



Feedback Results
Your CompanyName Here
2025

Sample Employee

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.

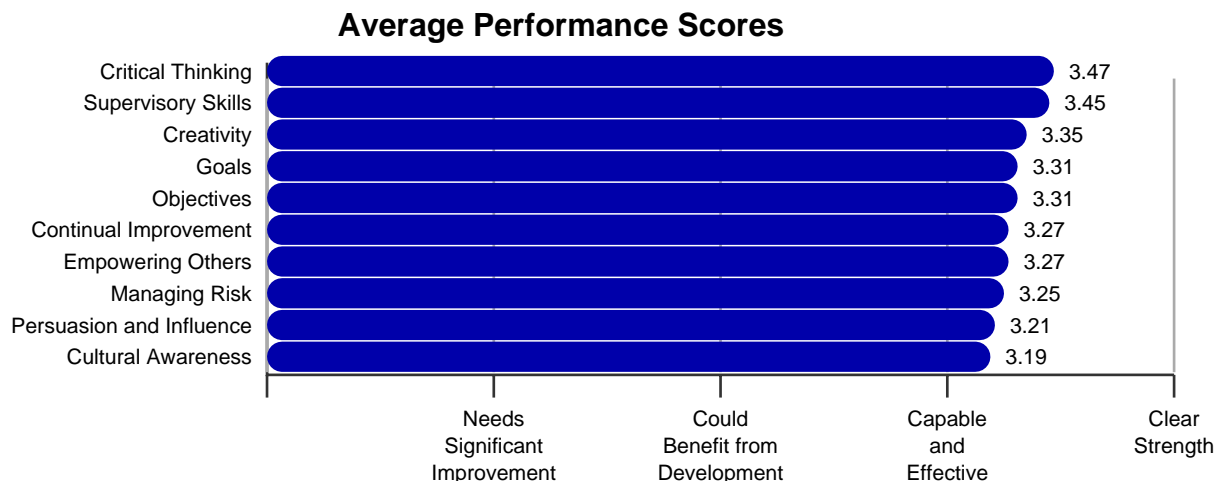
What to Do with Your Feedback

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 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.



Critical Thinking

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Aligns interpretations with stakeholder needs, decision criteria, or performance goals.	15	3.20	93.3	7%	67%		27%
2. Analyzes similarities and differences between observed results and intended goals.	15	3.87	100.0	13%	87%		
3. Asks targeted questions to resolve uncertainty and ensure data is interpreted accurately.	15	3.33	93.3	7%	53%		40%
4. Recognizes when further context is needed before making inferences.	15	3.60	93.3	7%	27%	67%	
5. Evaluates ideas on their merit rather than their source or familiarity.	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
1. Aligns interpretations with stakeholder needs, decision criteria, or performance goals.	3.29	3.20	-0.09 ▼
2. Analyzes similarities and differences between observed results and intended goals.	3.65	3.87	+0.22 ▲
3. Asks targeted questions to resolve uncertainty and ensure data is interpreted accurately.	3.18	3.33	+0.16 ▲
4. Recognizes when further context is needed before making inferences.	3.41	3.60	+0.19 ▲
5. Evaluates ideas on their merit rather than their source or familiarity.	3.24	3.33	+0.10 ▲

Comments:

- Working with _____ on the IP rehab project has been awesome. He is great at what he does. He understands his role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with his anytime.
- Willingness to pitch in, desire to grow, and a great attitude.
- He will always be able to state that he did everything he could, he gives this job his all!
- I appreciate _____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- _____ is a great asset to the team. We are grateful to have him.
- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Communicates directly with others regardless of department, rank or position.	15	3.20	93.3	7%	60%	33%	
7. Seeks out diverse viewpoints to enrich creative problem-solving.	15	3.20	86.7	13%	53%	33%	
8. Demonstrates a commitment to ongoing learning, recognizing that creativity stems from new knowledge and experiences.	15	3.40	93.3	7%	47%	47%	
9. Inspires creativity in their team.	15	3.47	93.3	7%	40%	53%	
10. Encourages exploration of unconventional approaches.	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
6. Communicates directly with others regardless of department, rank or position.	3.24	3.20	-0.04 ▼
7. Seeks out diverse viewpoints to enrich creative problem-solving.	3.41	3.20	-0.21 ▼
8. Demonstrates a commitment to ongoing learning, recognizing that creativity stems from new knowledge and experiences.	3.24	3.40	+0.16 ▲
9. Inspires creativity in their team.	3.18	3.47	+0.29 ▲
10. Encourages exploration of unconventional approaches.	3.35	3.47	+0.11 ▲

