



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.

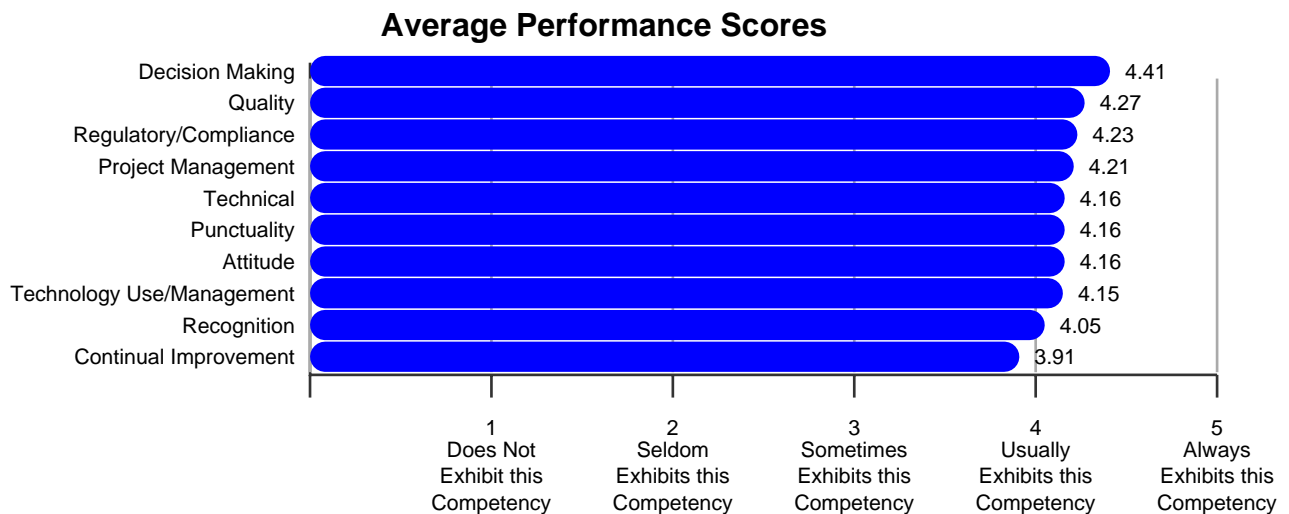
## What to Do with Your Feedback

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.



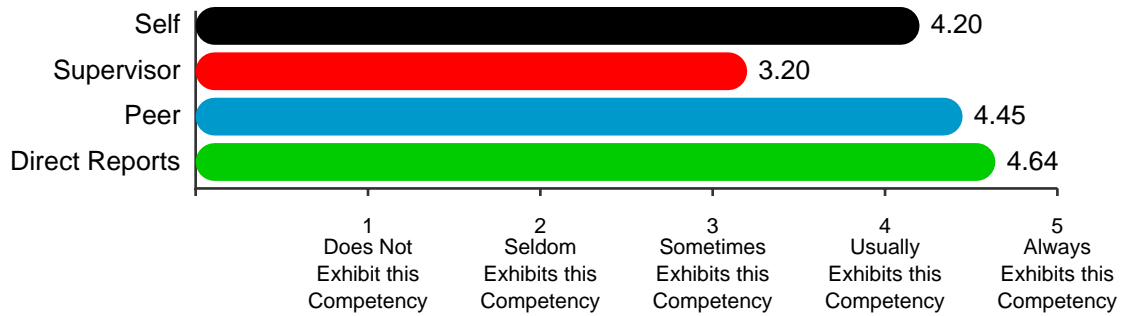
# Gap Analysis

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.



# Decision Making

## Summary Scores



### 1. Is able to make decisions quickly.



### 2. Seeks input from key people who should be involved in, or will be affected by, decisions



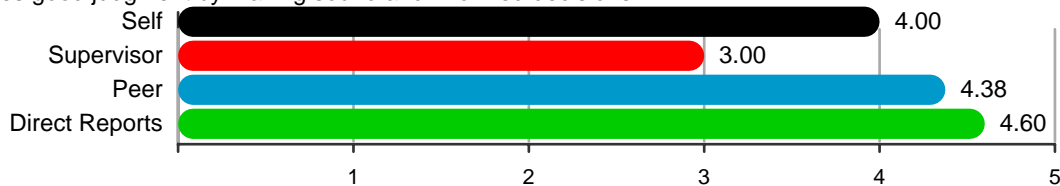
### 3. Does not lose sight of the big picture when making decisions



