



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

November 2025

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

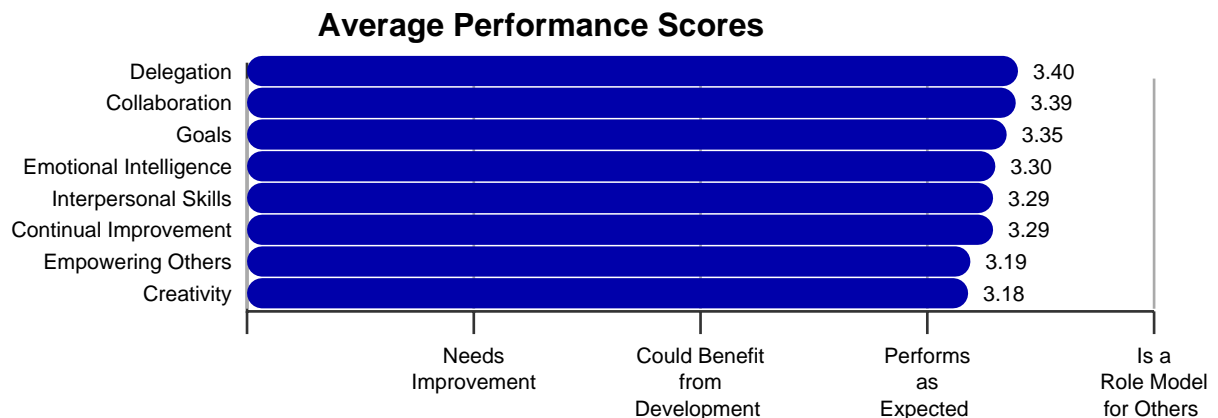
## What to Do with Your Feedback

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

# Summary

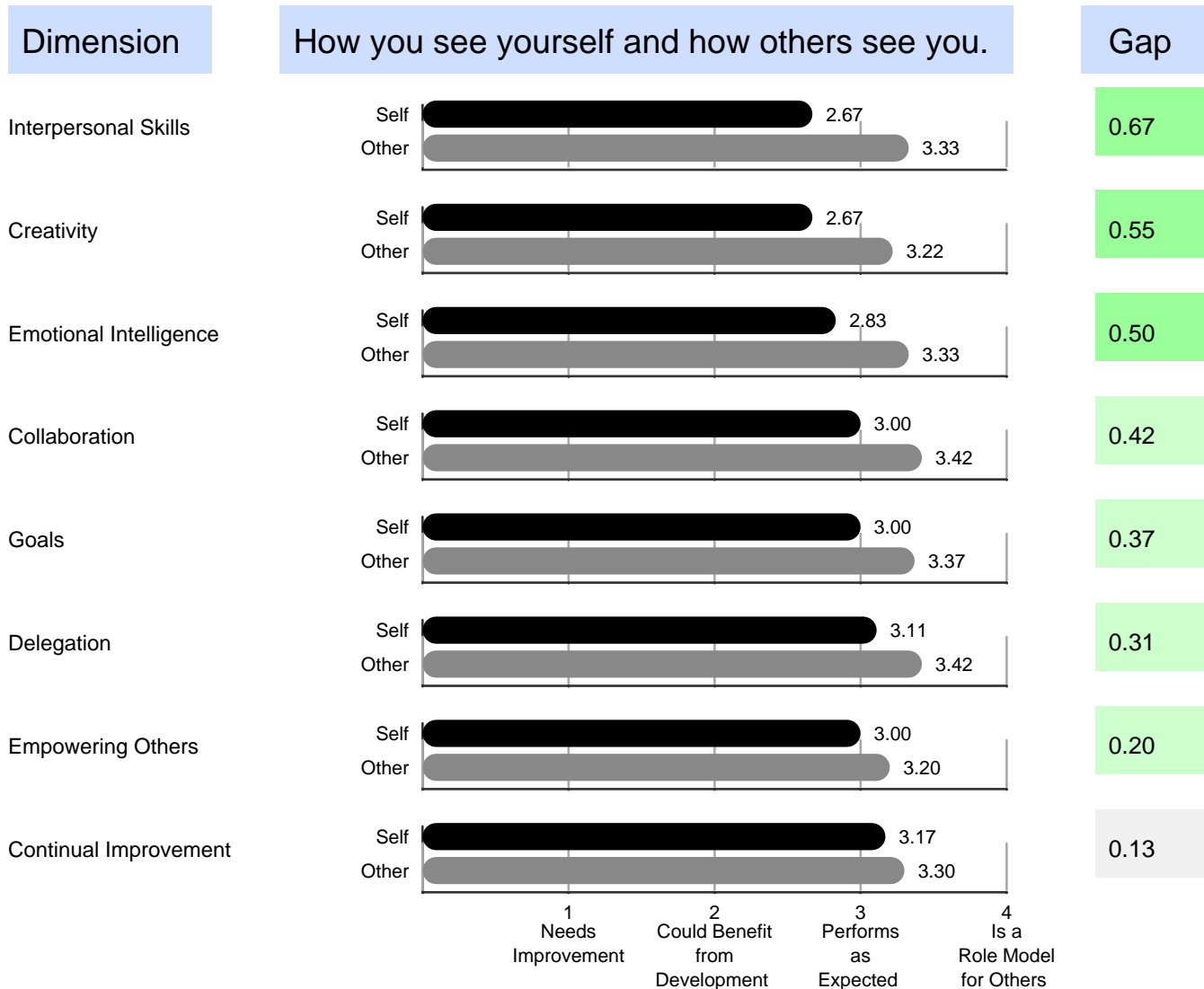
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



