



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

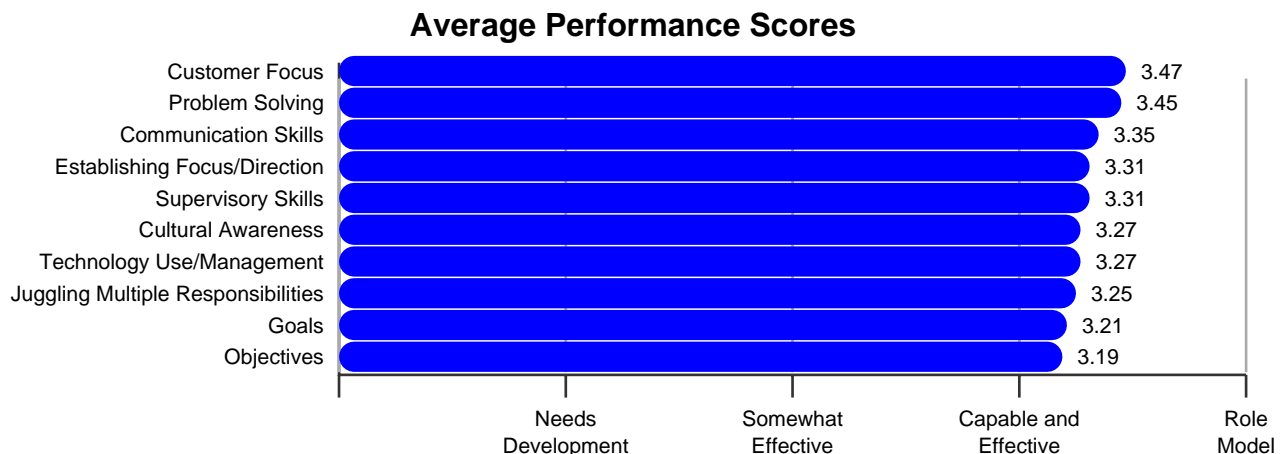
What to Do with Your Feedback

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

Summary

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

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



Gap Analysis

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



Customer Focus

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Maintains positive customer relationships.	15	3.20	93.3	7%	67%	27%	
2. ...friendliness and courtesy	15	3.87	100.0	13%	87%		
3. Considers customers point of view when making decisions.	15	3.33	93.3	7%	53%	40%	
4. Develops good rapport and trust with the customer.	15	3.60	93.3	7%	27%	67%	
5. Consistently models positive customer service attitudes.	15	3.33	93.3	7%	53%	40%	

Time Comparisons by Item

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

Item	2022	2023	Change
1. Maintains positive customer relationships.	3.29	3.20	-0.09 ▼
2. ...friendliness and courtesy	3.65	3.87	+0.22 ▲
3. Considers customers point of view when making decisions.	3.18	3.33	+0.16 ▲
4. Develops good rapport and trust with the customer.	3.41	3.60	+0.19 ▲
5. Consistently models positive customer service attitudes.	3.24	3.33	+0.10 ▲

Comments:

- _____ manages quite effectively by allowing his supervisors to manage the day to day operations rather than doing it for them.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- He lets us develop our own style and inspires us to do our best.
- _____ would be my choice for permanent manager of the department.
- _____ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- He is becoming more comfortable to deliver critical feedback.

Communication 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Asks follow-up questions as needed.	15	3.20	93.3	7%	60%	33%	
7. Able to deliver presentations.	15	3.20	86.7	13%	53%	33%	
8. Coaches others and provides feedback on the use of different oral communication styles for different audiences	15	3.40	93.3	7%	47%	47%	
9. Communicates effectively with colleagues and customers	15	3.47	93.3	7%	40%	53%	
10. Is an effective communicator	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	2022	2023	Change
6. Asks follow-up questions as needed.	3.24	3.20	-0.04 ▼
7. Able to deliver presentations.	3.41	3.20	-0.21 ▼
8. Coaches others and provides feedback on the use of different oral communication styles for different audiences	3.24	3.40	+0.16 ▲
9. Communicates effectively with colleagues and customers	3.18	3.47	+0.29 ▲
10. Is an effective communicator	3.35	3.47	+0.11 ▲

Comments:

- I think _____ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- _____ fully updates the unit and staff on needed information. His direction and focus are well explained.
- _____ has grown and proven himself to be an effective leader in the imaging department.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- I think _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Fosters a diverse workforce free from discrimination and harassment.	15	3.53	100.0	47%	53%		
12. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	3.27	100.0	73%	27%		
13. Treats others with dignity and respect.	15	3.33	100.0	67%	33%		
14. Values the opinions of diverse groups and individual.	15	3.13	86.7	13%	60%	27%	
15. Respects others regardless of age, race, gender, nationality, or disability.	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	2022	2023	Change
11. Fosters a diverse workforce free from discrimination and harassment.	3.47	3.53	+0.06 ▲
12. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	3.47	3.27	-0.20 ▼
13. Treats others with dignity and respect.	3.35	3.33	-0.02 ▼
14. Values the opinions of diverse groups and individual.	3.18	3.13	-0.04 ▼
15. Respects others regardless of age, race, gender, nationality, or disability.	3.00	3.07	+0.07 ▲

Comments:

- _____ has great insights regarding individuals and relationships, as well as good ideas about processes.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- I enjoy working with _____; whenever I need to communicate an issue or problem regarding the department he is very receptive and responsive to the needs.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- _____ sometimes communicates in a way that makes it difficult to tell if he is asking a question, for help, or for clarification.