### 4. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions



### 5. Exercises good judgment by making sound and informed decisions.



## 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. Is able to make decisions quickly.	15	4.20	93.3	7%		67%		27%
2. Seeks input from key people who should be involved in, or will be affected by, decisions	15	4.87	100.0	13%		87%		
3. Does not lose sight of the big picture when making decisions	15	4.27	93.3	7%		60%		33%
4. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	4.40	86.7	13%	33%		53%	
5. Exercises good judgment by making sound and informed decisions.	15	4.33	93.3	7%		53%		40%

### Comments:

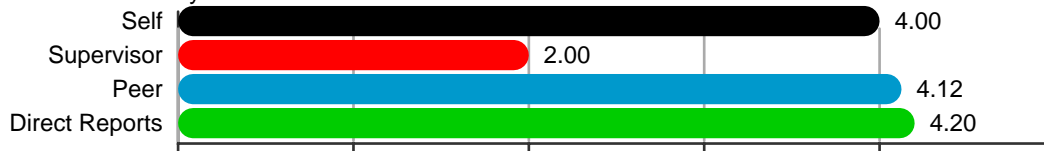
- Is very upbeat and quick to contribute to the team.
- \_\_\_\_\_ is a "One of a kind" He is a great manager.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that \_\_\_\_\_'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- I value \_\_\_\_\_'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- \_\_\_\_\_ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- Constantly working on improving the customer experience.

# Quality

## Summary Scores



### 6. Corrects issues in a timely manner.



### 7. Encourages others to produce the highest quality work products.



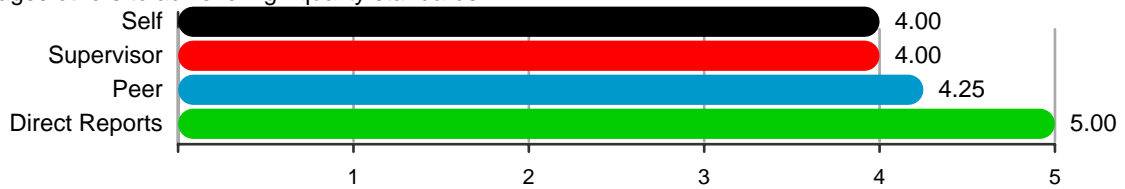
### 8. Analyze what occurred and re-adjusts accordingly when goals are not met.



### 9. Always strives to produce the highest quality work products.



### 10. Encourages others to achieve high quality standards.



## Level of Skill

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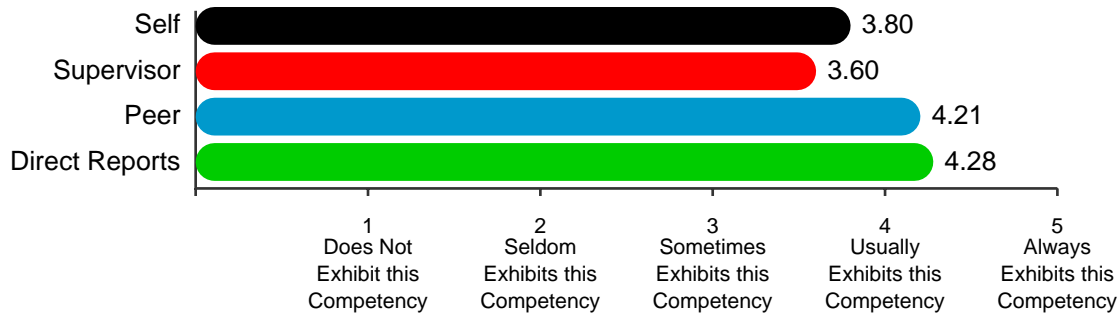
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Corrects issues in a timely manner.	15	4.00	80.0	7%	13%	53%	27%	
7. Encourages others to produce the highest quality work products.	15	4.07	80.0		20%	53%	27%	
8. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	4.33	93.3	7%	47%		47%	
9. Always strives to produce the highest quality work products.	15	4.47	93.3	7%	40%		53%	
10. Encourages others to achieve high quality standards.	15	4.47	93.3	7%	40%		53%	

### Comments:

- Sometimes the desired outcomes and expectations are not clearly communicated.
- \_\_\_\_\_ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- He values our feedback and takes our recommendations seriously.
- I have found that when \_\_\_\_\_ has hit a barrier or road block in accomplishing a task or goal he is quick to overcome it and take action.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- \_\_\_\_\_ is great...He provides valuable insight/opinion when asked and easily makes decisions.