## Delegation

### 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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Defines goals and objectives for subordinates.	15	3.20	93.3	7%	67%		27%
2. Reviews the overall success of the delegated task.	15	3.87	100.0	13%	87%		
3. Adjusts level of supervision based on task complexity, employee experience, and risk tolerance.	15	3.33	93.3	7%	53%		40%
4. Provides timely feedback and support without undermining employee confidence.	15	3.60	93.3	7%	27%	67%	
5. Effectively balances delegation and supervision of employees.	15	3.33	93.3	7%	53%		40%
6. Matches employees' competencies with projects that maximize their potential.	15	3.20	93.3	7%	60%		33%
7. Matches assignments to employees' passions to enhance motivation and workplace satisfaction.	15	3.20	86.7	13%	53%		33%
8. Aligns tasks with team members' roles, strengths, and development goals.	15	3.40	93.3	7%	47%		47%
9. Avoids an arbitrary delegation of duties, which can lead to inefficiencies or frustration.	15	3.47	93.3	7%	40%		53%

### Time Comparisons by Item

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

Item	2024	2025	Change
1. Defines goals and objectives for subordinates.	3.29	3.20	-0.09 ▼
2. Reviews the overall success of the delegated task.	3.65	3.87	+0.22 ▲
3. Adjusts level of supervision based on task complexity, employee experience, and risk tolerance.	3.18	3.33	+0.16 ▲
4. Provides timely feedback and support without undermining employee confidence.	3.41	3.60	+0.19 ▲
5. Effectively balances delegation and supervision of employees.	3.24	3.33	+0.10 ▲
6. Matches employees' competencies with projects that maximize their potential.	3.24	3.20	-0.04 ▼
7. Matches assignments to employees' passions to enhance motivation and workplace satisfaction.	3.41	3.20	-0.21 ▼
8. Aligns tasks with team members' roles, strengths, and development goals.	3.24	3.40	+0.16 ▲
9. Avoids an arbitrary delegation of duties, which can lead to inefficiencies or frustration.	3.18	3.47	+0.29 ▲

#### Comments:

- I know that \_\_\_\_\_ cares about me as a total individual not just as a professional.
-

\_\_\_\_\_ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.

- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- \_\_\_\_\_ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.
- He is quick and willing to aid.
- \_\_\_\_\_ 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.

## Emotional Intelligence

### 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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Accurately perceives the emotional reactions of others.	15	3.47	93.3	7%	40%	53%	
11. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.53	100.0		47%	53%	
12. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.27	100.0		73%	27%	
13. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.33	100.0		67%	33%	
14. Is able to control their own emotions.	15	3.13	86.7	13%	60%	27%	
15. Is able to manage their own emotions.	15	3.07	80.0	20%	53%	27%	

### Time Comparisons by Item

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

Item	2024	2025	Change
10. Accurately perceives the emotional reactions of others.	3.35	3.47	+0.11 ▲
11. Is attentive to emotional cues and interprets others' feelings correctly.	3.47	3.53	+0.06 ▲
12. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.47	3.27	-0.20 ▼
13. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.35	3.33	-0.02 ▼
14. Is able to control their own emotions.	3.18	3.13	-0.04 ▼
15. Is able to manage their own emotions.	3.00	3.07	+0.07 ▲

### Comments:

- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- I think \_\_\_\_\_ is a great manager. He is fair, he is there for us if we need his and helps us in anyway he can.
- \_\_\_\_\_'s dedication and leadership in the management development program is evident.
- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- He is open to feedback, but I haven't seen noticeable changes in his behavior as a result.

