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Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

## Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

## Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

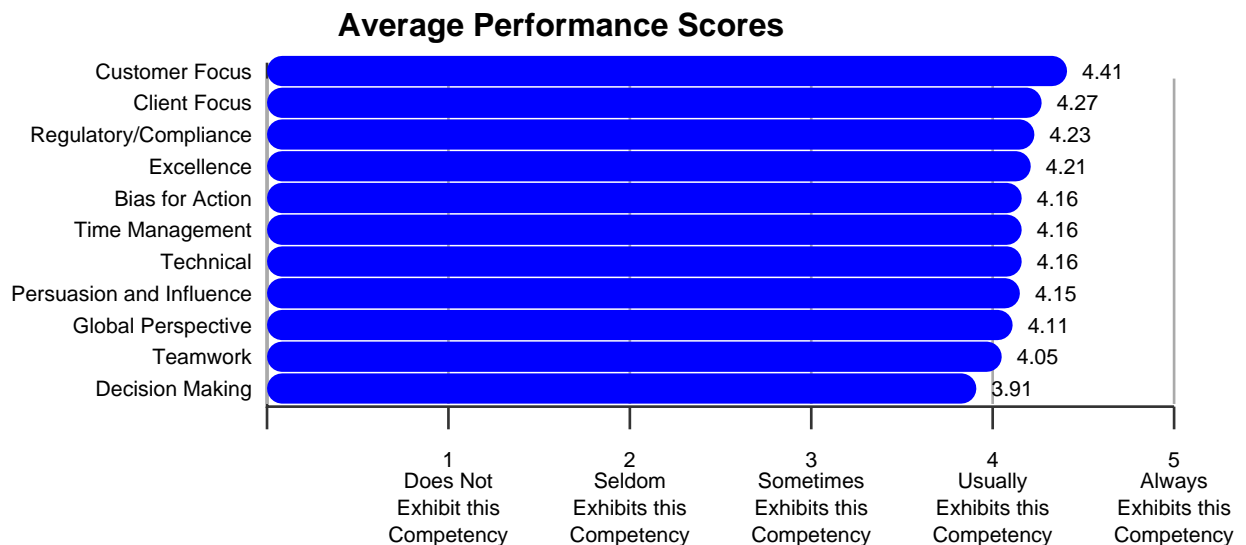
## What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

# Summary

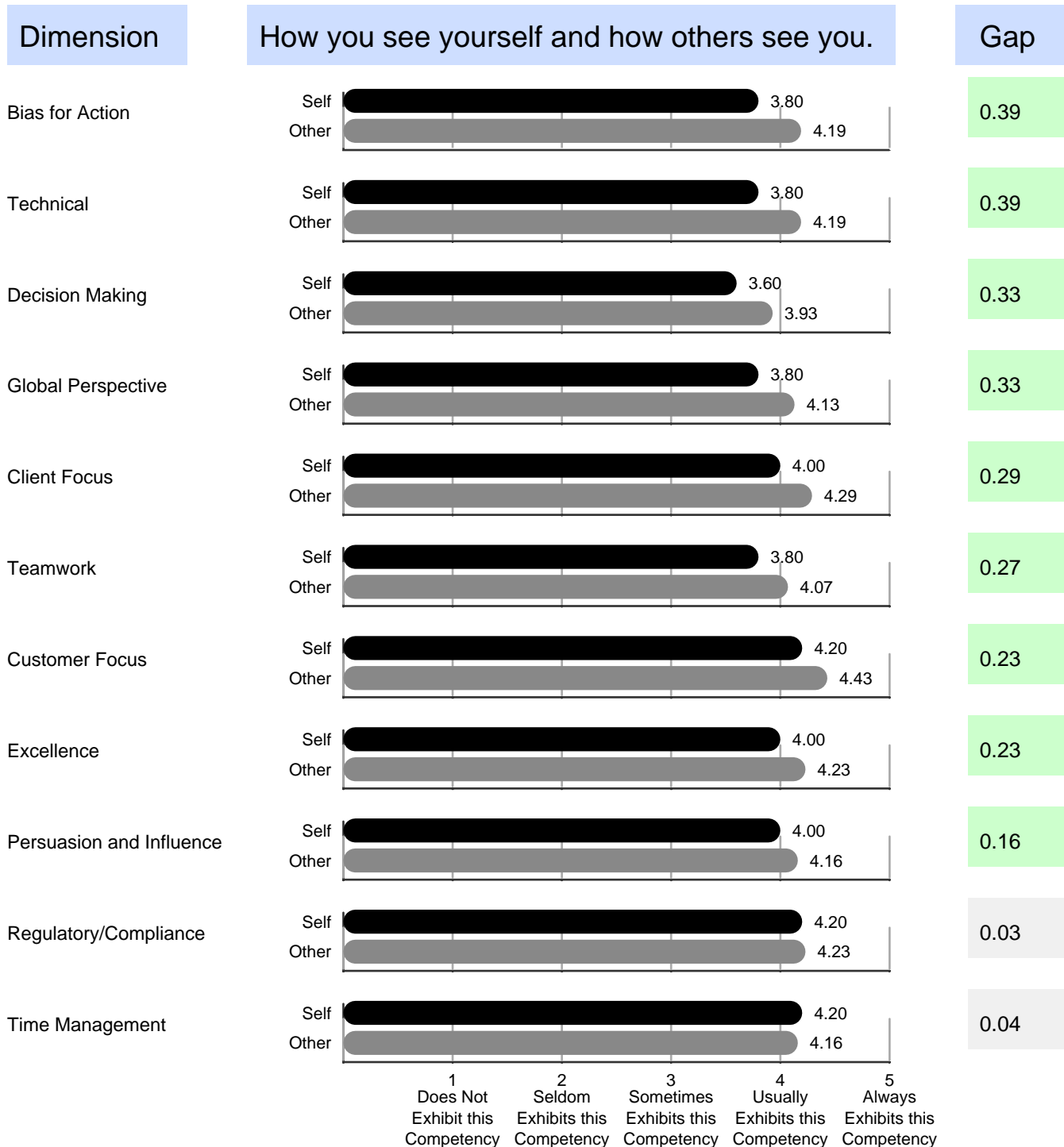
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



