



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.

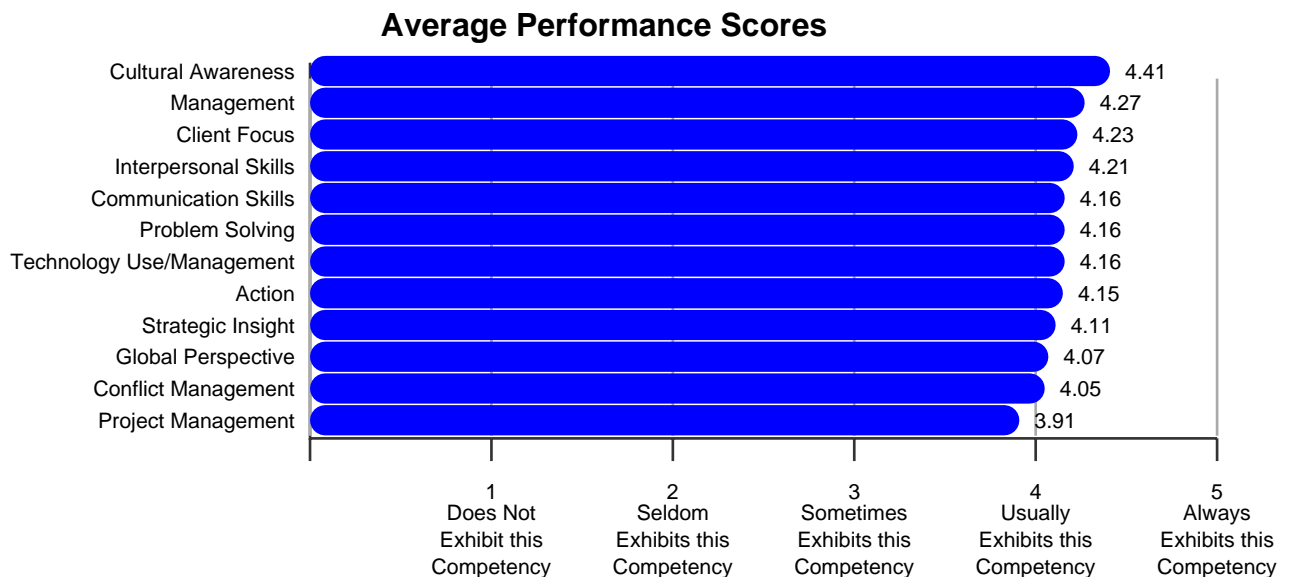
What to Do with Your Feedback

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 12 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.



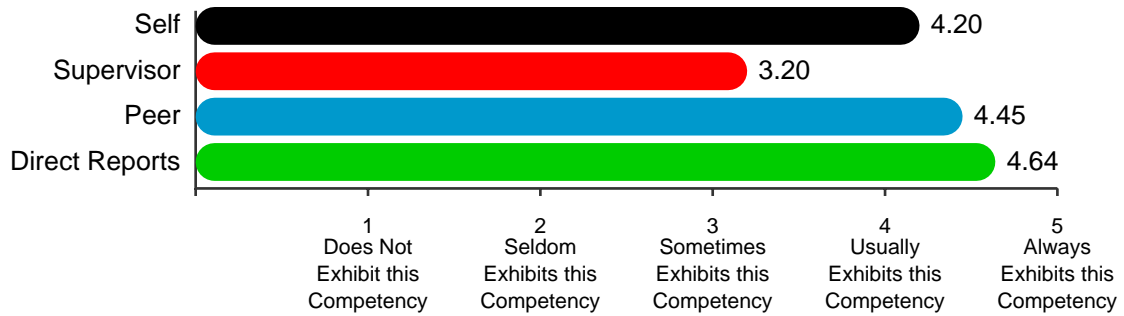
Gap Analysis

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.



Cultural Awareness

Summary Scores



1. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.



2. Respects others regardless of age, race, gender, nationality, or disability.



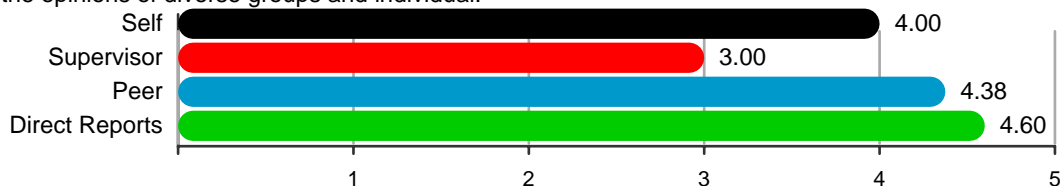
3. Recognizes and values individual and cultural differences.