# Technical

## Summary Scores



### 11. Willingly shares his/her technical expertise; sought out as resource by others



### 12. 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.



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



### 14. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



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





## Level of Skill

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

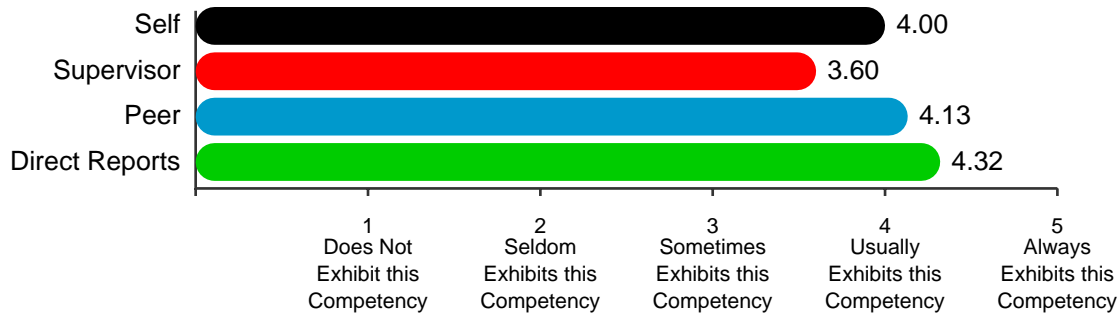
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Willingly shares his/her technical expertise; sought out as resource by others	15	4.60	100.0			40%	60%	
12. Is naturally 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	4.27	100.0			73%	27%	
13. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	4.33	100.0			67%	33%	
14. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.93	73.3	27%		53%	20%	
15. Willingly shares information and expertise; sought out as resource by others	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- \_\_\_\_\_ is an outstanding leader in this organization. He has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments he leads.
- \_\_\_\_\_ 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.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- \_\_\_\_\_ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.
- He is very relatable and I believe it helps with the initial contact with the prospects.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.

# Technology Use/Management

## Summary Scores



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



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



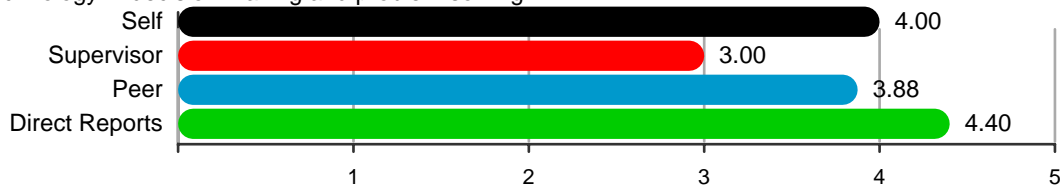
18. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



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



20. Uses technology in decision making and problem solving.



### Level of Skill

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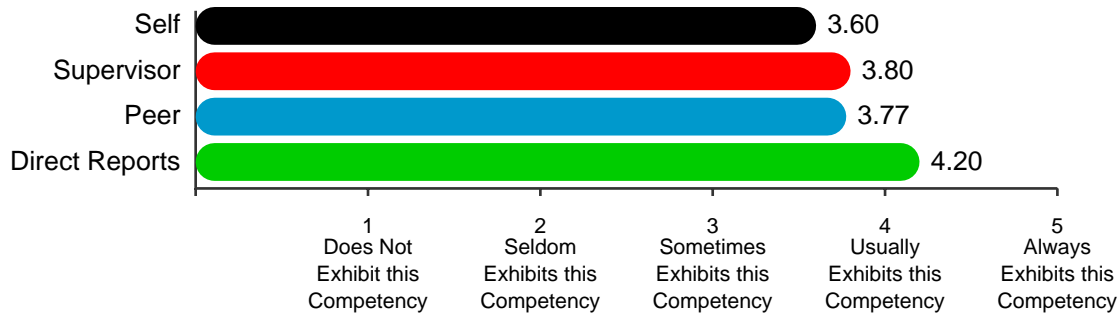
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Maximizes the use of new technology to deliver products and services.	15	4.33	86.7	13%		40%	47%	
17. Proficient in the use of technical systems and processes.	15	4.27	93.3	7%		60%	33%	
18. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	14	4.00	92.9	7%		86%		7%
19. Applies complex rules and regulations to maintain optimal system performance.	14	4.14	85.7	7%	7%	50%		36%
20. Uses technology in decision making and problem solving.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- \_\_\_\_\_ has continued to have some bumps this year along the lines of teamwork and collaboration.
- He sets a good example for personal growth.
- \_\_\_\_\_ is very good at reading people which enables him to respond quickly and appropriately.
- \_\_\_\_\_ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- \_\_\_\_\_ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- Having a routine for schedule and coming to office more frequently

