



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

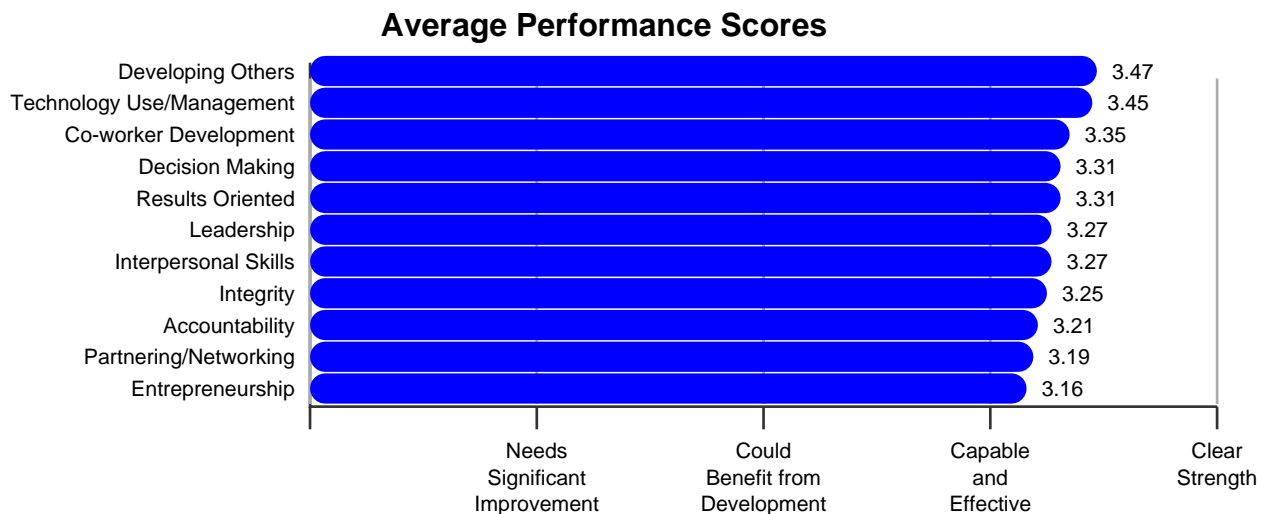
What to Do with Your Feedback

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

Summary

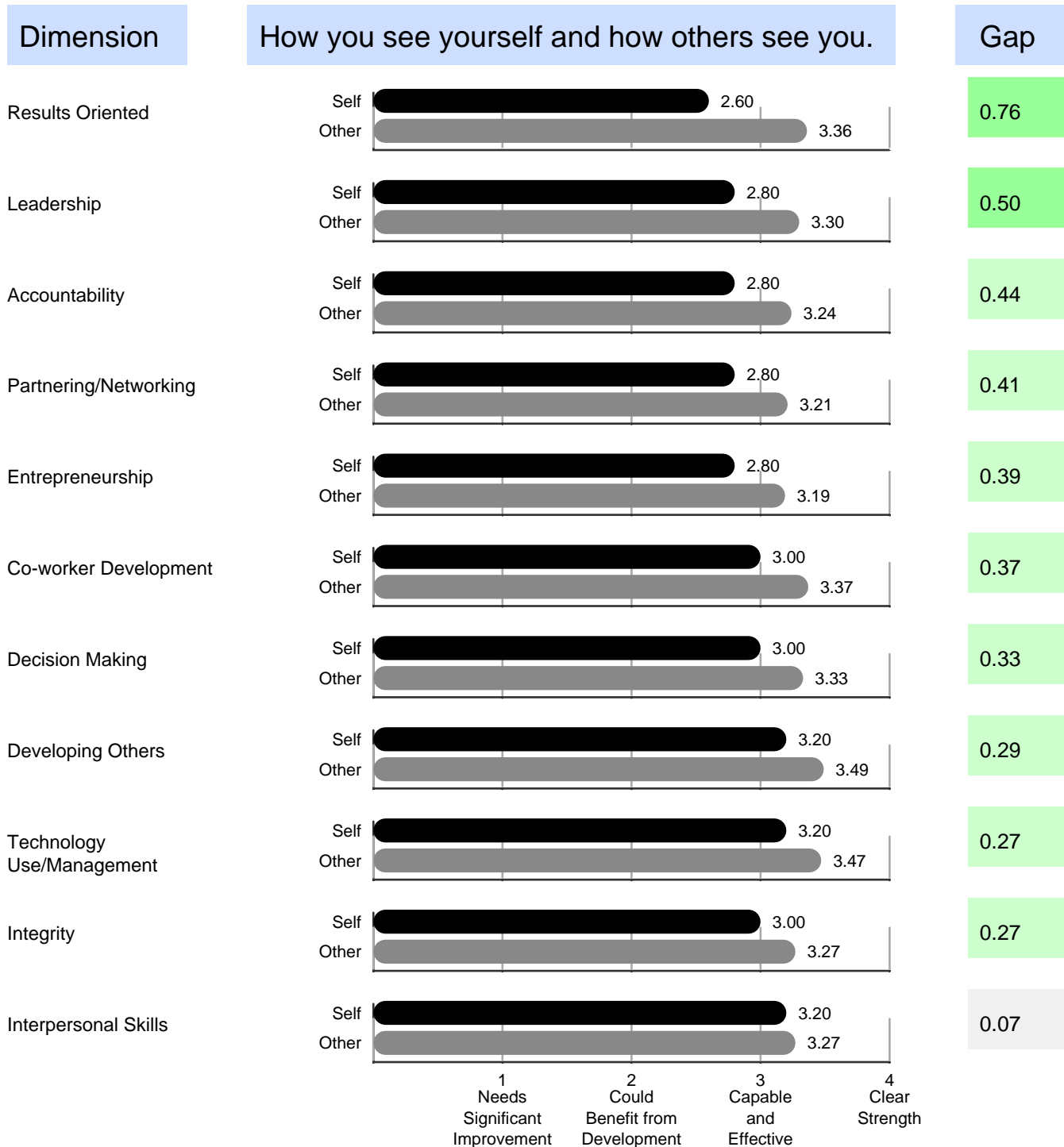
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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



