areas for improvement.	3.47	3.27	-0.20 ▼
18. Fosters a culture of open communication and continuous improvement.	3.12	3.00	-0.12 ▼

#### Comments:

- He is in an often times impossible position and is doing well all things considered
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\_\_\_\_\_ does a great job in letting me know what is expected. He holds regular meetings to keep me on track and is helping to mentor me in my new role.

- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapated to [CompanyName] and to the department, well done.
- I really appreciate him.
- \_\_\_\_\_ has a tough job, unclear role in an unclear world. He has a great handle on current process and people.
- \_\_\_\_\_ is very supportive, knowledgeable, and a consummate professional. He leads by example and has no problem rolling up his sleeves and providing support when needed.

## Establishing Focus/Direction

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
19. Creates well articulated goals for the team to pursue.	15	3.47	100.0		53%	47%	
20. Invests in skill-building resources that enable employees to meet evolving performance standards.	15	3.40	93.3	7%	47%	47%	
21. Identifies the tasks or goals that have the biggest impact.	15	3.53	100.0		47%	53%	
22. Uses performance analytics or project management tools to gain quantitative insights into how well goals are being met, where inefficiencies lie, and which employees might need additional support.	15	3.00	80.0	20%	60%		20%
23. Seeks to minimize underutilization and/or overutilization and makes adjustments to workloads accordingly.	15	2.87	80.0	20%	73%		7%
24. Excellent at managing time.	15	3.47	100.0		53%	47%	
25. Motivates employees by encouraging their participation on projects.	15	3.67	100.0		33%	67%	
26. Gains employee commitment to the task.	15	3.40	93.3	7%	47%	47%	
27. Is aware of each employees needs.	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	2024	2025	Change
19. Creates well articulated goals for the team to pursue.	3.59	3.47	-0.12 ▼
20. Invests in skill-building resources that enable employees to meet evolving performance standards.	3.29	3.40	+0.11 ▲
21. Identifies the tasks or goals that have the biggest impact.	3.35	3.53	+0.18 ▲
22. Uses performance analytics or project management tools to gain quantitative insights into how well goals are being met, where inefficiencies lie, and which employees might need additional support.	3.00	3.00	
23. Seeks to minimize underutilization and/or overutilization and makes adjustments to workloads accordingly.	2.88	2.87	-0.02 ▼
24. Excellent at managing time.	3.00	3.47	+0.47 ▲
25. Motivates employees by encouraging their participation on projects.	3.76	3.67	-0.10 ▼
26. Gains employee commitment to the task.	3.53	3.40	-0.13 ▼
27. Is aware of each employees needs.	3.12	3.33	+0.22 ▲

Comments:

- \_\_\_\_\_ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development He is extremely customer focused.
- He supports each and every one of us and was very sensitive to how this was effecting every staff member.
- This year \_\_\_\_\_ has completed his MBA degree and continues to be open to professional growth opportunities. He is receptive to any feedback that I have given him.
- \_\_\_\_\_ has been an excellent assistant manager.
- \_\_\_\_\_ is a knowledgeable professional committed to improvement and quality. \_\_\_\_\_ shows his expertise in meetings and conversations, is helpful and solves problems effectively.
- I think at times his dedicaton to his team can sometimes come off like he is not thinking about a system perspective, I know that \_\_\_\_\_ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.

## Innovation

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Creates a safe environment for idea-sharing.	15	3.53	100.0	47%	53%		
29. Encourages innovation from all levels of employees.	15	3.67	100.0	33%	67%		
30. Pursues innovative approaches to the current policies and procedures.	15	3.33	100.0	67%	33%		
31. Develops several approaches or solutions to a problem.	15	3.20	86.7	13%	53%	33%	
32. Cultivates a culture of open communication where all ideas, no matter how unconventional, are welcomed and valued.	15	3.40	100.0	60%	40%		
33. Customizes novel ideas to better address customer needs and preferences.	15	3.20	86.7	13%	53%	33%	
34. Creates new products or services.	15	3.27	93.3	7%	60%	33%	
35. Challenges current procedures / processes to develop new solutions.	15	3.00	80.0	20%	60%	20%	
36. Participates in cross-functional innovation teams.	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	2024	2025	Change
28. Creates a safe environment for idea-sharing.	3.41	3.53	+0.12 ▲
29. Encourages innovation from all levels of employees.	3.59	3.67	+0.08 ▲
30. Pursues innovative approaches to the current policies and procedures.	3.41	3.33	-0.08 ▼
31. Develops several approaches or solutions to a problem.	3.18	3.20	+0.02 ▲
32. Cultivates a culture of open communication where all ideas, no matter how unconventional, are welcomed and valued.	3.35	3.40	+0.05 ▲
33. Customizes novel ideas to better address customer needs and preferences.	3.18	3.20	+0.02 ▲
34. Creates new products or services.	2.88	3.27	+0.38 ▲
35. Challenges current procedures / processes to develop new solutions.	3.18	3.00	-0.18 ▼
36. Participates in cross-functional innovation teams.	3.18	3.20	+0.02 ▲

#### Comments:

- I have felt his support since the minute I came to [CompanyName] and appreciate his more every day.
- He leads by example, not reputation.
- Is dedicated, selfless, trustworthy and focused on the big picture.