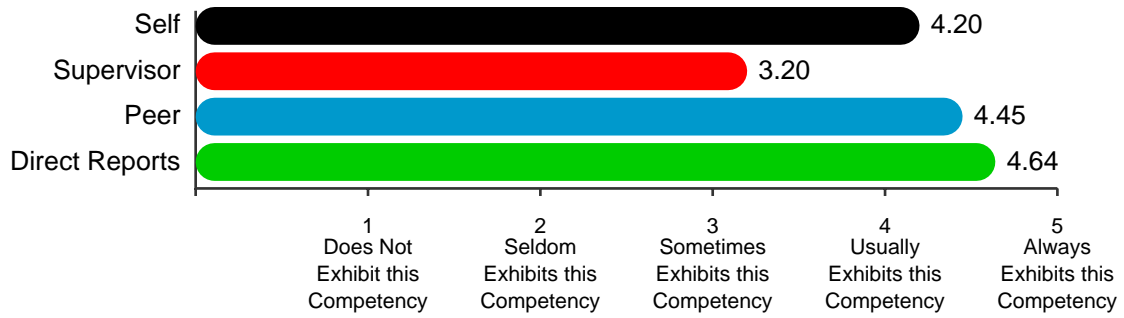
# Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



# Customer Focus

## Summary Scores



1. Exhibits a positive attitude even when dealing with difficult customers.



2. ...friendliness and courtesy



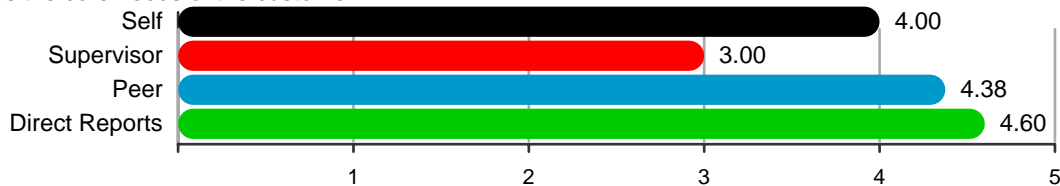
3. Uses feedback from the customer to help improve the customer's experience.



4. Anticipates and proactively resolves issues that the customer may face.



5. Identifies the core needs of the customer.



## 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).

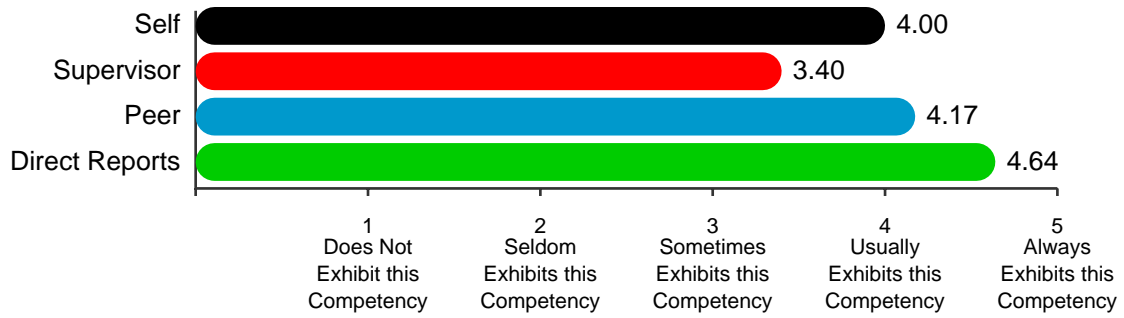
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Exhibits a positive attitude even when dealing with difficult customers.	15	4.20	93.3	7%		67%		27%
2. ...friendliness and courtesy	15	4.87	100.0	13%		87%		
3. Uses feedback from the customer to help improve the customer's experience.	15	4.27	93.3	7%		60%		33%
4. Anticipates and proactively resolves issues that the customer may face.	15	4.40	86.7	13%	33%		53%	
5. Identifies the core needs of the customer.	15	4.33	93.3	7%		53%		40%

### Comments:

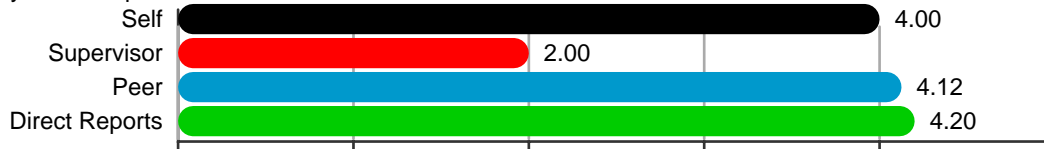
- Our team has gone through a lot of changes in the last year and \_\_\_\_\_ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- He values our feedback and takes our recommendations seriously.
- He strives for self improvement and is heavily invested in the same for others.
- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- \_\_\_\_\_ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.