4. Seeks out different viewpoints and benefits from different perspectives.



5. Values the opinions of diverse groups and individual.



Level of Skill

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

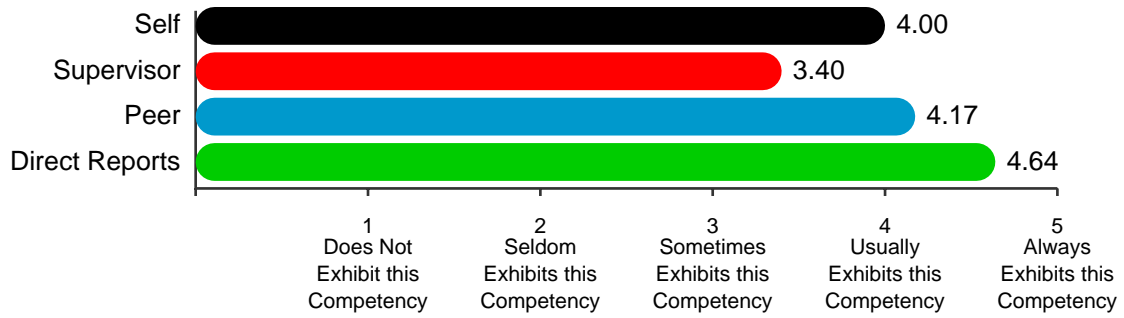
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	4.20	93.3	7%		67%		27%
2. Respects others regardless of age, race, gender, nationality, or disability.	15	4.87	100.0	13%		87%		
3. Recognizes and values individual and cultural differences.	15	4.27	93.3	7%		60%		33%
4. Seeks out different viewpoints and benefits from different perspectives.	15	4.40	86.7	13%	33%		53%	
5. Values the opinions of diverse groups and individual.	15	4.33	93.3	7%		53%		40%

Comments:

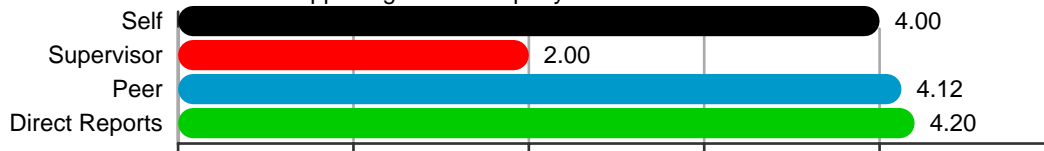
- A willingness and flexibility to pitch in help where needed is important.
- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.
- I think _____ should learn to be more concise and focused in his comments. He can consume a lot of meeting time with commentary that is lengthy and not always on point.
- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- _____ has improved in all of the areas identified as needing improvement. However staff report that he can still be difficult at times.

Management

Summary Scores



6. Keep staff informed about what is happening in the company



7. Makes you feel enthusiastic about your work



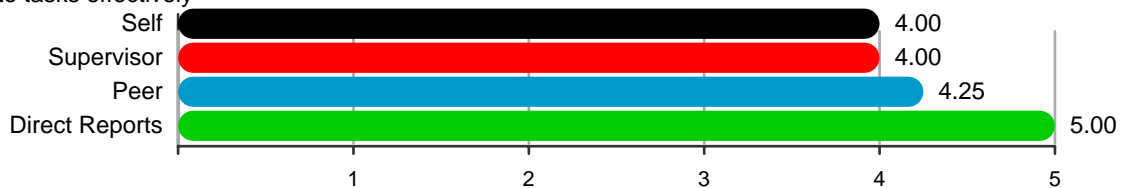
8. Sets an example for others to follow



9. Is ready to offer help



10. Delegate tasks effectively



Level of Skill

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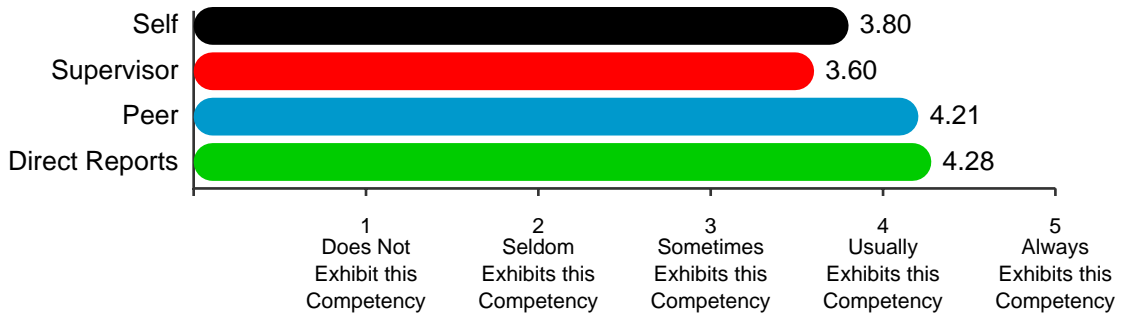
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Keep staff informed about what is happening in the company	15	4.00	80.0	7%	13%	53%	27%	
7. Makes you feel enthusiastic about your work	15	4.07	80.0		20%	53%	27%	
8. Sets an example for others to follow	15	4.33	93.3	7%	47%	47%		
9. Is ready to offer help	15	4.47	93.3	7%	40%	53%		
10. Delegate tasks effectively	15	4.47	93.3	7%	40%	53%		

Comments:

- _____ knows his team very well and is gaining the same knowledge in regards to his team
- He always involves others in decisions ensuring a well rounded approach.
- _____ has been a strong leader at [CompanyName] for many years, and he will be missed.
- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- _____ has good knowledge and awareness of the strengths and talents within the organization.