## 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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
16. Makes sure that I understand our group's goals.	15	3.40	93.3	7%	47%	47%	
17. Establishes strategic goals that focus on attracting, developing, and retaining top talent to build a strong, capable workforce.	15	3.27	93.3	7%	60%		33%
18. Defines goals that are directly relevant to the specific scenario so that individuals and teams can focus their efforts more effectively and efficiently.	14	3.00	92.9	7%	79%		14%
19. Aligns immediate tasks with long-term aspirations to maintain a focused and cohesive overall effort.	15	3.47	100.0		53%		47%
20. Tracks quarterly and annual performance figures by comparing them to the previous year.	15	3.40	93.3	7%	47%		47%
21. Sets clear priorities, creates a distraction-free environment, and employs effective time management strategies to achieve goals.	15	3.53	100.0		47%		53%

### Time Comparisons by Item

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

Item	2024	2025	Change
16. Makes sure that I understand our group's goals.	3.65	3.40	-0.25 ▼
17. Establishes strategic goals that focus on attracting, developing, and retaining top talent to build a strong, capable workforce.	3.47	3.27	-0.20 ▼
18. Defines goals that are directly relevant to the specific scenario so that individuals and teams can focus their efforts more effectively and efficiently.	3.12	3.00	-0.12 ▼
19. Aligns immediate tasks with long-term aspirations to maintain a focused and cohesive overall effort.	3.59	3.47	-0.12 ▼
20. Tracks quarterly and annual performance figures by comparing them to the previous year.	3.29	3.40	+0.11 ▲
21. Sets clear priorities, creates a distraction-free environment, and employs effective time management strategies to achieve goals.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_\_\_ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- Takes complete ownership of role and looks for ways to assist teammates.
- \_\_\_\_\_ is a definite asset to the organization. He is a creative thinker and a strong leader.
- \_\_\_\_\_ is highly skilled and remains focused despite the many directions in which he is pulled. He is calm, easy to work with and makes decisions only after being fully informed.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, \_\_\_\_\_ fits the leadership role well.
- From what I can see \_\_\_\_\_ meets or exceeds all of these leadership roles but remember he is not my manager.

## Interpersonal 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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
22. A good listener who is attentive to others.	15	3.00	80.0	20%	60%		20%
23. Is trusted by peers and co-workers; others are willing to confide in him/her	15	2.87	80.0	20%	73%		7%
24. Demonstrates compassion and understanding of others.	15	3.47	100.0		53%	47%	
25. Provides constructive feedback in a way that fosters acceptance and development.	15	3.67	100.0		33%	67%	
26. Values the opinions of others.	15	3.40	93.3	7%	47%	47%	
27. Demonstrates willingness to work with others.	15	3.33	93.3	7%	53%		40%

### Time Comparisons by Item

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

Item	2024	2025	Change
22. A good listener who is attentive to others.	3.00	3.00	
23. Is trusted by peers and co-workers; others are willing to confide in him/her	2.88	2.87	-0.02 ▼
24. Demonstrates compassion and understanding of others.	3.00	3.47	+0.47 ▲
25. Provides constructive feedback in a way that fosters acceptance and development.	3.76	3.67	-0.10 ▼
26. Values the opinions of others.	3.53	3.40	-0.13 ▼
27. Demonstrates willingness to work with others.	3.12	3.33	+0.22 ▲

### Comments:

- I do see \_\_\_\_\_ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on his assignments.
- 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.
- \_\_\_\_\_ is a tremendous leader in our organization.
- Take charge without being pushed to do so.
- \_\_\_\_\_ is not my manager but have worked with him quite a bit recently and have gained a lot of respect for his knowledge of contracts.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.