# Client Focus

## Summary Scores



6. Regularly receives positive feedback from clients.



7. Is honest in all communication with the clients.



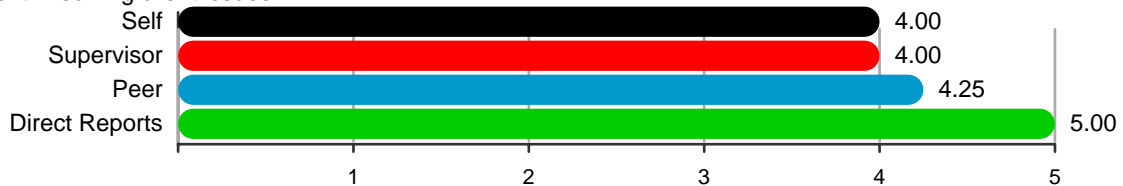
8. Responds to feedback from clients.



9. Responds to the needs of the client.



10. Persistent in solving client issues.



### 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).

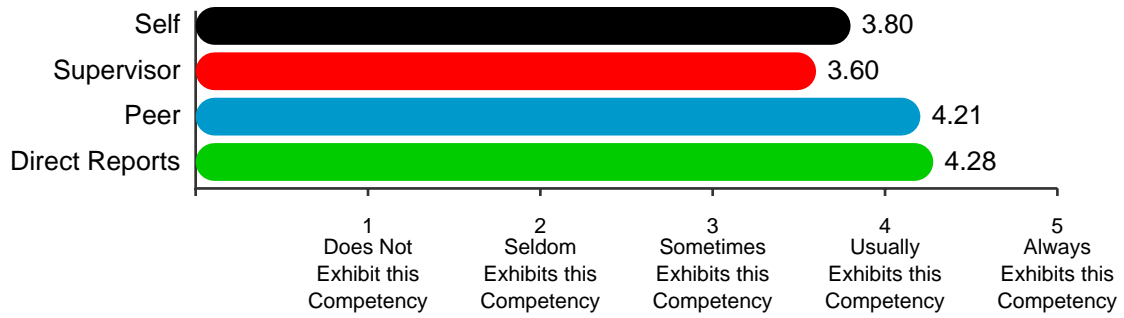
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Regularly receives positive feedback from clients.	15	4.00	80.0	7%	13%	53%	27%	
7. Is honest in all communication with the clients.	15	4.07	80.0		20%	53%	27%	
8. Responds to feedback from clients.	15	4.33	93.3	7%	47%	47%		
9. Responds to the needs of the client.	15	4.47	93.3	7%	40%	53%		
10. Persistent in solving client issues.	15	4.47	93.3	7%	40%	53%		

Comments:

- Overall I think he does a great job and he is very approachable.
- I know that \_\_\_\_\_ would want me to include suggestions on how he could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what he could do differently to improve as a leader. Maybe allow Christmas decor before December?
- I work with \_\_\_\_\_ regularly and see his interactions with other leaders frequently.
- He solicits input and involves front line staff in his everyday work and is admired for his holistic, humble view.
- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.

# Bias for Action

## Summary Scores



### 11. Identifies ways to simplify work processes and reduce cycle times



### 12. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).



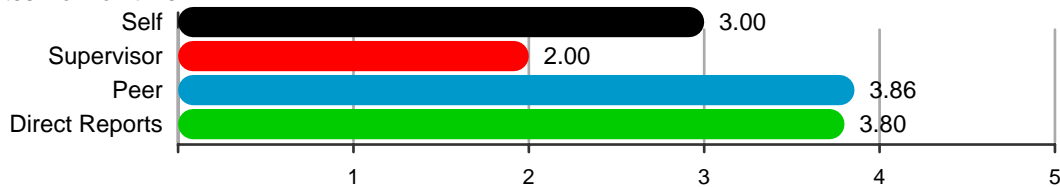
### 13. Conveys a sense of urgency about addressing problems and opportunities



### 14. Displays high energy and enthusiasm on consistent basis.



### 15. Completes work on time





## Level of Skill

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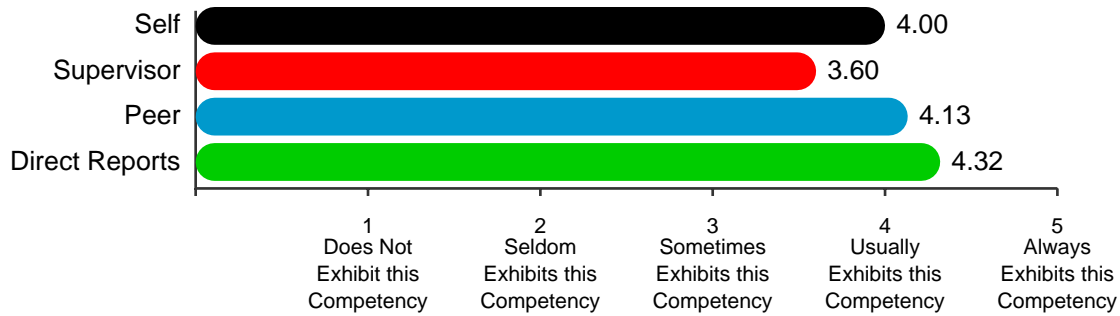
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Identifies ways to simplify work processes and reduce cycle times	15	4.60	100.0			40%	60%	
12. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	4.27	100.0			73%		27%
13. Conveys a sense of urgency about addressing problems and opportunities	15	4.33	100.0			67%		33%
14. Displays high energy and enthusiasm on consistent basis.	15	3.93	73.3	27%		53%		20%
15. Completes work on time	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- \_\_\_\_\_ recently set a good example with staff in living out a key behavior he believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- Is always available to assist with issues, all scopes business or personal.
- \_\_\_\_\_ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- He is a great teammate.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- \_\_\_\_\_ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.