Communication Skills

Summary Scores



11. Communicates effectively with colleagues and customers



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



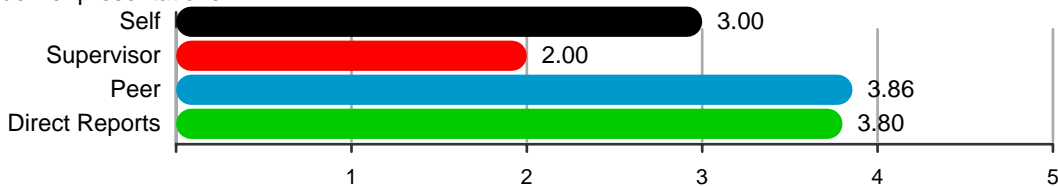
13. Listens to others' points of view with an open mind



14. Asks follow-up questions as needed.



15. Able to deliver presentations.



Level of Skill

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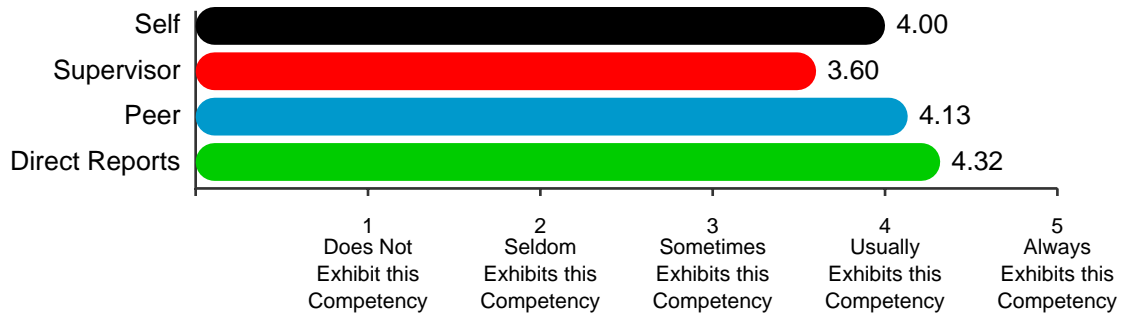
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Communicates effectively with colleagues and customers	15	4.60	100.0			40%	60%	
12. Delivers information in a clear, concise, and logical manner.	15	4.27	100.0			73%	27%	
13. Listens to others' points of view with an open mind	15	4.33	100.0			67%	33%	
14. Asks follow-up questions as needed.	15	3.93	73.3	27%		53%	20%	
15. Able to deliver presentations.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- _____ 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 consistant side of it.
- _____ needs to remove himself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- _____ has the talent to use different Leadership styles to fit the situation.
- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.
- He removes barriers so that we can do our job to the best of our ability.
- He has made my job so much easier just having him in the facility and present to field questions/work related issues.

Action

Summary Scores



16. Is not afraid to take corrective action when necessary.



17. Gets the job done.



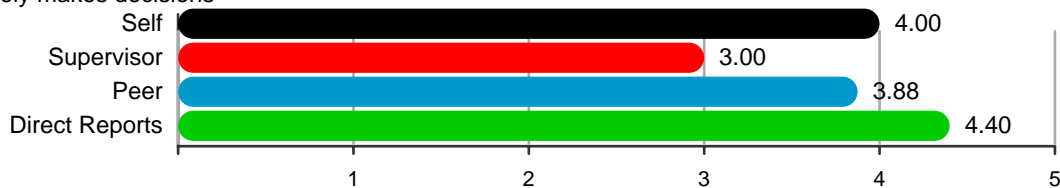
18. Motivates & supports others to gain skills



19. Drives and mobilizes others progress toward goals.



20. Effectively makes decisions



Level of Skill

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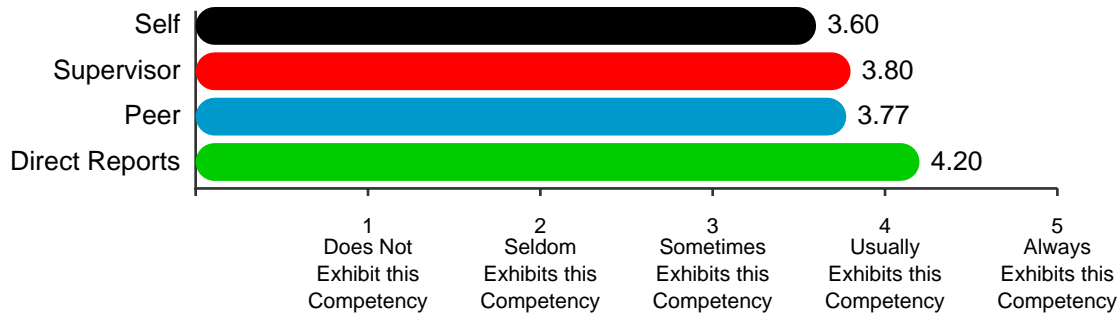
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Is not afraid to take corrective action when necessary.	15	4.33	86.7	13%	40%	47%		
17. Gets the job done.	15	4.27	93.3	7%	60%	33%		
18. Motivates & supports others to gain skills	14	4.00	92.9	7%	86%	7%		
19. Drives and mobilizes others progress toward goals.	14	4.14	85.7	7%	7%	50%	36%	
20. Effectively makes decisions	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- _____ always makes decisions based on what is best for the department or organization.
- _____ is a role model for Transformational Leadership. He exceeds all of the above elements of performance by modeling his expertise in his decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect _____ as a visionary who pushes me further than I feel comfortable. Without him I might be too cautious to forge ahead. He has accomplished more in his 4 years as director of SCI than I have witnessed in the last 30 years.
- Take charge without feeling like you need approval.
- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- _____ is a great asset to our department. He is always available when issues arise & help is needed to solve problems.