# Continual Improvement

## Summary Scores



21. Encourages an employee culture of continuous improvement to seek out better ways of doing things.



22. Looks for ways to improve work processes and procedures.



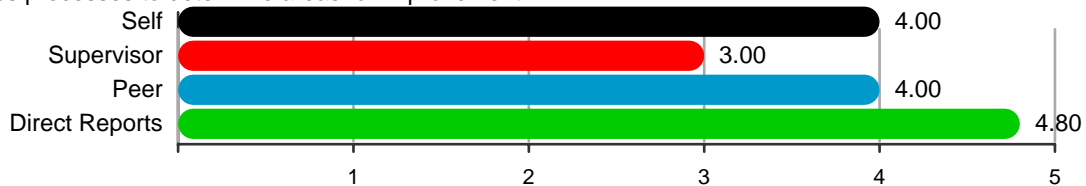
23. Promotes training and development opportunities to enhance job performance.



24. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.



25. Analyzes processes to determine areas for improvement.



## Level of Skill

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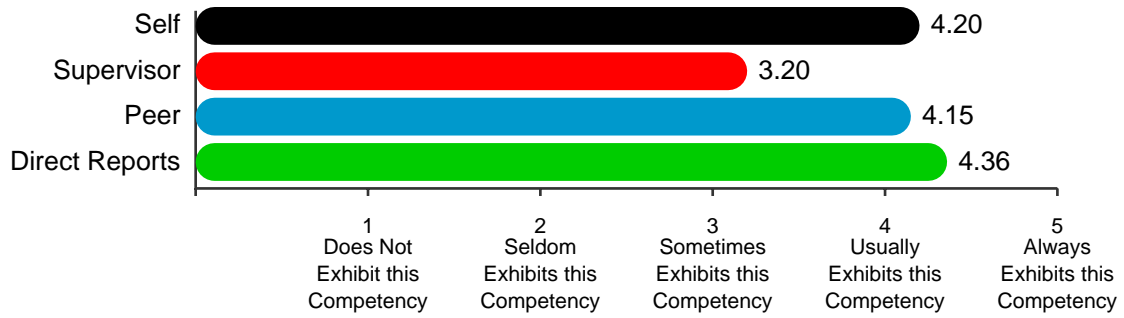
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	4.00	66.7	13%	20%	20%	47%	
22. Looks for ways to improve work processes and procedures.	15	3.47	53.3	13%	33%		47%	7%
23. Promotes training and development opportunities to enhance job performance.	15	3.60	66.7	13%	20%		60%	7%
24. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	4.27	86.7	7%	7%	40%	47%	
25. Analyzes processes to determine areas for improvement.	15	4.20	80.0	7%	13%	33%	47%	

### Comments:

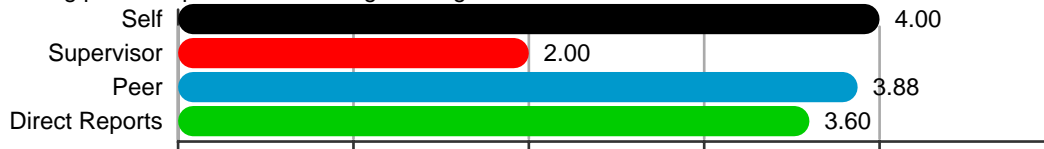
- He knows product and how to engage potential clients.
- He can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- \_\_\_\_\_ is very good at reading people which enables him to respond quickly and appropriately.
- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- The department is lucky to have him.
- \_\_\_\_\_ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.