## Collaboration

### 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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Recognizes and rewards the contributions of team members.	15	3.53	100.0	47%	53%		
29. Utilizes digital tools to enhance collaborative efforts in creating process and policy documents.	15	3.67	100.0	33%	67%		
30. Builds an environment of trust and respect to encourage risk-taking, innovation, and sharing of ideas.	15	3.33	100.0	67%	33%		
31. Shares insights, innovations, and resources to enhance efficiency.	15	3.20	86.7	13%	53%	33%	
32. Works with others to pool knowledge, ideas and resources to provide deeper insights into difficult issues.	15	3.40	100.0	60%	40%		
33. Equip the team with the right tools and technologies to facilitate collaboration.	15	3.20	86.7	13%	53%	33%	

### Time Comparisons by Item

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

Item	2024	2025	Change
28. Recognizes and rewards the contributions of team members.	3.41	3.53	+0.12 ▲
29. Utilizes digital tools to enhance collaborative efforts in creating process and policy documents.	3.59	3.67	+0.08 ▲
30. Builds an environment of trust and respect to encourage risk-taking, innovation, and sharing of ideas.	3.41	3.33	-0.08 ▼
31. Shares insights, innovations, and resources to enhance efficiency.	3.18	3.20	+0.02 ▲
32. Works with others to pool knowledge, ideas and resources to provide deeper insights into difficult issues.	3.35	3.40	+0.05 ▲
33. Equip the team with the right tools and technologies to facilitate collaboration.	3.18	3.20	+0.02 ▲

### Comments:

- \_\_\_\_\_ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, he has broadened his perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- he remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- I am glad to have \_\_\_\_\_ in his role. Because of his openness and willingness to work with others he helps my department produce quality work, and encourages us to reciprocate.
- \_\_\_\_\_ is consistent in his messaging about how we best serve the customers.
- Have persistence and tenacity
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.

## Empowering Others

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
34. Permits employees to take training to become more independent.	15	3.27	93.3	7%	60%	33%	
35. Motivates and encourages employees to be successful in their jobs.	15	3.00	80.0	20%	60%	20%	
36. Gives employees the opportunity to make their own decisions at work.	15	3.20	93.3	7%	67%	27%	
37. Encourages employees to solve problems on their own.	15	3.27	93.3	7%	60%	33%	
38. Recognizes the accomplishments of employees when they complete important assignments.	15	3.27	86.7	13%	47%	40%	
39. Lets employees complete tasks according to their methods.	15	3.13	86.7	13%	60%	27%	

### Time Comparisons by Item

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

Item	2024	2025	Change
34. Permits employees to take training to become more independent.	2.88	3.27	+0.38 ▲
35. Motivates and encourages employees to be successful in their jobs.	3.18	3.00	-0.18 ▼
36. Gives employees the opportunity to make their own decisions at work.	3.18	3.20	+0.02 ▲
37. Encourages employees to solve problems on their own.	3.35	3.27	-0.09 ▼
38. Recognizes the accomplishments of employees when they complete important assignments.	3.24	3.27	+0.03 ▲
39. Lets employees complete tasks according to their methods.	3.59	3.13	-0.45 ▼

### Comments:

- He is a great mentor and coach. I look forward to working with \_\_\_\_\_ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- He leads by example.
- \_\_\_\_\_ is a team player and effective in his role.
- He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- \_\_\_\_\_ is respected by the team and they openly seek out his advise or opinion.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.

## Continual Improvement

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
40. Looks for ways to improve work processes and procedures.	15	3.40	93.3	7%	47%	47%	
41. Fosters a culture of open communication and continuous improvement.	15	3.33	93.3	7%	53%	40%	
42. Open to the suggestions from others.	15	3.33	93.3	7%	53%	40%	
43. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.13	86.7	13%	60%	27%	
44. Promotes training and development opportunities to enhance job performance.	15	3.00	86.7	13%	73%	13%	
45. Looks for ways to expand current job responsibilities.	15	3.53	100.0		47%	53%	

### Time Comparisons by Item

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

Item	2024	2025	Change
40. Looks for ways to improve work processes and procedures.	3.29	3.40	+0.11 ▲
41. Fosters a culture of open communication and continuous improvement.	3.29	3.33	+0.04 ▲
42. Open to the suggestions from others.	3.41	3.33	-0.08 ▼
43. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.35	3.13	-0.22 ▼
44. Promotes training and development opportunities to enhance job performance.	3.18	3.00	-0.18 ▼
45. Looks for ways to expand current job responsibilities.	3.35	3.53	+0.18 ▲

### Comments:

- He continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- I have observed that \_\_\_\_\_ is always professional and respectful towards myself and others. He asks for our input before making decisions.
- I feel as though I have a shared decision making relationship with \_\_\_\_\_ which makes me feel valued. He supports me and values my opinion.
- \_\_\_\_\_ is very approachable and ensures the best for all employees in the department.
- For reliability, I think \_\_\_\_\_ has so much on his plate that he is sometimes seen by staff as unreliable.
- Resources are managed carefully with input sought and considered before applying those resources.