Project Management

Summary Scores



21. Works with customers and clients to assess their needs and define project parameters.



22. Organizes work and sets priorities as needed.



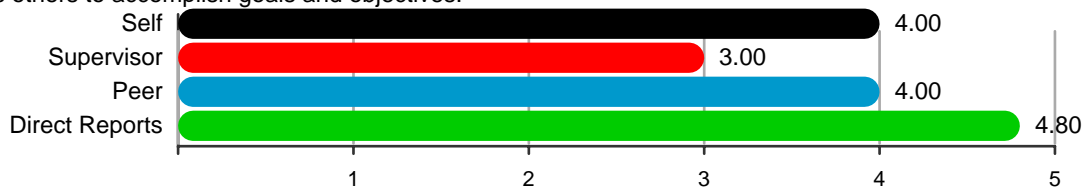
23. Regularly reviews project performance and goals.



24. Responds quickly and appropriately to unforeseen problems.



25. Inspires others to accomplish goals and objectives.



Level of Skill

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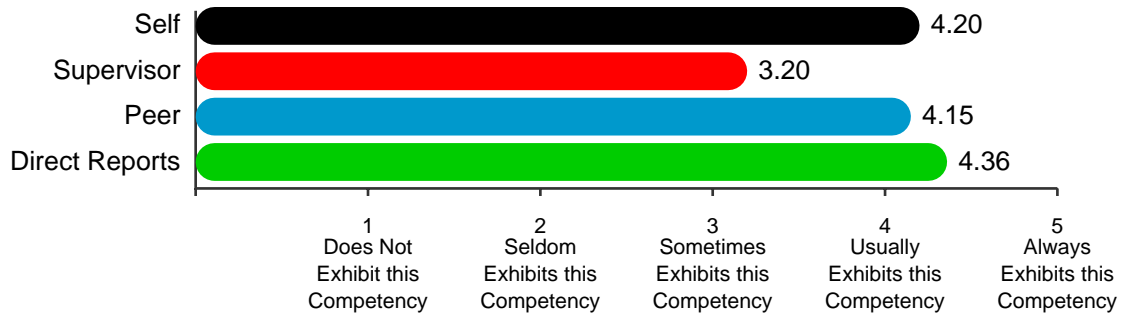
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Works with customers and clients to assess their needs and define project parameters.	15	4.00	66.7	13%	20%	20%	47%	
22. Organizes work and sets priorities as needed.	15	3.47	53.3	13%	33%		47%	7%
23. Regularly reviews project performance and goals.	15	3.60	66.7	13%	20%		60%	7%
24. Responds quickly and appropriately to unforeseen problems.	15	4.27	86.7	7%	7%	40%	47%	
25. Inspires others to accomplish goals and objectives.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

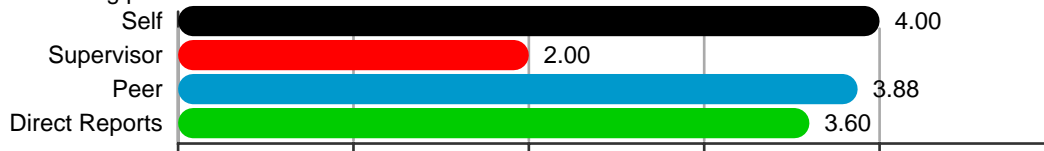
- _____ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develop and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- We have a very strong team in finance. There has been significant turnover but the efforts _____ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.
- He always has the customer's best interest in mind, and because he is so highly engaged, it carries over to his staff.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.

Problem Solving

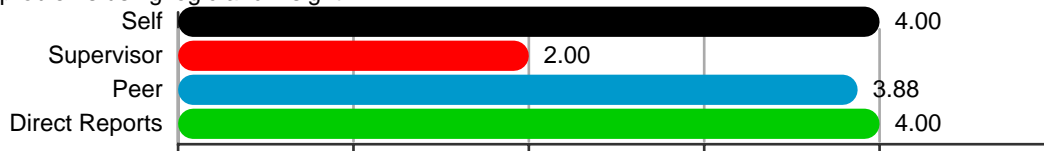
Summary Scores



26. Effective in solving problems.



27. Solves problems using logic and insight.



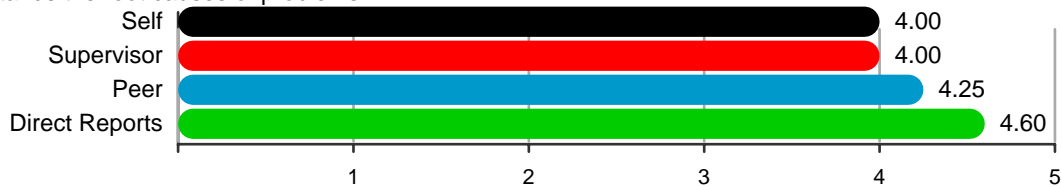
28. Is a good problem solver and decision maker