# Punctuality

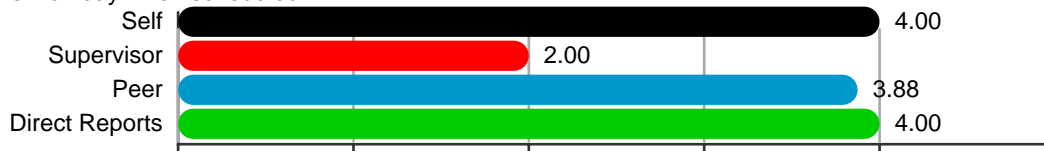
## Summary Scores



26. Avoids making personal phone calls during working hours.



27. Starts the workday when scheduled.



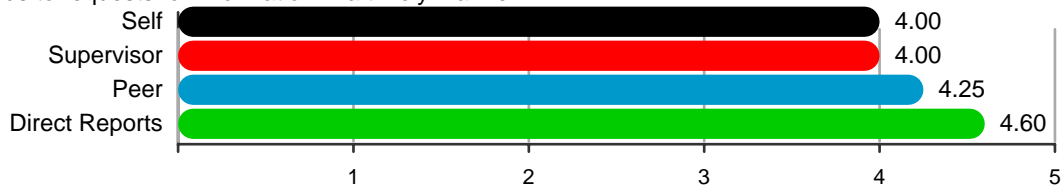
28. Conducts appointments at scheduled start time.



29. Maintains an efficient schedule of activities.



30. Responds to requests for information in a timely manner.



### Level of Skill

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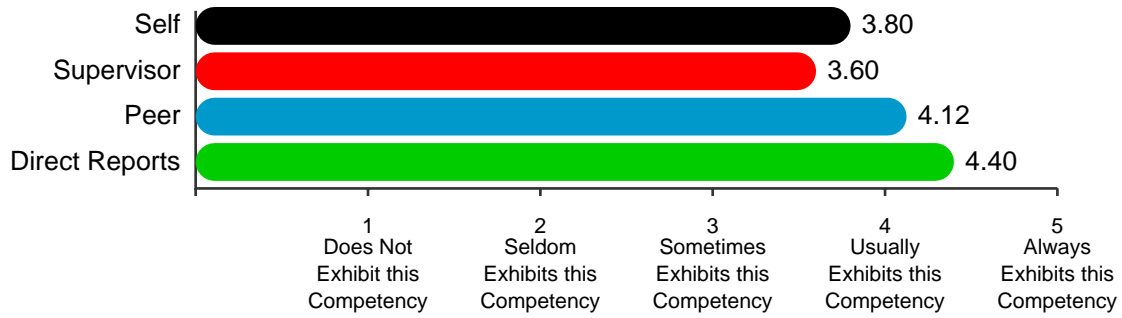
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Avoids making personal phone calls during working hours.	15	3.67	66.7	20%	13%	47%	20%	
27. Starts the workday when scheduled.	15	3.80	73.3	20%	7%	47%	27%	
28. Conducts appointments at scheduled start time.	15	4.33	86.7	13%	40%	47%		
29. Maintains an efficient schedule of activities.	15	4.67	100.0		33%	67%		
30. Responds to requests for information in a timely manner.	15	4.33	100.0		67%	33%		

Comments:

- He always makes a point to make sure he has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- \_\_\_\_\_ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- He often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- 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.
- Again, \_\_\_\_\_ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- \_\_\_\_\_ has a strong knowledge base and willingly shares information.

# Attitude

## Summary Scores



31. Contributes to a positive and fun work environment.



32. Is gracious and professional in their interactions with others.



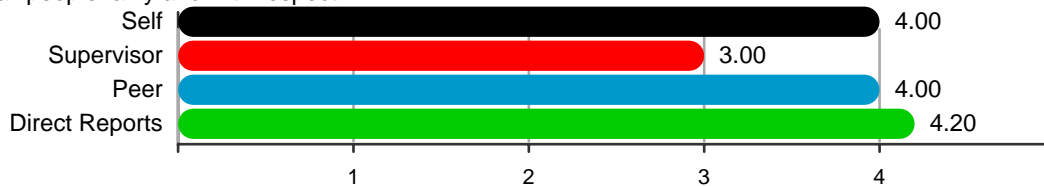
33. Contributes to a positive work environment.