# Persuasion and Influence

## Summary Scores



### 16. Seeks to obtain consensus or compromise.



### 17. Develops a good rapport with others.



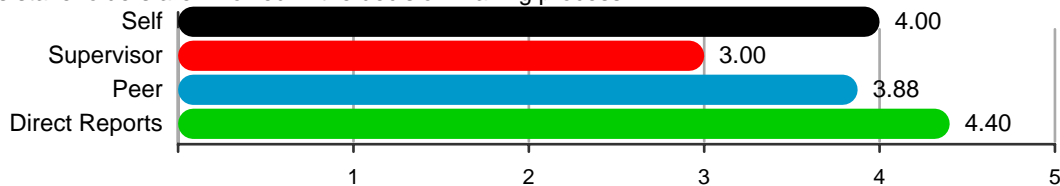
### 18. Persuades others to consider alternative points of view.



### 19. Understanding what others need.



### 20. Ensures stakeholders are involved in the decision making process.



### Level of Skill

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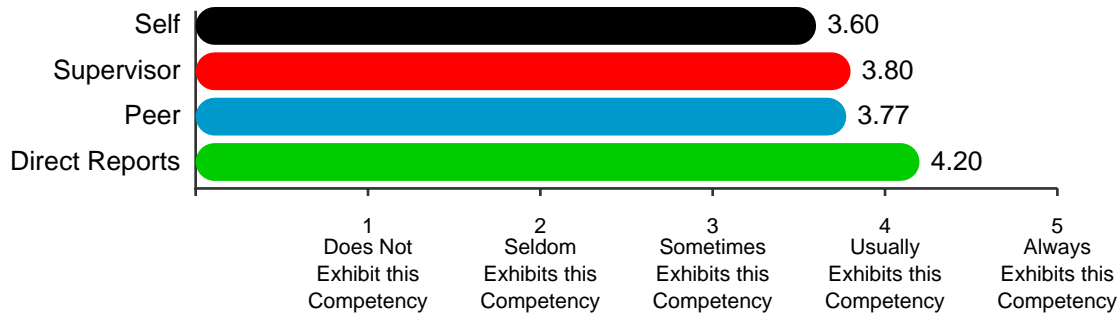
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Seeks to obtain consensus or compromise.	15	4.33	86.7	13%	40%	47%		
17. Develops a good rapport with others.	15	4.27	93.3	7%	60%	33%		
18. Persuades others to consider alternative points of view.	14	4.00	92.9	7%	86%	7%		
19. Understanding what others need.	14	4.14	85.7	7%	7%	50%	36%	
20. Ensures stakeholders are involved in the decision making process.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- \_\_\_\_\_ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.
- \_\_\_\_\_ has a strong knowledge base and willingly shares information.
- I believe \_\_\_\_\_ has done a very good job in developing his team members and providing guidance for the respect growth of each person. While his time is precious, he is always open to discussing a problem. I really like working with \_\_\_\_\_ and I appreciate his style and understanding and support of the work that I do.
- \_\_\_\_\_ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- \_\_\_\_\_ is a wonderful person to work for.
- Don't know where we would be without him.

# Decision Making

## Summary Scores



21. Determines the costs and potential benefits of decisions.



22. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently



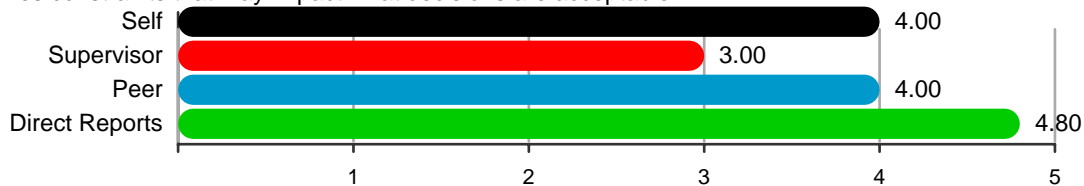
23. Uses reasonable assumptions and logic to decide between alternate courses of action