29. Generates alternative solutions to problems and challenges.



30. Understands the root causes of problems.



Level of Skill

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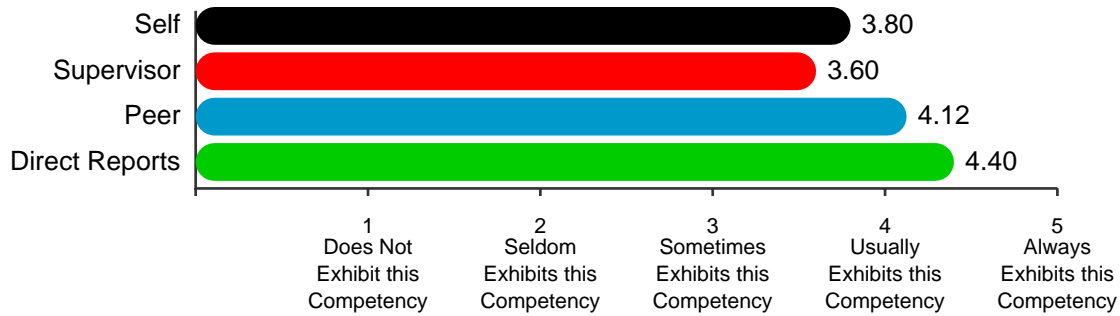
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Effective in solving problems.	15	3.67	66.7	20%	13%	47%	20%	
27. Solves problems using logic and insight.	15	3.80	73.3	20%	7%	47%	27%	
28. Is a good problem solver and decision maker	15	4.33	86.7		13%	40%	47%	
29. Generates alternative solutions to problems and challenges.	15	4.67	100.0			33%	67%	
30. Understands the root causes of problems.	15	4.33	100.0			67%	33%	

Comments:

- _____ has made great visible improvements in his roles of communication, teamwork and engagement. He is creating a great presence in his position currently.
- _____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- _____ makes great hiring choices. he is clear on what needs to be done.
- _____ 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 a very strong leader. His straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped _____ be successful is his focus on doing the right thing. He doesn't waste any time pointing fingers or placing blame. Instead, he focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- He translated the creative thinking into real change and solution that advanced our department.

Technology Use/Management

Summary Scores



31. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



32. Applies complex rules and regulations to maintain optimal system performance.



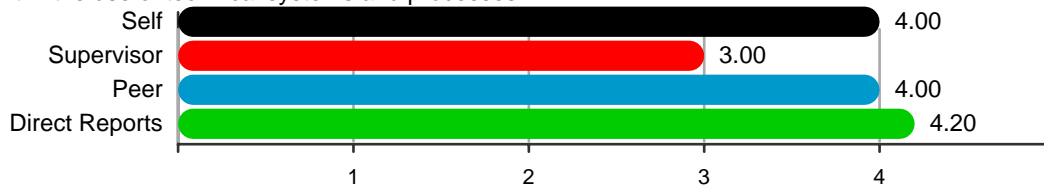
33. Maximizes the use of new technology to deliver products and services.



34. Understands and is committed to implementing new technologies.



35. Proficient in the use of technical systems and processes.



Level of Skill

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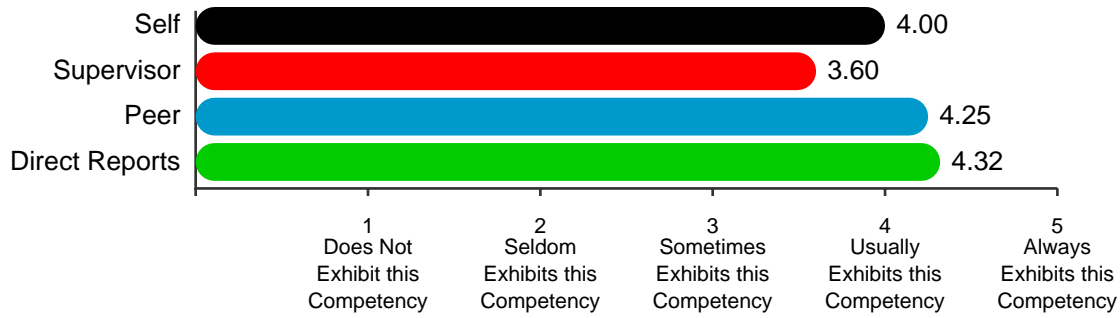
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	4.07	80.0	20%		53%		27%
32. Applies complex rules and regulations to maintain optimal system performance.	15	4.47	100.0		53%		47%	
33. Maximizes the use of new technology to deliver products and services.	15	4.13	80.0	20%		47%		33%
34. Understands and is committed to implementing new technologies.	15	4.13	86.7	13%		60%		27%
35. Proficient in the use of technical systems and processes.	15	4.00	80.0	20%		60%		20%

Comments:

- 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.
- _____ is a very good leader.
- He always answers my questions even if he's having a busy day or isn't the right person to be asking.
- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- The only constructive feedback that I would have for _____ is that it would be nice to have him "present" more often. There are times during 1:1 or group meetings where I feel that _____ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given his current burden here.

Interpersonal Skills

Summary Scores



36. Strives for win/win solutions



37. Demonstrates willingness to work with others.



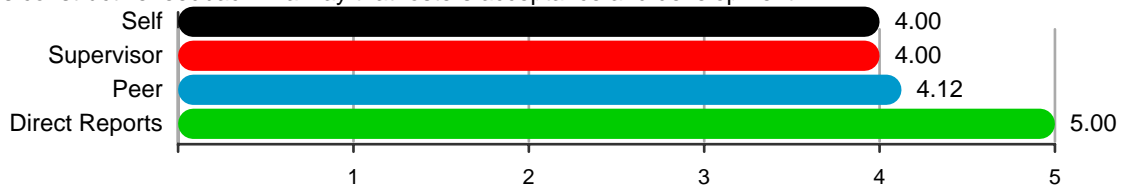
38. Applies appropriate communication techniques to the situation.