Comments:

- _____ 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.
- _____ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him with some feeling of success. While it is true that not everything can be important if everything IS important, _____ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. _____ has a solid reputation for being a direct communicator and his opinion is respected in our group.
- He was wonderful to work with, and I have a great deal of confidence and trust in him as a professional, a leader, and a colleague.
- I have never known _____ to not hire for talent.
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- Appreciate _____'s willingness to participate on leadership in expanding research activity.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Promotes training and development opportunities to enhance job performance.	15	3.53	100.0	47%	53%		
12. Looks for ways to improve work processes and procedures.	15	3.27	100.0		73%	27%	
13. Looks for ways to expand and learn new job skills.	15	3.33	100.0		67%	33%	
14. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.13	86.7	13%	60%	27%	
15. Fosters a culture of open communication and continuous improvement.	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	2024	2025	Change
11. Promotes training and development opportunities to enhance job performance.	3.47	3.53	+0.06 ▲
12. Looks for ways to improve work processes and procedures.	3.47	3.27	-0.20 ▼
13. Looks for ways to expand and learn new job skills.	3.35	3.33	-0.02 ▼
14. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.18	3.13	-0.04 ▼
15. Fosters a culture of open communication and continuous improvement.	3.00	3.07	+0.07 ▲

Comments:

- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- _____'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate _____'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- His positive attitude is constant.
- _____ is great about approaching and including staff input with decision making within the department.

Goals

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Involved in the defining of objectives.	15	3.40	93.3	7%	47%	47%	
17. Aids colleagues in achieving their performance metrics.	15	3.27	93.3	7%	60%	33%	
18. Maintains unwavering focus on tasks and deliberately minimizes interruptions to ensure the successful accomplishment of goals.	14	3.00	92.9	7%	79%	14%	
19. Gives helpful feedback and lends support to coworkers in reaching their goals.	15	3.47	100.0		53%	47%	
20. Helps facilitate the success of others' goals.	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	2024	2025	Change
16. Involved in the defining of objectives.	3.65	3.40	-0.25 ▼
17. Aids colleagues in achieving their performance metrics.	3.47	3.27	-0.20 ▼
18. Maintains unwavering focus on tasks and deliberately minimizes interruptions to ensure the successful accomplishment of goals.	3.12	3.00	-0.12 ▼
19. Gives helpful feedback and lends support to coworkers in reaching their goals.	3.59	3.47	-0.12 ▼
20. Helps facilitate the success of others' goals.	3.29	3.40	+0.11 ▲

Comments:

- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- I envy his versatility in working with a wide variety of issues and topics.
- He is in an often times impossible position and is doing well all things considered
- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistent side of it.
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
- He really wants the best for [CompanyName] and I see him consistently use that as a decision-making barometer.

Objectives

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Effectively organizes resources and plans	15	3.53	100.0	47%		53%	
22. Encourages me to take on greater responsibility.	15	3.00	80.0	20%	60%		20%
23. Assures [Company] principles are understood, employed & pursued.	15	2.87	80.0	20%	73%		7%
24. Ability to establish realistic goals.	15	3.47	100.0	53%		47%	
25. Works toward achieving established goals and objectives.	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	2024	2025	Change
21. Effectively organizes resources and plans	3.35	3.53	+0.18 ▲
22. Encourages me to take on greater responsibility.	3.00	3.00	
23. Assures [Company] principles are understood, employed & pursued.	2.88	2.87	-0.02 ▼
24. Ability to establish realistic goals.	3.00	3.47	+0.47 ▲
25. Works toward achieving established goals and objectives.	3.76	3.67	-0.10 ▼

Comments:

- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- Provides reinforcement and feedback within the context of the overall business strategy.
- One of the main reasons I am here is because of _____.
- He always involves others in decisions ensuring a well rounded approach.
- _____'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- Need to continue to take action when needed, although have improved. . .