## Creativity

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
46. Uses fresh insights to reimagine existing approaches.	15	3.00	86.7	13%	73%		13%
47. Gives employees a high degree of freedom to be creative.	15	3.20	93.3	7%	60%		33%
48. Uses learning as a springboard for imaginative and original contributions.	15	3.20	93.3	7%	67%		27%
49. Produces novel and valuable solutions to problems.	15	3.40	93.3	7%	47%		47%
50. Reframes problems in novel ways to unlock new solutions.	15	3.13	80.0	7%	13%	40%	40%
51. Creates space for developing ideas and refining them through iteration.	14	3.14	92.9	7%	71%		21%

### Time Comparisons by Item

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

Item	2024	2025	Change
46. Uses fresh insights to reimagine existing approaches.	3.24	3.00	-0.24 ▼
47. Gives employees a high degree of freedom to be creative.	3.00	3.20	+0.20 ▲
48. Uses learning as a springboard for imaginative and original contributions.	3.18	3.20	+0.02 ▲
49. Produces novel and valuable solutions to problems.	3.35	3.40	+0.05 ▲
50. Reframes problems in novel ways to unlock new solutions.	3.29	3.13	-0.16 ▼
51. Creates space for developing ideas and refining them through iteration.	3.24	3.14	-0.09 ▼

### Comments:

- \_\_\_\_\_ always makes decisions based on what is best for the department or organization.
- I am very thankful for all the opportunities he has provided me and I have grown in my development under his guidance. A real asset to the organization.
- \_\_\_\_\_ is always working to include staff in a shared decision making processes.
- \_\_\_\_\_ shines when it comes to teamwork and process improvement. His ability to lead a team with collaboration and communication is amazing.
- \_\_\_\_\_ is very visible on the unit. Spending many hours with staff.
- He always has the customer's best interest in mind, and because he is so highly engaged, it carries over to his staff.

## 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?

- I think \_\_\_\_\_ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage him to sit down with his staff and peers for the learning and growth opportunities that are available within our unit.
- It's a pleasure to work with \_\_\_\_\_ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.
- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- \_\_\_\_\_ is a true asset to [CompanyName].
- While encouraging folks to continue with their education, he is also continuing with his education.
- I truly enjoy working with \_\_\_\_\_ on a daily basis.

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

- 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.
- He clearly assigns our responsibilities by our individual strengths.
- \_\_\_\_\_ is excellent at providing positive feedback in the moment while in meetings.
- \_\_\_\_\_ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- I am impressed with his commitment to task and job knowledge.
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.

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

- \_\_\_\_\_ has done a great job of continuing to grow and refine the service lines.
- \_\_\_\_\_ is an effective leader and it shows with the annual score of departments he leads, resulting in upward trends of grand mean and Q1.
- he is open and willing to share his vision for the team.
- \_\_\_\_\_ is a great director, knows his scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- \_\_\_\_\_ is a strong leader. He encourages those reporting under him to make decisions and supports each one of us. He discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- I value \_\_\_\_\_ for so much more than his negotiating skills which are outstanding.

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

- 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+
- \_\_\_\_\_ has always made himself available to help out in the department as needed, even willing to be there on weekends!
- He correctly sets limits, and expectations of his managers.
- \_\_\_\_\_ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- \_\_\_\_\_ is a great team player for our organization as a whole and for the Department itself.
- \_\_\_\_\_ is excellent at providing positive feedback in the moment while in meetings.

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

- \_\_\_\_\_ is professional in communication verbally, but misses hearing some important items that are verbalized to him.
- He is fair, focused and on top of things. He wears many hats at [CompanyName] and I admire the way he can 'know' what's happening in all areas.
- He always has the customer's best interest in mind, and because he is so highly engaged, it carries over to his staff.
- \_\_\_\_\_ is someone I feel I can talk to about any problem or situation and I value his opinion.
- \_\_\_\_\_ does a great job of ensuring his departments are meeting the needs of the organization and our community.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.

### Any final comments?

- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- \_\_\_\_\_ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.
- \_\_\_\_\_ works with a very diverse group and treats everyone the same while respecting that diversity.
- \_\_\_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.