24. Understands how their decisions will affect others.



25. Determines constraints that may impact what decisions are acceptable.



### Level of Skill

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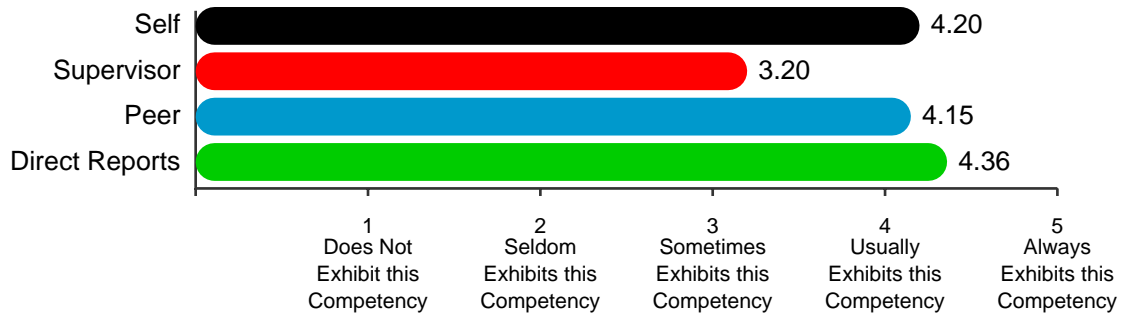
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Determines the costs and potential benefits of decisions.	15	4.00	66.7	13%	20%	20%	47%	
22. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	3.47	53.3	13%	33%		47%	7%
23. Uses reasonable assumptions and logic to decide between alternate courses of action	15	3.60	66.7	13%	20%		60%	7%
24. Understands how their decisions will affect others.	15	4.27	86.7	7%	7%	40%	47%	
25. Determines constraints that may impact what decisions are acceptable.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

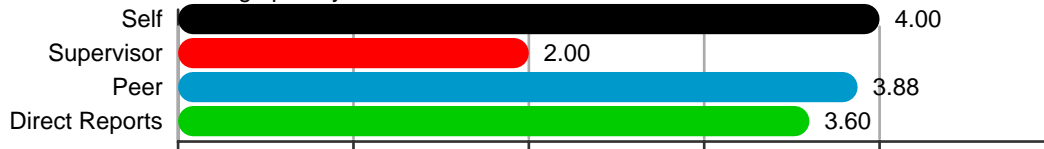
- \_\_\_\_\_'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- I really appreciate him.
- His focus is for quality that is customer centered.
- I believe \_\_\_\_\_ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.

# Time Management

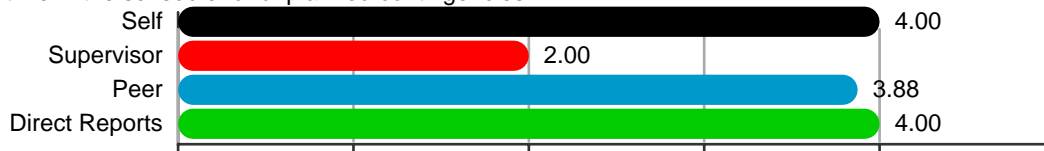
## Summary Scores



26. Focuses on tasks that have high priority.



27. Leaves time in the schedule for unplanned contingencies.



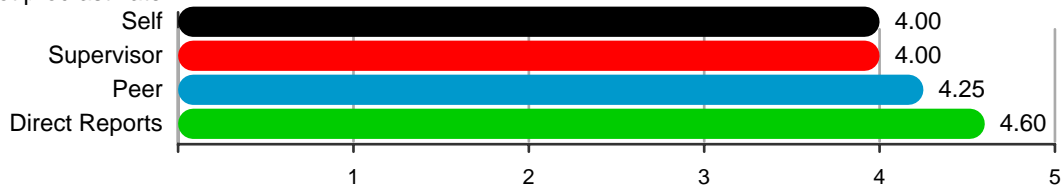
28. Makes time for developing plans and schedules.



29. Sets a good balance between work and family life.



30. Does not procrastinate.



## Level of Skill

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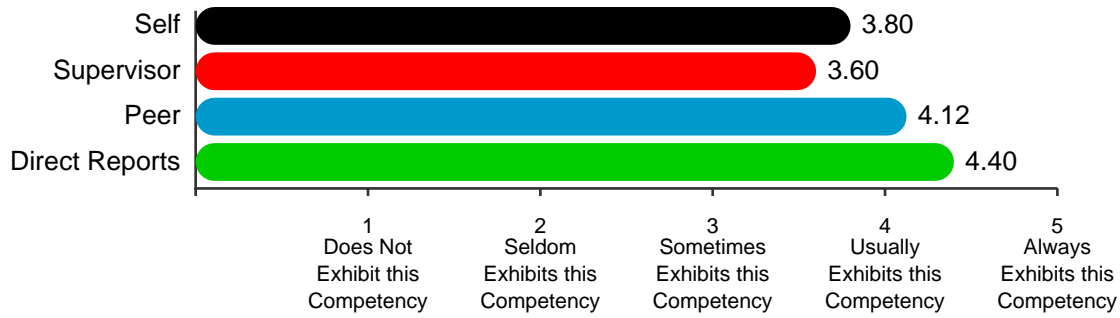
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Focuses on tasks that have high priority.	15	3.67	66.7	20%	13%	47%	20%	
27. Leaves time in the schedule for unplanned contingencies.	15	3.80	73.3	20%	7%	47%	27%	
28. Makes time for developing plans and schedules.	15	4.33	86.7	13%	40%	47%		
29. Sets a good balance between work and family life.	15	4.67	100.0		33%	67%		
30. Does not procrastinate.	15	4.33	100.0		67%	33%		

### Comments:

- \_\_\_\_\_ is still learning his role and I see his only improving in the future. I do question his judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- He inspires us to remember that as leaders, anything's possible.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- 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.
- Initiative, attitude, and willingness to pitch in.
- \_\_\_\_\_ has improved with his follow-up assignments from meetings.

# Technical

## Summary Scores



31. 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.



32. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices



33. Willingly shares information and expertise; sought out as resource by others



34. Is knowledgeable of procedures or systems necessary for the job.



35. Demonstrates mastery of the technical competencies required in his/her work.





### Level of Skill

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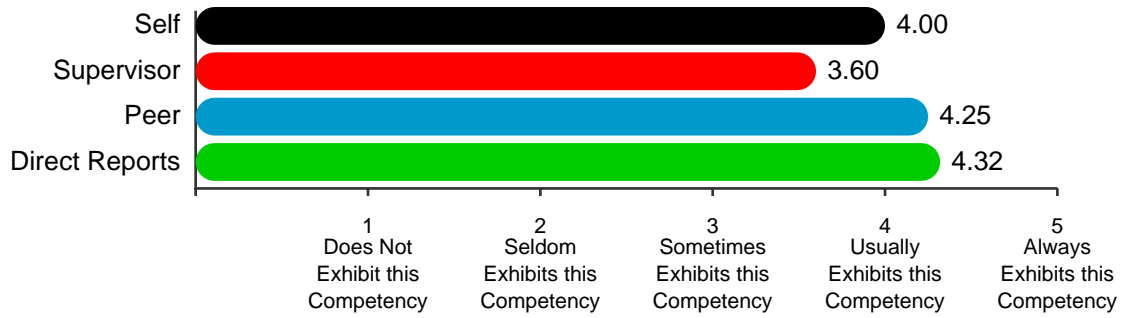
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	4.07	80.0	20%		53%		27%
32. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	4.47	100.0			53%		47%
33. Willingly shares information and expertise; sought out as resource by others	15	4.13	80.0	20%		47%		33%
34. Is knowledgeable of procedures or systems necessary for the job.	15	4.13	86.7	13%		60%		27%
35. Demonstrates mastery of the technical competencies required in his/her work.	15	4.00	80.0	20%		60%		20%

Comments:

- \_\_\_\_\_ is an experienced, skilled leader. He maintains focus on goals and core values in the most challenging situations. His extensive experience in operations has been a huge asset for the department. He has been a wonderful teacher for members of the team who lack management experience.
- He cares deeply about the engagement of his staff and has concern for those in need.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- \_\_\_\_\_ has an impressive vision for the company.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. \_\_\_\_\_ does an excellent job of managing ongoing frustration with humor. He stays on point in meetings and encourages adherence to the agenda.
- Willingness to pitch in, desire to grow, and a great attitude.

# Excellence

## Summary Scores



36. Demonstrates the functional or technical skills necessary to do their job.



37. Produces high quality work.



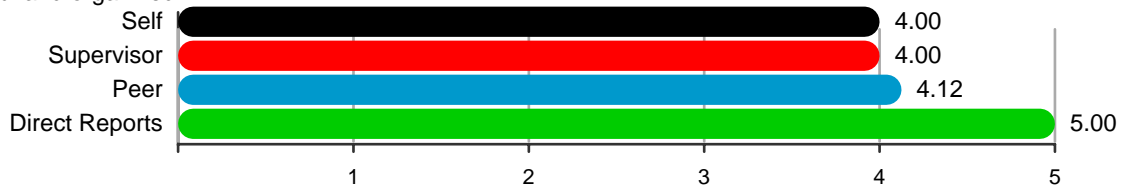
38. Can be counted on to add value wherever they are involved.



39. Keeps themselves and others focused on constant improvement.



40. Is planful and organized.



## Level of Skill

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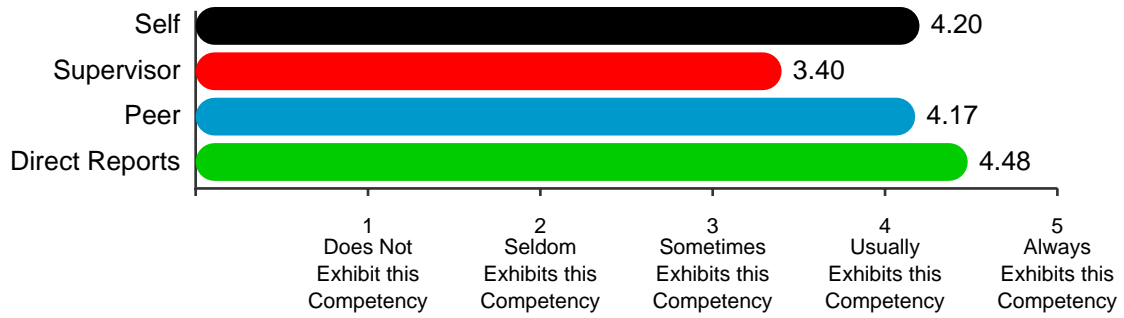
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Demonstrates the functional or technical skills necessary to do their job.	15	4.33	100.0			67%		33%
37. Produces high quality work.	15	3.93	80.0	13%	7%		53%	27%
38. Can be counted on to add value wherever they are involved.	15	4.27	86.7		13%		47%	40%
39. Keeps themselves and others focused on constant improvement.	15	4.13	86.7		13%		60%	27%
40. Is planful and organized.	15	4.40	93.3		7%		47%	47%

### Comments:

- He is strong and firm in his decisions, but involves his entire team in those decisions.
- \_\_\_\_\_ leads by example. Great Employee engagement.
- I enjoy working with \_\_\_\_\_. He is very responsive to questions. He seeks out advice or discussion with me at the appropriate times to make sure his projects are successful.
- \_\_\_\_\_ listens to his staff and delegates responsibilities as appropriate.
- \_\_\_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet his current and future needs.
- Dedicated to the customer and community, he is worth his weight in gold.