39. Uses knowledge and charisma rather than position, power, or coercion to influence others



40. Provides constructive feedback in a way that fosters acceptance and development.



Level of Skill

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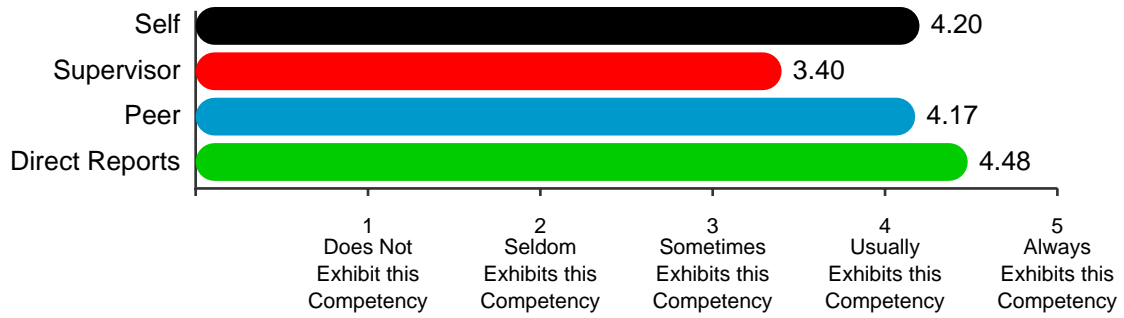
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Strives for win/win solutions	15	4.33	100.0			67%		33%
37. Demonstrates willingness to work with others.	15	3.93	80.0	13%	7%		53%	27%
38. Applies appropriate communication techniques to the situation.	15	4.27	86.7		13%		47%	40%
39. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	4.13	86.7		13%		60%	27%
40. Provides constructive feedback in a way that fosters acceptance and development.	15	4.40	93.3		7%		47%	47%

Comments:

- He is very professional and caring in his job
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- Reliability-needs to delegate meetings to others that can handle the work. He has created a team that are experts and should allow more independence for development.
- We have a very strong team in finance. There has been significant turnover but the efforts _____ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- When _____ was tapped for the VP position I was very pleased as he was a very good director.
- Don't work with him enough to observe the vast majority of these items.

Client Focus

Summary Scores



41. Satisfies client needs.



42. Obtains feedback to ensure client needs are being met.



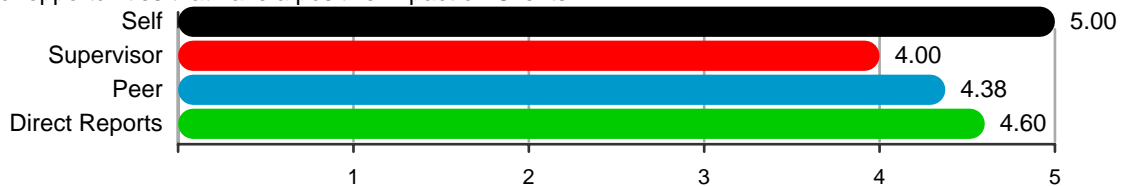
43. Is pro-active in dealing with clients and addressing their needs.



44. Ensures client commitments and requirements are met or exceeded



45. Looks for opportunities that have a positive impact on Clients.



Level of Skill

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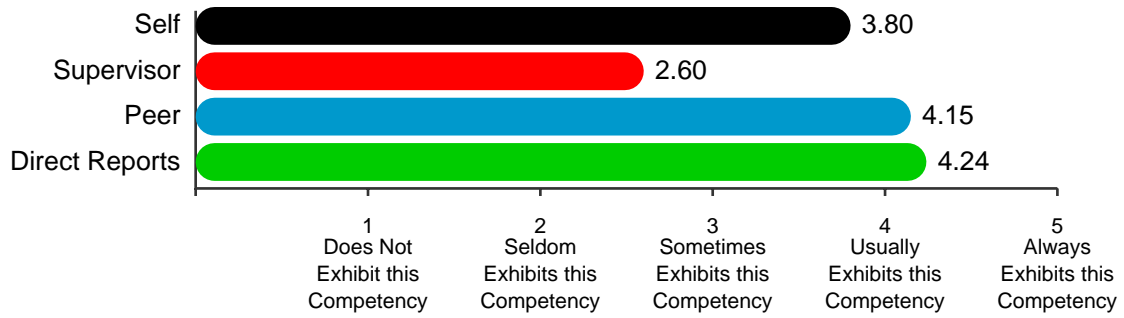
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Satisfies client needs.	15	4.33	93.3	7%		53%		40%
42. Obtains feedback to ensure client needs are being met.	15	4.20	80.0	20%		40%		40%
43. Is pro-active in dealing with clients and addressing their needs.	15	4.13	86.7	13%		60%		27%
44. Ensures client commitments and requirements are met or exceeded	15	4.00	86.7	13%		73%		13%
45. Looks for opportunities that have a positive impact on Clients.	15	4.47	93.3	7%		40%		53%

Comments:

- He has the desire and effort to get it right and continuously improve self and culture.
- He clearly assigns our responsibilities by our individual strengths.
- _____ is conscientious and expedient in his approach to work. He gets things done quickly and efficiently.
- _____ is a very good leader.
- _____ is a very effective communicator and I always felt very well informed as his direct report.
- Has a "go getter" attitude!