34. Visibly supports and encourages diversity in style and background.



35. Treats all people fairly and with respect.





## Level of Skill

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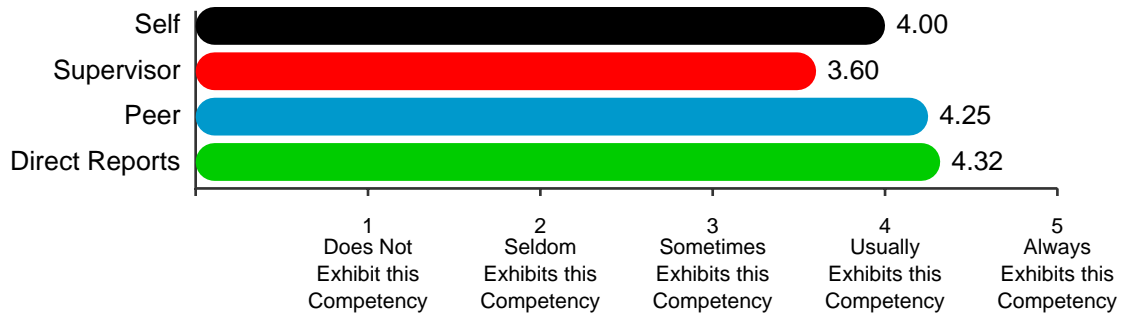
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Contributes to a positive and fun work environment.	15	4.07	80.0	20%		53%		27%
32. Is gracious and professional in their interactions with others.	15	4.47	100.0		53%		47%	
33. Contributes to a positive work environment.	15	4.13	80.0	20%		47%		33%
34. Visibly supports and encourages diversity in style and background.	15	4.13	86.7	13%		60%		27%
35. Treats all people fairly and with respect.	15	4.00	80.0	20%		60%		20%

### Comments:

- \_\_\_\_\_ has a Competency mindset. He is always looking for how we as an organization and specifically his department can improve.
- \_\_\_\_\_ helped to keep us positively focus in the right direction, while keeping us well informed.
- just know going through the hiring process with him.
- \_\_\_\_\_ addresses questions/concerns quickly and listens to staffs' needs.
- \_\_\_\_\_ exemplifies all of the above.
- \_\_\_\_\_ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.

# Project Management

## Summary Scores



36. Maintains costs and expenses within budget limits.



37. Regularly reviews project performance and goals.



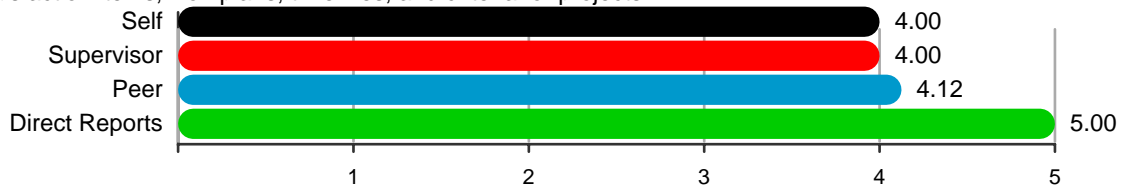
38. Works with customers and clients to assess their needs and define project parameters.



39. Inspires others to accomplish goals and objectives.



40. Develops action items, workplans, timelines, and criteria for projects.



## Level of Skill

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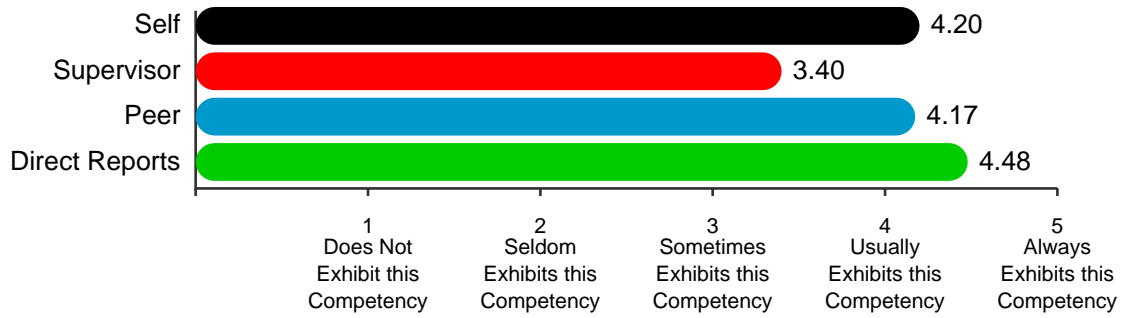
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Maintains costs and expenses within budget limits.	15	4.33	100.0			67%		33%
37. Regularly reviews project performance and goals.	15	3.93	80.0	13%	7%	53%		27%
38. Works with customers and clients to assess their needs and define project parameters.	15	4.27	86.7		13%	47%		40%
39. Inspires others to accomplish goals and objectives.	15	4.13	86.7		13%	60%		27%
40. Develops action items, workplans, timelines, and criteria for projects.	15	4.40	93.3		7%	47%		47%

### Comments:

- 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.
- I really appreciate him.
- \_\_\_\_\_ appropriately utilizes the resources of other team members to meet the needs of the organization.
- Job performance is excellent. Lucky to have \_\_\_\_\_ on our team.
- \_\_\_\_\_ is a role model of a leader and I feel privileged to have \_\_\_\_\_ as a leader and a mentor.
- The role of interim director is new to \_\_\_\_\_ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.