# Regulatory/Compliance

## Summary Scores



41. Is aware of the documents and reports needed to maintain compliance with regulations.



42. Offers training to employees to ensure they comply with regulations.



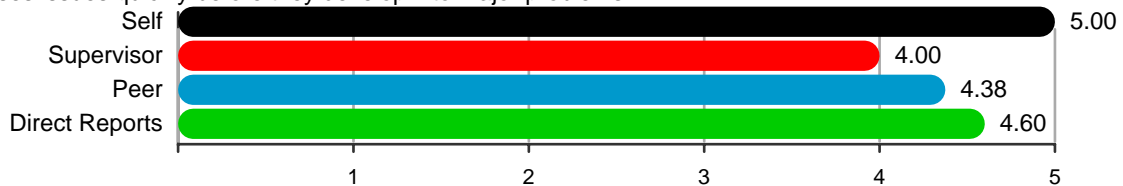
43. Ensures regulations are followed as required.



44. Maintains historical records and documents as needed/required.



45. Addresses issues quickly before they develop into major problems.



## Level of Skill

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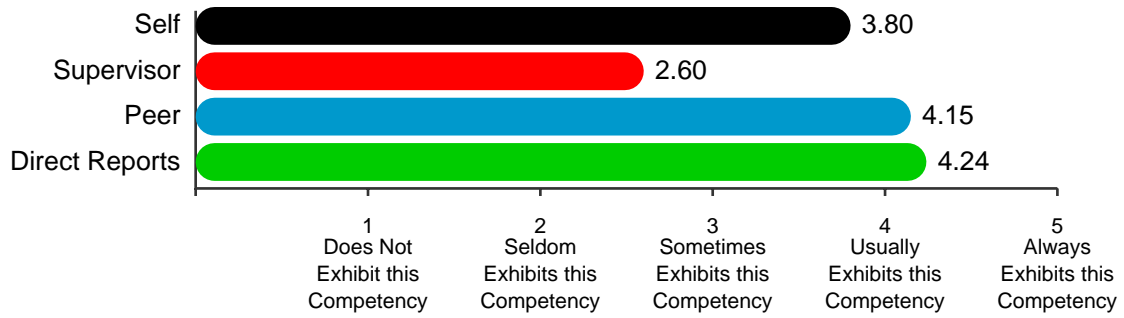
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Is aware of the documents and reports needed to maintain compliance with regulations.	15	4.33	93.3	7%	53%		40%	
42. Offers training to employees to ensure they comply with regulations.	15	4.20	80.0	20%	40%		40%	
43. Ensures regulations are followed as required.	15	4.13	86.7	13%	60%		27%	
44. Maintains historical records and documents as needed/required.	15	4.00	86.7	13%	73%			13%
45. Addresses issues quickly before they develop into major problems.	15	4.47	93.3	7%	40%		53%	

### Comments:

- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+
- He is a joy to work for.
- \_\_\_\_\_ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- \_\_\_\_\_ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- I can not say enough good things about \_\_\_\_\_.
- I value and appreciate \_\_\_\_\_ very much.

# Teamwork

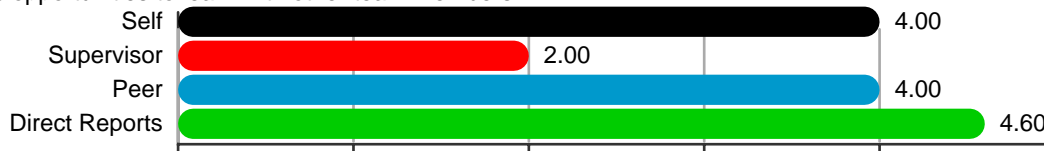
## Summary Scores



46. Communicates well with team members.



47. Creates opportunities to learn with other team members



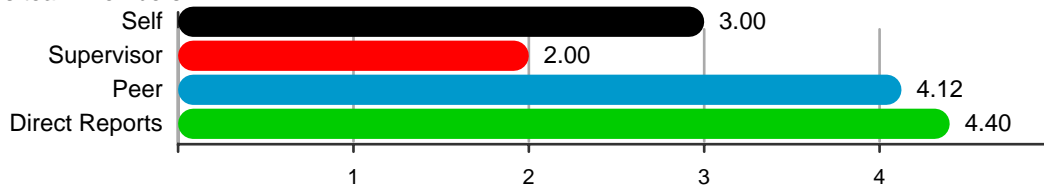
48. Identifies and resolves conflicts within the team to increase team effectiveness