Conflict Management

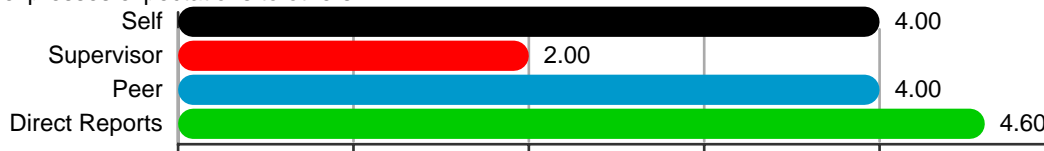
Summary Scores



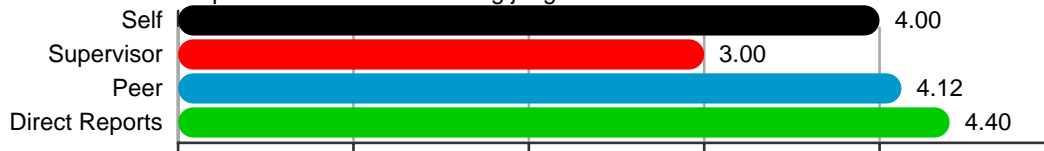
46. Deals effectively with employee grievances.



47. Clearly expresses expectations to others.



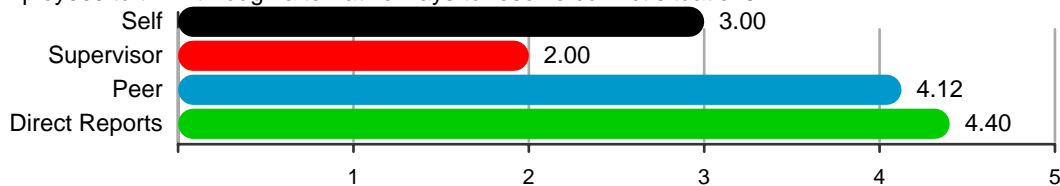
48. Tries to understand others' point of view before making judgments



49. Assists team members by helping them see the other point of view.



50. Helps employees to think through alternative ways to resolve conflict situations.



Level of Skill

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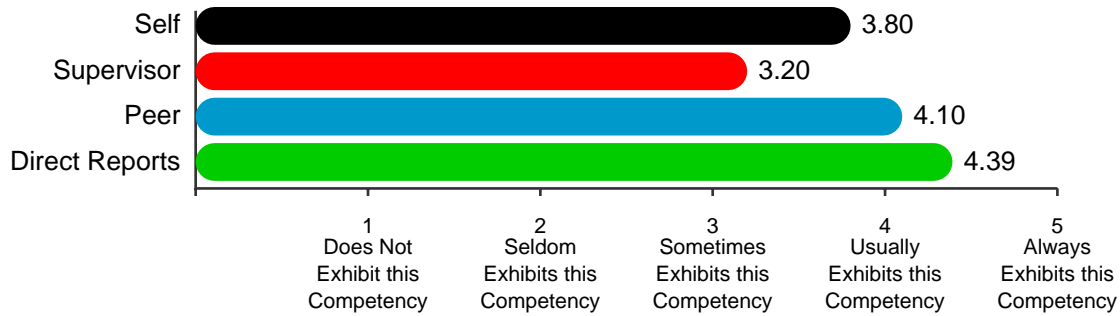
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Deals effectively with employee grievances.	15	3.87	80.0	7%	13%	67%	13%	
47. Clearly expresses expectations to others.	15	4.07	86.7	13%		53%	33%	
48. Tries to understand others' point of view before making judgments	15	4.13	86.7		13%	60%	27%	
49. Assists team members by helping them see the other point of view.	15	4.20	86.7	7%	7%	47%	40%	
50. Helps employees to think through alternative ways to resolve conflict situations.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- His open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- _____ has always made himself available to help out in the department as needed, even willing to be there on weekends!
- _____ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.
- _____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- Has a "go getter" attitude!
- He is someone that has proven he can be trusted to do what is right.

Strategic Insight

Summary Scores



51. Identifies potential problems before they become critical incidents.



52. Analyzes records and reports to obtain insight into potential issues and trends.



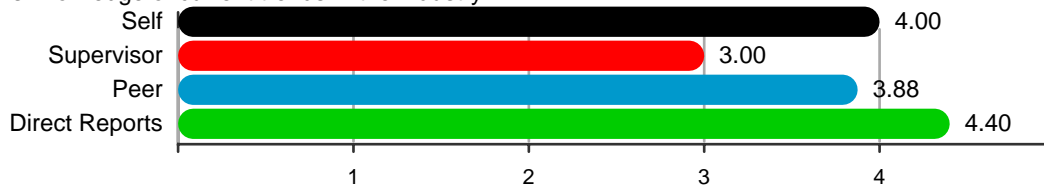
53. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.