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Coaches subordinates in how to make good decisions.	15	3.40	93.3	7%	47%	47%	
27. Provides feedback that is aligned with performance expectations.	15	3.33	93.3	7%	53%	40%	
28. Knows the best ways to communicate effectively with different types of employees.	15	3.53	100.0		47%	53%	
29. Has a strong work ethic that inspires others.	15	3.67	100.0		33%	67%	
30. Willing to consider a spectrum of disciplinary measures, ranging from formal warnings to unpaid leave.	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	2024	2025	Change
26. Coaches subordinates in how to make good decisions.	3.53	3.40	-0.13 ▼
27. Provides feedback that is aligned with performance expectations.	3.12	3.33	+0.22 ▲
28. Knows the best ways to communicate effectively with different types of employees.	3.41	3.53	+0.12 ▲
29. Has a strong work ethic that inspires others.	3.59	3.67	+0.08 ▲
30. Willing to consider a spectrum of disciplinary measures, ranging from formal warnings to unpaid leave.	3.41	3.33	-0.08 ▼

Comments:

- _____ is not always clear in communicating desired outcomes and expectation. He sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- I have participated in multiple interviews with _____ and he is always clear that the individual selected be one with the right talents- not just skills.
- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.
- I have never known _____ to not hire for talent.
- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- He does not ask for anything from his team that he is not willing to do, or has done himself.

Persuasion and Influence

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Builds trust by framing negotiations around shared goals and mutual value, not just positional wins.	15	3.20	86.7	13%	53%	33%	
32. Calibrates messaging style based on the emotional climate, urgency, and readiness of the audience.	15	3.40	100.0		60%	40%	
33. Anticipates objections and proactively adjusts messaging to address concerns while maintaining focus on desired outcomes.	15	3.20	86.7	13%	53%	33%	
34. Creates a compelling message that is persuasive.	15	3.27	93.3	7%	60%	33%	
35. Changes how employees value customer relationships and influences them to focus more on long-term satisfaction.	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	2024	2025	Change
31. Builds trust by framing negotiations around shared goals and mutual value, not just positional wins.	3.18	3.20	+0.02 ▲
32. Calibrates messaging style based on the emotional climate, urgency, and readiness of the audience.	3.35	3.40	+0.05 ▲
33. Anticipates objections and proactively adjusts messaging to address concerns while maintaining focus on desired outcomes.	3.18	3.20	+0.02 ▲
34. Creates a compelling message that is persuasive.	2.88	3.27	+0.38 ▲
35. Changes how employees value customer relationships and influences them to focus more on long-term satisfaction.	3.18	3.00	-0.18 ▼

Comments:

- I feel _____ is really listening when you talk to him. He always repeats back what he thinks he's hearing, so there is no misunderstanding.
- _____ is a great listener and leader for the department.
- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- Does well in most technical skills and is willing to learn anything that is new
- A willingness and flexibility to pitch in help where needed is important.
- Is always available to assist with issues, all scopes business or personal.

Managing Risk

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Performs monthly risk management assessments.	15	3.20	93.3	7%	67%		27%
37. Takes steps to contain the costs of responding to such events.	15	3.27	93.3	7%	60%		33%
38. Uses risk management to be more effective in identifying and implementing projects.	15	3.27	86.7	13%	47%		40%
39. Attends risk management seminars and conferences.	15	3.13	86.7	13%	60%		27%
40. Turns risks into opportunities for advancement.	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	2024	2025	Change
36. Performs monthly risk management assessments.	3.18	3.20	+0.02 ▲
37. Takes steps to contain the costs of responding to such events.	3.35	3.27	-0.09 ▼
38. Uses risk management to be more effective in identifying and implementing projects.	3.24	3.27	+0.03 ▲
39. Attends risk management seminars and conferences.	3.59	3.13	-0.45 ▼
40. Turns risks into opportunities for advancement.	3.29	3.40	+0.11 ▲

Comments:

- 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.
- Take charge without being pushed to do so.
- I truly appreciate _____'s knowledge, his professionalism, and his reliability.
- His time has been in huge demand on the [CompanyName] operations side, which has not allowed him to do as much professional development for himself that he would like.
- He is a dedicated person who inspires excellence in both staff and customer service.
- Norm made an excellent choice by selecting _____ to lead [CompanyName].