49. Builds consensus and shares relevant information.



50. Coaches team members



### 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).

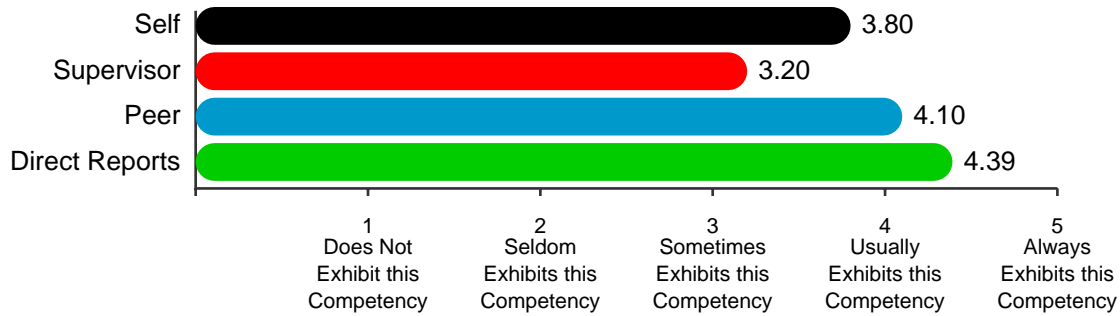
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Communicates well with team members.	15	3.87	80.0	7%	13%	67%	13%	
47. Creates opportunities to learn with other team members	15	4.07	86.7	13%		53%	33%	
48. Identifies and resolves conflicts within the team to increase team effectiveness	15	4.13	86.7		13%	60%	27%	
49. Builds consensus and shares relevant information.	15	4.20	86.7	7%	7%	47%	40%	
50. Coaches team members	15	4.00	73.3	13%	13%	33%	40%	

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.
- \_\_\_\_\_ handles every situation in a professional manner and he responds promptly to requests.
- \_\_\_\_\_ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- Sometimes \_\_\_\_\_'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- I really appreciate him.
- \_\_\_\_\_ appropriately utilizes the resources of other team members to meet the needs of the organization.

# Global Perspective

## Summary Scores



### 51. Communicates effectively on a multi-lingual basis.



### 52. Is aware of the culture, behaviors, identities and beliefs of others.



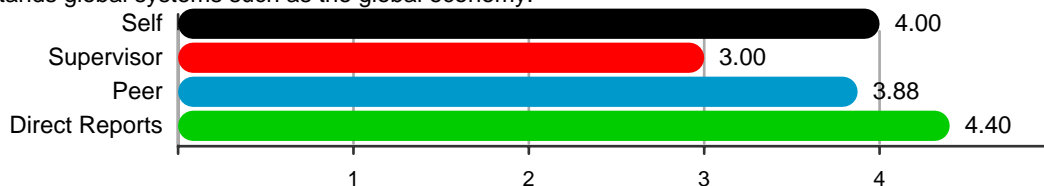
### 53. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.



### 54. Can effectively deliver presentations to international clients.



### 55. Understands global systems such as the global economy.





## 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. Communicates effectively on a multi-lingual basis.	14	4.14	92.9	7%		71%		21%
52. Is aware of the culture, behaviors, identities and beliefs of others.	14	4.21	85.7	14%		50%		36%
53. Comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	4.13	80.0	20%		47%		33%
54. Can effectively deliver presentations to international clients.	15	4.07	80.0	20%		53%		27%
55. Understands global systems such as the global economy.	15	4.00	80.0	20%		60%		20%

### Comments:

- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- \_\_\_\_\_ is not always open to new ideas or troubleshooting issue and workflows. He does end up willing to review situations, it just sometimes takes some time.
- He is both the manager and the interim director for the service line.
- I have worked on several performance improvement projects with \_\_\_\_\_ and have appreciated his knowledge and reliability with collaboration.
- Could be more self-aware of impact on other team members
- \_\_\_\_\_ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.

## Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

### What would help make you a more effective leader?

- \_\_\_\_\_ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask \_\_\_\_\_ and get an honest response.
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work
- He tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- \_\_\_\_\_ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- Always approachable no matter how busy he is.
- Has the experience needed.

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

- Knowledge, experience, and the will to help when help is needed.
- He won't settle for less.
- \_\_\_\_\_ enjoys sharing knowledge and teaching his subordinates about their roles in the department. He regularly would spend 30 minutes sharing his insights on a topic. He also facilitated numerous training sessions when I started my job a year ago.
- \_\_\_\_\_ has been so busy with his daily work, and filling in the gaps of a shortage of employee's that he has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for him to be able to attend these functions.
- \_\_\_\_\_ is very good at reading people which enables him to respond quickly and appropriately.
- \_\_\_\_\_'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase his strengths and [CompanyName] has not capitalized on them.

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

- I have found \_\_\_\_\_ to be very competent and professional. He delivers when and what he says he will and his work is always complete and accurate.
- I think at times his dedication 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.
- \_\_\_\_\_ is such an inspiration and role model to me, I feel empowered by him to make sound decisions.
- \_\_\_\_\_ is an excellent Director.
- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what \_\_\_\_\_ has done with this but needs to be addressed and improved.

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

- \_\_\_\_\_ established an environment in which teamwork and creativity flourished.
- \_\_\_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.
- Need to continue to take action when needed, although have improved. . .
- He does follow up and follow through.
- \_\_\_\_\_ seems to excel in his perspective of the organization as a whole, and how his departments contribute and support the organization, as well as how the organization lends support to us.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.

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

- I have found that \_\_\_\_\_ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- 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.
- For reliability, I think \_\_\_\_\_ has so much on his plate that he is sometimes seen by staff as unreliable.
- \_\_\_\_\_ has been so helpful to me as a new manager.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ encourages our staff to strive to be the best that we can be.

### Any final comments?

- \_\_\_\_\_ leads by example. Great Employee engagement.
- When I bring a problem to \_\_\_\_\_ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- You can always count on \_\_\_\_\_ to respond to emails and telephone calls and follow through with commitments.
- \_\_\_\_\_ promotes and encourages teambuilding throughout the entire department.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- \_\_\_\_\_ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.