54. Formulates strategies and action plans to ensure successful completion of goals and objectives.



55. Maintains knowledge of current trends in the industry.



Level of Skill

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

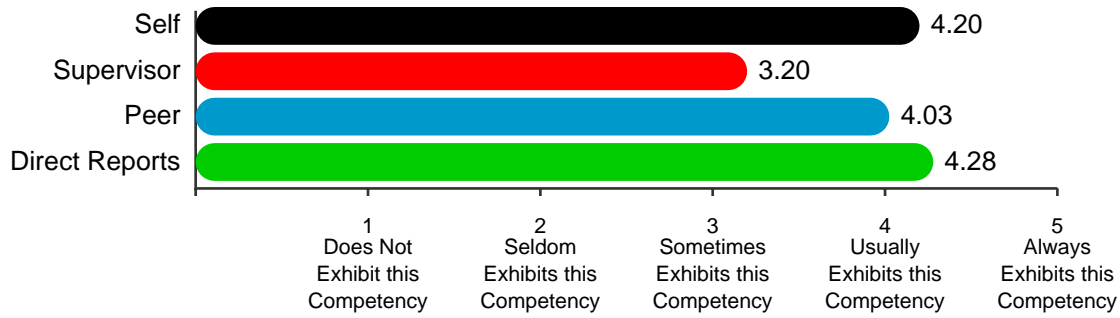
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Identifies potential problems before they become critical incidents.	14	4.14	92.9	7%		71%		21%
52. Analyzes records and reports to obtain insight into potential issues and trends.	14	4.21	85.7	14%		50%		36%
53. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	4.13	80.0	20%		47%		33%
54. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	4.07	80.0	20%		53%		27%
55. Maintains knowledge of current trends in the industry.	15	4.00	80.0	20%		60%		20%

Comments:

- 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.
- _____ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, _____ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- Have persistence and tenacity
- _____ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.
- He involves stakeholders in discussions and values input from others. I respect and value his as a peer.
- _____ has improved with his follow-up assignments from meetings.

Global Perspective

Summary Scores



56. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.



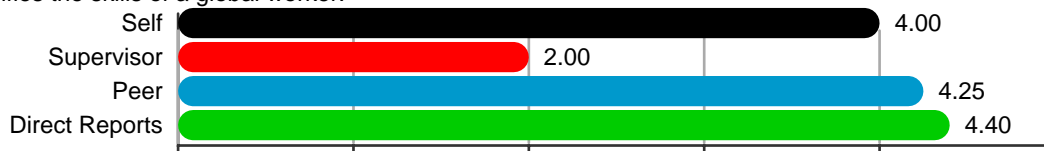
57. Can effectively deliver presentations to international clients.



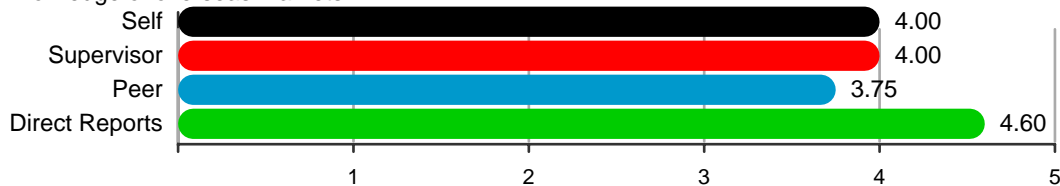
58. Volunteers for experiences and assignments abroad.



59. Exemplifies the skills of a global worker.



60. Applies knowledge of overseas markets.



Level of Skill

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

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
56. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	3.87	66.7		33%		47%	20%
57. Can effectively deliver presentations to international clients.	15	4.07	86.7	13%		67%		20%
58. Volunteers for experiences and assignments abroad.	15	4.20	93.3	7%		67%		27%
59. Exemplifies the skills of a global worker.	15	4.13	93.3	7%		67%		27%
60. Applies knowledge of overseas markets.	15	4.07	86.7	7%	7%	60%		27%

Comments:

- He cares deeply for what he does and it shows.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- _____ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.

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 relies heavily on his team to seek front line input and opinions and is always great about communicating upcoming changes.
- He has taken his team to the next level.
- He sets a good example for personal growth.
- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.
- He is a strong leader complemented with sound judgement
- He looks at problems in a systematic way and asks for input prior to making decisions.

What do you like best about working with this individual?

- _____ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! _____ has been a great addition to our team!
- He would benefit from soliciting more feedback and pushing others to do more.
- _____ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- _____ has a keen ability to focus in on what needs to be done and to drive for resolution. He is able to see new and innovative options for driving operational performance.
- Dedicated to the customer and community, he is worth his weight in gold.
- _____ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.

What do you like least about working with this individual?

- _____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- _____'s style of leading a team is both refreshing and different than what I have experienced in the past.
- _____ is passionate about his role and does a fantastic job of working with other departments to improve process flows.
- _____ is the best employee the department has employed.
- _____ has done an excellent job as the VP of Operations. He engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.

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

- He is excellent at helping/coaching/problem-solving with others.
- I have been most impressed by _____ in the last year. His leadership and intervention into the roles and responsibilities of his staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from _____.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- Sometimes I feel like I need to check on _____ and make sure that read an email/understands that I need his input on a project.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- He is a fantastic resource.

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

- He is smart, quick, compassionate, and thorough.
- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.
- _____ appropriately utilizes the resources of other team members to meet the needs of the organization.
- I am confident that whenever I need to talk with _____, he is honest and direct and provides good guidance for my professional growth.
- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- His role this past year stretched his time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.

Any final comments?

- _____ does not always follow through with things (ordering equipment).
- _____ needs to remove himself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- Has the experience needed.
- _____ does a great job at demonstrating the value of his team to the organization.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- _____ is very responsive and provides great support service.