Establishing Focus/Direction

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Makes sure that employees understand and identify with the team's mission.	15	3.40	93.3	7%	47%	47%	
17. Maintains self-control when personally criticized.	15	3.27	93.3	7%	60%	33%	
18. Excellent at managing time.	14	3.00	92.9	7%	79%	14%	
19. Makes sure that employees understand how their work relates to organizational goals.	15	3.47	100.0		53%	47%	
20. Helps guide employees with prioritizing tasks.	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	2022	2023	Change
16. Makes sure that employees understand and identify with the team's mission.	3.65	3.40	-0.25 ▼
17. Maintains self-control when personally criticized.	3.47	3.27	-0.20 ▼
18. Excellent at managing time.	3.12	3.00	-0.12 ▼
19. Makes sure that employees understand how their work relates to organizational goals.	3.59	3.47	-0.12 ▼
20. Helps guide employees with prioritizing tasks.	3.29	3.40	+0.11 ▲

Comments:

- He could help teammates by becoming more proficient in some areas.
- _____ has been very supportive of me and the Institute.
- He is well respected.
- _____'s passion is construction. I had the pleasure of working for him as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- _____ 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.
- He presents a clear picture of where the department is now and where we need to be headed.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Delegates effectively.	15	3.53	100.0	47%	53%		
22. Promotes teamwork and cooperation within the department.	15	3.00	80.0	20%	60%	20%	
23. Encourages employees to achieve their full potential.	15	2.87	80.0	20%	73%	7%	
24. Treats all staff equitably.	15	3.47	100.0	53%	47%		
25. Maintains good working relationships with employees.	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	2022	2023	Change
21. Delegates effectively.	3.35	3.53	+0.18 ▲
22. Promotes teamwork and cooperation within the department.	3.00	3.00	
23. Encourages employees to achieve their full potential.	2.88	2.87	-0.02 ▼
24. Treats all staff equitably.	3.00	3.47	+0.47 ▲
25. Maintains good working relationships with employees.	3.76	3.67	-0.10 ▼

Comments:

- His inspiration, his strong message could move mountains if he gets more opportunities to lead more broadly and deeply. he should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- _____ is a great manager, committed to each employee in our department.
- He always responds in a timely manner and stays organized.
- _____ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.
- He is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- Sometimes it seems like _____'s priorities or expectations shift unexpectedly.

Problem Solving

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. Makes judgments based upon relevant information.	15	3.40	93.3	7%	47%	47%	
27. Is a good problem solver and decision maker	15	3.33	93.3	7%	53%	40%	
28. Implements effective solutions to critical problems.	15	3.53	100.0		47%	53%	
29. Actively seeks the root cause of a problem.	15	3.67	100.0		33%	67%	
30. Finds creative ways to get things done with limited resources.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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

Item	2022	2023	Change
26. Makes judgments based upon relevant information.	3.53	3.40	-0.13 ▼
27. Is a good problem solver and decision maker	3.12	3.33	+0.22 ▲
28. Implements effective solutions to critical problems.	3.41	3.53	+0.12 ▲
29. Actively seeks the root cause of a problem.	3.59	3.67	+0.08 ▲
30. Finds creative ways to get things done with limited resources.	3.41	3.33	-0.08 ▼

Comments:

- _____ applied his strong analytical skills to problem solving.
- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- _____ has also attended many off-site events to show his support to department staff.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when _____ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- I appreciate the straight forward style of leadership _____ uses.
- I like _____, he's fun and when he's focused the wealth of knowledge he has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. Achieves goals.	15	3.20	86.7	13%	53%	33%	
32. Understands & contributes to development of strategic goals.	15	3.40	100.0		60%	40%	
33. Makes sure that team members have a clear idea of our group's goals.	15	3.20	86.7	13%	53%	33%	
34. Conducts timely follow-up; keeps others informed on a need to know basis.	15	3.27	93.3	7%	60%	33%	
35. Achieves established goals.	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	2022	2023	Change
31. Achieves goals.	3.18	3.20	+0.02 ▲
32. Understands & contributes to development of strategic goals.	3.35	3.40	+0.05 ▲
33. Makes sure that team members have a clear idea of our group's goals.	3.18	3.20	+0.02 ▲
34. Conducts timely follow-up; keeps others informed on a need to know basis.	2.88	3.27	+0.38 ▲
35. Achieves established goals.	3.18	3.00	-0.18 ▼

Comments:

- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- Appreciate _____'s willingness to participate on leadership in expanding research activity.
- _____ has also come down to help our department when we have been very busy and needed help.
- _____ maintains his focus on safety for all customers and staff. He stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- 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.
- _____ 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.