- \_\_\_\_\_ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.
- He inspires us to remember that as leaders, anything's possible.
- I have witnessed his supporting and encouraging the strengths of his team while managing their weaknesses.

## Technical

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
37. Demonstrates mastery of the technical competencies required in his/her work.	15	3.27	93.3	7%	60%	33%	
38. Knows how to produce high quality products/work.	15	3.27	86.7	13%	47%	40%	
39. Willingly shares his/her technical expertise; sought out as resource by others	15	3.13	86.7	13%	60%	27%	
40. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.40	93.3	7%	47%	47%	
41. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.33	93.3	7%	53%	40%	
42. Seeks information from others as needed.	15	3.33	93.3	7%	53%	40%	
43. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.13	86.7	13%	60%	27%	
44. Is knowledgeable of procedures or systems necessary for the job.	15	3.00	86.7	13%	73%	13%	
45. Willingly shares information and expertise; sought out as resource by others	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	2024	2025	Change
37. Demonstrates mastery of the technical competencies required in his/her work.	3.35	3.27	-0.09 ▼
38. Knows how to produce high quality products/work.	3.24	3.27	+0.03 ▲
39. Willingly shares his/her technical expertise; sought out as resource by others	3.59	3.13	-0.45 ▼
40. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.29	3.40	+0.11 ▲
41. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.29	3.33	+0.04 ▲
42. Seeks information from others as needed.	3.41	3.33	-0.08 ▼
43. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.35	3.13	-0.22 ▼
44. Is knowledgeable of procedures or systems necessary for the job.	3.18	3.00	-0.18 ▼
45. Willingly shares information and expertise; sought out as resource by others	3.35	3.53	+0.18 ▲

Comments:

- \_\_\_\_\_ shines when it comes to teamwork and process improvement. His ability to lead a team with collaboration and communication is amazing.
- Another area he needs to work on is honoring team decisions. He will make unilateral decisions and then not tell the team.
- It is often difficult to contact \_\_\_\_\_ and email communication may take a long period for a reply.
- He involves stakeholders in discussions and values input from others. I respect and value his as a peer.
- I have found that \_\_\_\_\_ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- \_\_\_\_\_ has good knowledge and awareness of the strengths and talents within the organization.

## Collaboration

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
46. Equip the team with the right tools and technologies to facilitate collaboration.	15	3.00	86.7	13%	73%		13%
47. Fosters a collaborative work environment where everyone feels committed to achieve common goals.	15	3.20	93.3	7%	60%		33%
48. Integrates technology to boost collaborative work on process and policy documentation.	15	3.20	93.3	7%	67%		27%
49. Effectively uses digital tools do you use to improve collaboration in the department.	15	3.40	93.3	7%	47%		47%
50. Is a dependable partner in the group.	15	3.13	80.0	7%	13%	40%	40%
51. Shares knowledge, ideas and resources to achieve quicker success.	14	3.14	92.9	7%	71%		21%
52. Works with others to manage conflicts using a constructive approach.	14	3.21	85.7	14%	50%		36%
53. Works to get buy-in of individuals based on common good of business.	15	3.27	86.7	13%	47%		40%
54. Is comfortable working with employees from different departments/divisions.	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	2024	2025	Change
46. Equip the team with the right tools and technologies to facilitate collaboration.	3.24	3.00	-0.24 ▼
47. Fosters a collaborative work environment where everyone feels committed to achieve common goals.	3.00	3.20	+0.20 ▲
48. Integrates technology to boost collaborative work on process and policy documentation.	3.18	3.20	+0.02 ▲
49. Effectively uses digital tools do you use to improve collaboration in the department.	3.35	3.40	+0.05 ▲
50. Is a dependable partner in the group.	3.29	3.13	-0.16 ▼
51. Shares knowledge, ideas and resources to achieve quicker success.	3.24	3.14	-0.09 ▼
52. Works with others to manage conflicts using a constructive approach.	3.06	3.21	+0.16 ▲
53. Works to get buy-in of individuals based on common good of business.	3.59	3.27	-0.32 ▼
54. Is comfortable working with employees from different departments/divisions.	2.94	3.13	+0.19 ▲

### Comments:

- \_\_\_\_\_ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.