# Regulatory/Compliance

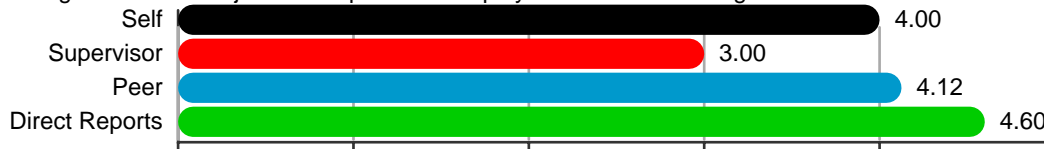
## Summary Scores



### 41. Performs regular compliance audits.



### 42. Offers training on various subjects to help ensure employees are aware of regulations.



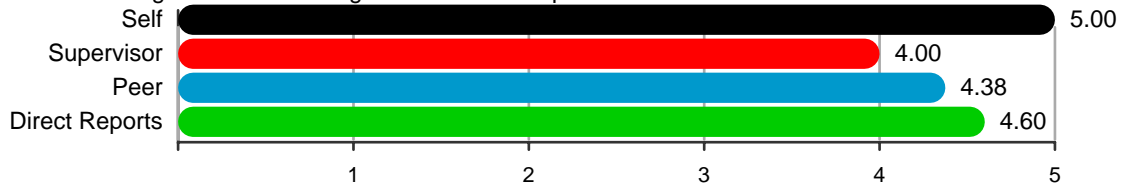
### 43. Is aware of federal and local laws affecting employees.



### 44. Interacts with auditors and regulators on a professional basis.



### 45. Complies with trade agreements affecting international companies.



## Level of Skill

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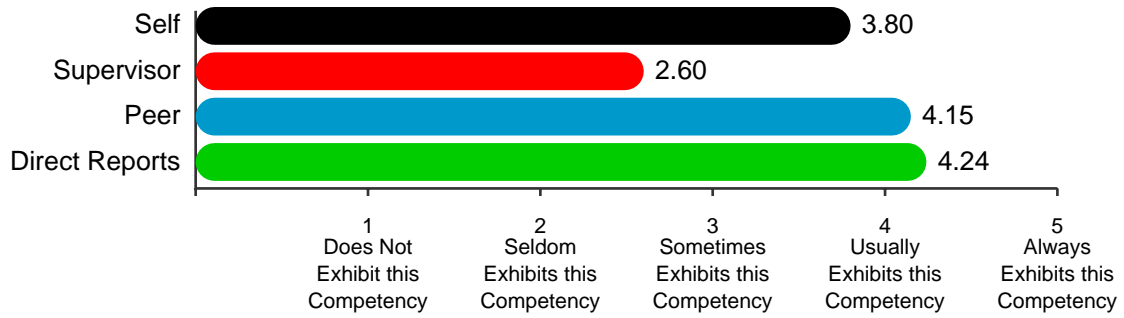
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Performs regular compliance audits.	15	4.33	93.3	7%		53%		40%
42. Offers training on various subjects to help ensure employees are aware of regulations.	15	4.20	80.0	20%		40%		40%
43. Is aware of federal and local laws affecting employees.	15	4.13	86.7	13%		60%		27%
44. Interacts with auditors and regulators on a professional basis.	15	4.00	86.7	13%		73%		13%
45. Complies with trade agreements affecting international companies.	15	4.47	93.3	7%		40%		53%

### Comments:

- \_\_\_\_\_ is a great manager to work for.
- Very knowledgeable and always steps up if help is needed.
- \_\_\_\_\_ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- \_\_\_\_\_ 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].
- \_\_\_\_\_ is very friendly and expresses genuine care for the staff when he is present.
- I appreciate his commitment in this area.