Juggling Multiple Responsibilities

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. Begins tasks as soon as possible.	15	3.20	93.3	7%	67%		27%
37. Ensures that assignments are prioritized according to the needs of the department/company.	15	3.27	93.3	7%	60%		33%
38. Builds in extra time in the schedule for unplanned events/occurrences.	15	3.27	86.7	13%	47%		40%
39. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	15	3.13	86.7	13%	60%		27%
40. Prioritizes tasks for efficiency.	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	2022	2023	Change
36. Begins tasks as soon as possible.	3.18	3.20	+0.02 ▲
37. Ensures that assignments are prioritized according to the needs of the department/company.	3.35	3.27	-0.09 ▼
38. Builds in extra time in the schedule for unplanned events/occurrences.	3.24	3.27	+0.03 ▲
39. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	3.59	3.13	-0.45 ▼
40. Prioritizes tasks for efficiency.	3.29	3.40	+0.11 ▲

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.
- _____ works very well with other departments.
- He is highly engaged in his work and passionate about connecting with others in a meaningful way.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- He is a great teammate.
- _____ 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.

Technology Use/Management

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
41. Proficient in the use of technical systems and processes.	15	3.33	93.3	7%	53%	40%	
42. Uses technology in decision making and problem solving.	15	3.33	93.3	7%	53%	40%	
43. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.13	86.7	13%	60%	27%	
44. Adopts the implementation of new technology into the workplace.	15	3.00	86.7	13%	73%	13%	
45. Understands and is committed to implementing new technologies.	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	2022	2023	Change
41. Proficient in the use of technical systems and processes.	3.29	3.33	+0.04 ▲
42. Uses technology in decision making and problem solving.	3.41	3.33	-0.08 ▼
43. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.35	3.13	-0.22 ▼
44. Adopts the implementation of new technology into the workplace.	3.18	3.00	-0.18 ▼
45. Understands and is committed to implementing new technologies.	3.35	3.53	+0.18 ▲

Comments:

- He has taken his team to the next level.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!
- _____ 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.
- 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.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
46. Ability to establish realistic goals.	15	3.00	86.7	13%	73%		13%
47. Establishes goals and objectives.	15	3.20	93.3	7%	60%		33%
48. Works toward achieving established goals and objectives.	15	3.20	93.3	7%	67%		27%
49. Consistently provides me with timely feedback for improving my performance.	15	3.40	93.3	7%	47%		47%
50. Organizes and schedules events, activities, and resources.	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	2022	2023	Change
46. Ability to establish realistic goals.	3.24	3.00	-0.24 ▼
47. Establishes goals and objectives.	3.00	3.20	+0.20 ▲
48. Works toward achieving established goals and objectives.	3.18	3.20	+0.02 ▲
49. Consistently provides me with timely feedback for improving my performance.	3.35	3.40	+0.05 ▲
50. Organizes and schedules events, activities, and resources.	3.29	3.13	-0.16 ▼

Comments:

- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- He cares deeply about the engagement of his staff and has concern for those in need.
- _____ is very supportive of Core Competency and concepts. The one concept that _____ refers to consistently is what we respect most is people's ability to think.
- _____ is very supportive, knowledgeable, and a consummate professional. He leads by example and has no problem rolling up his sleeves and providing support when needed.
- _____ 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.
- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.

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?

- _____ has nothing but [CompanyName]'s best interest at heart.
- He has hired good people, and developed strong relationships with finance.
- _____ has an incredible vision for our organization's strategy and improvement efforts.
- _____ strives to be professional with each and every interaction and I think inspires confidence.
- _____ is a steady leader who maintains his objectivity during stressful times.
- _____ also takes feedback well. When he expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, he is able to listen and alter his approach for consideration to staff's views.

What do you like best about working with this individual?

- He is continually looking for ways to improve our service to our customers.
- He is honest in his delivery and every decision he makes is in the best interest of the organization, customers or staff.
- I admire _____ for showing courage, compassion and commitment during his recent team sessions.
- Having very minimum one-on-one discussion.
- _____ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way he approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate _____ !
- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.

What do you like least about working with this individual?

- _____ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- A willingness and flexibility to pitch in help where needed is important.
- _____ is a wonderful partner to work with. He has been consistently responsive to issues or requests from my team. He is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- _____ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues

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

- _____ works very well with other departments.
- _____ has made good judgements in hiring top notch employees.
- _____ 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.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- He is strong in his convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.

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

- 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.
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- His inspiration, his strong message could move mountains if he gets more opportunities to lead more broadly and deeply. he should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- He is fully engaged in his work and shares his professional goals and projects so his team is aware of what he is working on and how the work of each team members fits within the departmental goals.
- Always approachable no matter how busy he is.
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.

Any final comments?

- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- The only area I feel _____ needs improvement is that when he gives a project he often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- I love working with his and hope to continue having his as my supervisor!
- _____ does a great job at demonstrating the value of his team to the organization.
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- I have had the opportunity to work with _____ on several projects through our Core Competency Training. All of which he has approached with a positive team building attitude.