- I truly appreciate \_\_\_\_\_'s knowledge, his professionalism, and his reliability.
- He has an open door policy and is available when needed.
- I know I can always count on \_\_\_\_\_ to be reliable and respond in a timely manner to my request.
- The few problems we have experienced during these changes is a reflection of \_\_\_\_\_'s leadership.
- \_\_\_\_\_ sets high standards for those he works with and expects the same of herself.

## 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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
55. Tries to ensure employees are ready to move to the next level.	15	3.07	86.7	13%	67%		20%
56. Assigns tasks and responsibilities to develop skills of others.	15	2.93	73.3	27%	53%		20%
57. Assesses employees' developmental needs.	15	3.20	93.3	7%	67%		27%
58. Recognizes and celebrates accomplishments of others.	15	3.20	93.3	7%	67%		27%
59. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.13	93.3	7%	67%		27%
60. Creates a work environment that fosters positive feedback to employees.	15	3.20	93.3	7%	67%		27%
61. Creates opportunities for professional development.	15	3.47	100.0		53%		47%
62. Provides constructive feedback to others.	15	3.27	93.3	7%	60%		33%
63. Supports the successes of other employees.	15	3.20	86.7	13%	53%		33%

### Time Comparisons by Item

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

Item	2024	2025	Change
55. Tries to ensure employees are ready to move to the next level.	2.88	3.07	+0.18 ▲
56. Assigns tasks and responsibilities to develop skills of others.	2.88	2.93	+0.05 ▲
57. Assesses employees' developmental needs.	3.18	3.20	+0.02 ▲
58. Recognizes and celebrates accomplishments of others.	3.24	3.20	-0.04 ▼
59. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.18	3.13	-0.04 ▼
60. Creates a work environment that fosters positive feedback to employees.	3.47	3.20	-0.27 ▼
61. Creates opportunities for professional development.	3.29	3.47	+0.17 ▲
62. Provides constructive feedback to others.	3.35	3.27	-0.09 ▼
63. Supports the successes of other employees.	3.18	3.20	+0.02 ▲

#### Comments:

- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- He is willing to fill in with daily workload when we are short staffed.
-

He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.

- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- He meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- \_\_\_\_\_ is an excellent leader, sensitive, kind, compassionate, friendly and professional.

## 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?

- \_\_\_\_\_ seems to have good knowledge and awareness of the strengths and talents of his direct reports (as well as their weaknesses). When in need, he picks the appropriate person to conquer a task or assignment. He is always good about seeking advice before proceeding.
- He is always asking for input and feedback. His understanding of the Core measures role was little to start, but he has become incredibly savvy at understanding the issues and barriers that impact my role. He does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- \_\_\_\_\_ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- He is truly a great example of Competency improvement as he continuously improves his skills and abilities.
- He has positive energy, leads by example, and cares about teammates.

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

- I am impressed with his commitment to task and job knowledge.
- \_\_\_\_\_ is willing to tackle performance situations and solicits feedback on how his team is doing.
- Our team has gone through a lot of changes in the last year and \_\_\_\_\_ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- Experience, mentoring and self-confidence.
- Need to continue to take action when needed, although have improved. . .
- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.

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

- \_\_\_\_\_ is so attentive to the needs of our department and to the needs of individuals.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- Overall, I think \_\_\_\_\_ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer. Once we get an answer it usually involves \_\_\_\_\_ wanting to complete the task on his own. More communication in this area would be nice, even when he would rather complete the task on his own.
- \_\_\_\_\_ is a great director to work with because he listens to understand and he balances the business and the HR needs before making decisions or rushing to a judgment.
- \_\_\_\_\_ has transitioned into the interim role with ease. . . it seems to have been a smooth transition for staff as well.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.

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

- \_\_\_\_\_ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- The Core Competency Training has been a great success. \_\_\_\_\_ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- \_\_\_\_\_ 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!
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.

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

- Having very minimum one-on-one discussion.
- Participates in training to learn Core Competency processes.
- \_\_\_\_\_ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- He is a great teammate.
- \_\_\_\_\_ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- \_\_\_\_\_ is a great boss and director. \_\_\_\_\_ has been a great resource to me with my struggles as I grow professionally. \_\_\_\_\_ is respected greatly by myself and the staff I work with. He is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.

### Any final comments?

- I am confident that whenever I need to talk with \_\_\_\_\_, he is honest and direct and provides good guidance for my professional growth.
- I appreciate his perspective and guidance on a variety of things.
- \_\_\_\_\_ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- Communication to staff has greatly improved.
- \_\_\_\_\_ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.