Gap Analysis

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



Developing 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Is open to receiving feedback.	15	3.20	93.3	7%	67%		27%
2. Assigns tasks and responsibilities to develop skills of others.	15	3.87	100.0	13%	87%		
3. Tries to ensure employees are ready to move to the next level.	15	3.33	93.3	7%	53%		40%
4. Sets performance objectives for subordinates that encourages development opportunities.	15	3.60	93.3	7%	27%	67%	
5. Creates opportunities for professional development.	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. Is open to receiving feedback.	3.29	3.20	-0.09 ▼
2. Assigns tasks and responsibilities to develop skills of others.	3.65	3.87	+0.22 ▲
3. Tries to ensure employees are ready to move to the next level.	3.18	3.33	+0.16 ▲
4. Sets performance objectives for subordinates that encourages development opportunities.	3.41	3.60	+0.19 ▲
5. Creates opportunities for professional development.	3.24	3.33	+0.10 ▲

Comments:

- Works hard to build a team environment.
- He is an excellent teammate, great attitude, effort, and energy.
- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- He is always asking for input and feedback. His understanding of the Core measures role was little to start, but he has become incredibly savvy at understanding the issues and barriers that impact my role. He does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- He engages the staff and I feel the department is in the best shape it ever has been in.
- _____ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.

Co-worker Development

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Provides ongoing feedback to co-workers on their development progress	15	3.20	93.3	7%	60%	33%	
7. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.20	86.7	13%	53%	33%	
8. Gives others development opportunities through project assignments and increased job responsibilities	15	3.40	93.3	7%	47%	47%	
9. Works to identify root causes of performance problems	15	3.47	93.3	7%	40%	53%	
10. Takes immediate action on poor performance	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. Provides ongoing feedback to co-workers on their development progress	3.24	3.20	-0.04 ▼
7. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.41	3.20	-0.21 ▼
8. Gives others development opportunities through project assignments and increased job responsibilities	3.24	3.40	+0.16 ▲
9. Works to identify root causes of performance problems	3.18	3.47	+0.29 ▲
10. Takes immediate action on poor performance	3.35	3.47	+0.11 ▲

Comments:

- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- He engages other strong leaders empowering them to excel. He deals fairly in controversial situations striving for productive outcomes.
- _____ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with _____ for many years.
- He has taken the proverbial "ball" and ran with it in a way that shows excellence in his endeavor.
- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.
- I enjoy working with _____. I feel he is honest and has a desire to see improvement in the organization as a whole. His area is unique which, at times, allows _____ to give a whole new perspective on a subject.

Leadership

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Able to organize the work of others.	15	3.53	100.0	47%	53%		
12. Highly effective supervisor.	15	3.27	100.0	73%	27%		
13. Provides resources to enable individuals to develop professionally.	15	3.33	100.0	67%	33%		
14. Motivates others to reach and exceed organizational goals and objectives.	15	3.13	86.7	13%	60%	27%	
15. Is a highly effective supervisor.	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. Able to organize the work of others.	3.47	3.53	+0.06 ▲
12. Highly effective supervisor.	3.47	3.27	-0.20 ▼
13. Provides resources to enable individuals to develop professionally.	3.35	3.33	-0.02 ▼
14. Motivates others to reach and exceed organizational goals and objectives.	3.18	3.13	-0.04 ▼
15. Is a highly effective supervisor.	3.00	3.07	+0.07 ▲

Comments:

- _____ has also attended many off-site events to show his support to department staff.
- _____ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- Could benefit from increasing awareness on how much influence they have on the department.
- He is friendly, courteous, and kind all while being very professional.
- _____ is very responsive and provides great support service.