Empowering 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Willing to share in the decision making process.	15	3.33	93.3	7%	53%	40%	
42. Allows employees to make their own decisions.	15	3.33	93.3	7%	53%	40%	
43. Values the expertise that others bring to the team.	15	3.13	86.7	13%	60%	27%	
44. Creates a culture where employees are recognized and rewarded for taking the initiative and making impactful choices.	15	3.00	86.7	13%	73%	13%	
45. Creates a culture where employees are given the opportunity to take the initiative and make impactful decisions.	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
41. Willing to share in the decision making process.	3.29	3.33	+0.04 ▲
42. Allows employees to make their own decisions.	3.41	3.33	-0.08 ▼
43. Values the expertise that others bring to the team.	3.35	3.13	-0.22 ▼
44. Creates a culture where employees are recognized and rewarded for taking the initiative and making impactful choices.	3.18	3.00	-0.18 ▼
45. Creates a culture where employees are given the opportunity to take the initiative and make impactful decisions.	3.35	3.53	+0.18 ▲

Comments:

- He leads by example, not reputation.
- _____ is very clear about his expectations and I appreciate this.
- _____ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what he has learned while leading his team-in other words he does not implement continuous improvement strategies independently.
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- His calm demeanor when the pressure's the greatest, his ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- He is both the manager and the interim director for the service line.

Cultural Awareness

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Encourages respectful dialogue around cultural differences and similarities.	15	3.00	86.7	13%	73%		13%
47. Shows respect in daily interactions	15	3.20	93.3	7%	60%		33%
48. Encourages a work environment where individual differences are valued.	15	3.20	93.3	7%	67%		27%
49. Seeks feedback from employees of different backgrounds to improve team inclusivity.	15	3.40	93.3	7%	47%		47%
50. Supports and mentors others that may have different cultural backgrounds.	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	2024	2025	Change
46. Encourages respectful dialogue around cultural differences and similarities.	3.24	3.00	-0.24 ▼
47. Shows respect in daily interactions	3.00	3.20	+0.20 ▲
48. Encourages a work environment where individual differences are valued.	3.18	3.20	+0.02 ▲
49. Seeks feedback from employees of different backgrounds to improve team inclusivity.	3.35	3.40	+0.05 ▲
50. Supports and mentors others that may have different cultural backgrounds.	3.29	3.13	-0.16 ▼

Comments:

- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- _____ continually is analyzing our current states and identifying areas that we can improve.
- I had the opportunity to work very closely with _____ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- He always has the customer's best interest in mind, and because he is so highly engaged, it carries over to his staff.
- I have not observed _____'s interaction with the members of his team. _____ consistently communicates openly in my interactions with him.

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?

- Timeliness and accountability of projects.
- _____ is approachable and professional in his interaction with staff and with customers.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- I am impressed with his commitment to task and job knowledge.
- He is eager to learn and eager to share knowledge.
- Demonstrates an ability to remain focused on outcomes.

What do you like best about working with this individual?

- He does not ask for anything from his team that he is not willing to do, or has done himself.
- He cares deeply about the engagement of his staff and has concern for those in need.
- _____ is dedicated to his work and the employees that he manages. I am amazed at the kind of time he puts into this organization.
- He challenges me every day to be my best and I appreciate that.
- 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.
- _____ has been very helpful to me as a new manager this year.

What do you like least about working with this individual?

- Is empathetic, understanding, and dependable.
- Provide regular updates on the progress of work/tasks/projects.
- 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.
- _____ is an excellent employee, I do not know of any areas that need improvement.
- He can fall behind on projects without providing timely feedback.
- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.

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

- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.
- Is viewed by many as a strong organizational resource.
- _____ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. He has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- There are two items above that will be part of my goals for the coming year.
- He often will say he doesn't need the details or that he already knows and doesn't need an explanation.
- _____ is trusting his team, and expecting high standards of behavior from all employees.

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

- He always steps up and gets what needs to be done completed.
- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- He exhibits a very strong commitment to [CompanyName] in his interactions and as such is an important role model to me and others.
- _____ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- _____ 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.

- Seek feedback from everyone at least once a month to assist in growing relationship.

Any final comments?

- I think _____ is a great manager. He is fair, he is there for us if we need his and helps us in anyway he can.
- _____ is a great leader to have in our department, he helps us grow and encourages us to be better at everything we do.
- Over this past year _____ has demonstrated ambition and the desire for professional growth in his new role as CIO.
- _____ 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.
- I have enjoyed working with _____ and will miss his support and direction.
- 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.