# Recognition

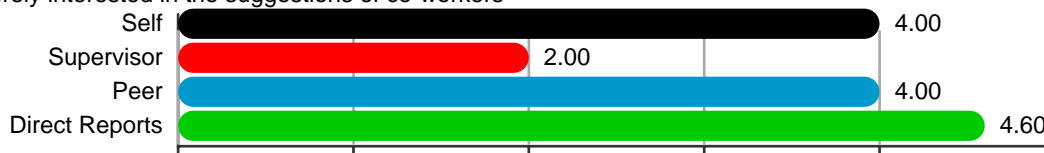
## Summary Scores



46. Makes people around them feel appreciated and valued.



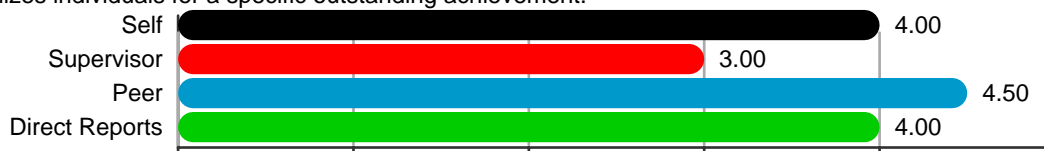
47. Is sincerely interested in the suggestions of co-workers



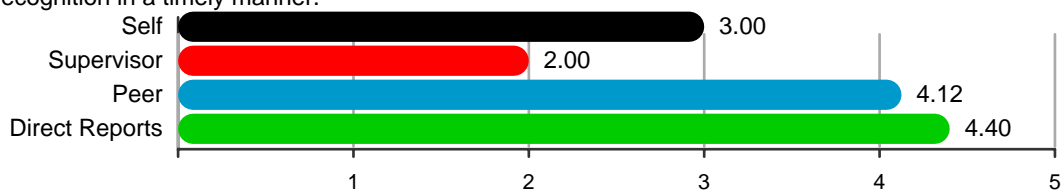
48. Recognizes team members who offer a significant contribution to a project.



49. Recognizes individuals for a specific outstanding achievement.



50. Offers recognition in a timely manner.



### Level of Skill

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46. Makes people around them feel appreciated and valued.	15	3.87	80.0	7%	13%	67%	13%	
47. Is sincerely interested in the suggestions of co-workers	15	4.07	86.7	13%		53%	33%	
48. Recognizes team members who offer a significant contribution to a project.	15	4.13	86.7		13%	60%	27%	
49. Recognizes individuals for a specific outstanding achievement.	15	4.20	86.7	7%	7%	47%	40%	
50. Offers recognition in a timely manner.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- 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.
- He exhibits vision, compassion and high integrity in all of his work.
- \_\_\_\_\_ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad \_\_\_\_\_ has joined the team.
- 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.
- \_\_\_\_\_ has stepped into the role of director and has provided great support to his managers and supervisors, not shying away from issues which need to be addressed.
- \_\_\_\_\_ is determined to help make [CompanyName] successful.

## 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?

- \_\_\_\_\_'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- He effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- \_\_\_\_\_ is professional, collaborative. . .a great team member.
- \_\_\_\_\_ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.

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

- Good leadership style.
- \_\_\_\_\_ is able to manage an ever-changing work load. His time management has improved over the last year, to promote a work-life balance.
- He consistently conducts himself with professionalism and represents our unit well.
- \_\_\_\_\_ is a pleasure to work with.
- I know that \_\_\_\_\_ cares about me as a total individual not just as a professional.
- \_\_\_\_\_ is consistent in his messaging about how we best serve the customers.

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

- I have not had any issues with \_\_\_\_\_ since I have been working for him.
- \_\_\_\_\_ exceeds all expectations in all aspects of his job and the jobs of others when helping on the floor.
- \_\_\_\_\_'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- \_\_\_\_\_ has used his strengths to make this department stronger in many ways.
- Set clear expectations for others.
- \_\_\_\_\_ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.

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

- His quality of work is good.
- He has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- Always has a positive, cheerful, and strong attitude.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- \_\_\_\_\_ 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].
- One of the things that I most appreciate about \_\_\_\_\_ is his willingness to mentor and grow new talent.

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

- He has made improvements in organizing my time and meeting deadlines. However, he still sometimes get bogged down in process and needs to just make decisions.
- \_\_\_\_\_ has very quickly re-invented the Technical Services division. He is now aggressively moving the team to become more mature and service oriented. Throughout this transition, \_\_\_\_\_ has been very successful in managing this difficult change.
- I have worked on several performance improvement projects with \_\_\_\_\_ and have appreciated his knowledge and reliability with collaboration.
- \_\_\_\_\_ 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.



- He is very effective and he has learned so much about our product.
- \_\_\_\_\_ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.

### Any final comments?

- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- He challenges me every day to be my best and I appreciate that.
- He will sit down with all parties involved before he makes a decision.
- I appreciate his style and support.
- \_\_\_\_\_ 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.
- Sometimes \_\_\_\_\_'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.