Decision Making

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Is able to make decisions quickly.	15	3.40	93.3	7%	47%	47%	
17. Exercises good judgment by making sound and informed decisions.	15	3.27	93.3	7%	60%	33%	
18. Asks for additional information when making critical decisions.	14	3.00	92.9	7%	79%	14%	
19. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.47	100.0		53%	47%	
20. Does not lose sight of the big picture when making decisions	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. Is able to make decisions quickly.	3.65	3.40	-0.25 ▼
17. Exercises good judgment by making sound and informed decisions.	3.47	3.27	-0.20 ▼
18. Asks for additional information when making critical decisions.	3.12	3.00	-0.12 ▼
19. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.59	3.47	-0.12 ▼
20. Does not lose sight of the big picture when making decisions	3.29	3.40	+0.11 ▲

Comments:

- He has an open door policy and is available when needed.
- I think _____ is doing a great job! The learning curve is steep and he is growing to meet the challenge.
- _____ has been particularly helpful to me as I transition into my new role. He provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- _____ 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 _____!
- _____ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- You can count on _____ to be honest and stay true to commitments.

Results Oriented

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Explains the "whys" behind organizational objectives	15	3.53	100.0	47%	53%		
22. Stays focused on meeting the needs of customers.	15	3.00	80.0	20%	60%	20%	
23. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	2.87	80.0	20%	73%	7%	
24. Helps others when free-time is available.	15	3.47	100.0	53%	47%		
25. Does not become distracted by non-issues or interruptions.	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. Explains the "whys" behind organizational objectives	3.35	3.53	+0.18 ▲
22. Stays focused on meeting the needs of customers.	3.00	3.00	
23. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	2.88	2.87	-0.02 ▼
24. Helps others when free-time is available.	3.00	3.47	+0.47 ▲
25. Does not become distracted by non-issues or interruptions.	3.76	3.67	-0.10 ▼

Comments:

- _____ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.
- He is also an excellent resource to other managers and will take the time to offer information and support.
- Professionalism is an area where I feel _____ could continue to develop is making sure that his non-verbal cues are kept to a minimum. He tends to show more of his frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with him.
- _____ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support _____ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by _____ without his bringing them before the team for discussion.
- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.
- Stay focused more on the agenda for meetings.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Applies complex rules and regulations to maintain optimal system performance.	15	3.40	93.3	7%	47%	47%	
27. Understands and is committed to implementing new technologies.	15	3.33	93.3	7%	53%	40%	
28. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.53	100.0		47%	53%	
29. Adopts the implementation of new technology into the workplace.	15	3.67	100.0		33%	67%	
30. Maximizes the use of new technology to deliver products and services.	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. Applies complex rules and regulations to maintain optimal system performance.	3.53	3.40	-0.13 ▼
27. Understands and is committed to implementing new technologies.	3.12	3.33	+0.22 ▲
28. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.41	3.53	+0.12 ▲
29. Adopts the implementation of new technology into the workplace.	3.59	3.67	+0.08 ▲
30. Maximizes the use of new technology to deliver products and services.	3.41	3.33	-0.08 ▼

Comments:

- He stays in his office, and is largely oblivious to the daily activities of customer service.
- I admire _____ and look up to his wisdom, he is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- He exceeded all of my expectations. The outcome of this work was very successful, in great part to _____'s work.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.

Accountability

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Takes ownership of mistakes and learns from them.	15	3.20	86.7	13%	53%	33%	
32. Implements and facilitates controls and processes that maintain the integrity of the organization.	15	3.40	100.0		60%	40%	
33. Acts like an owner when they make decisions.	15	3.20	86.7	13%	53%	33%	
34. Keeps supervisor informed of recent events.	15	3.27	93.3	7%	60%	33%	
35. Takes responsibility for results.	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. Takes ownership of mistakes and learns from them.	3.18	3.20	+0.02 ▲
32. Implements and facilitates controls and processes that maintain the integrity of the organization.	3.35	3.40	+0.05 ▲
33. Acts like an owner when they make decisions.	3.18	3.20	+0.02 ▲
34. Keeps supervisor informed of recent events.	2.88	3.27	+0.38 ▲
35. Takes responsibility for results.	3.18	3.00	-0.18 ▼

Comments:

- He is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- I admire his ability to see the big picture (both within our walls and outside our walls).
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.
- _____ appropriately utilizes the resources of other team members to meet the needs of the organization.
- I have also had the pleasure of partnering with _____ in our Core Competency leader learning. _____ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- He has an innate ability to match assigned roles with individual strengths.

Integrity

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Fosters an environment built upon trust.	15	3.20	93.3	7%	67%	27%	
37. Maintains strong relationships with others.	15	3.27	93.3	7%	60%	33%	
38. Accepts responsibility for mistakes.	15	3.27	86.7	13%	47%	40%	
39. Demonstrates sincerity in actions with others.	15	3.13	86.7	13%	60%	27%	
40. Fosters a high standard of ethics and integrity.	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. Fosters an environment built upon trust.	3.18	3.20	+0.02 ▲
37. Maintains strong relationships with others.	3.35	3.27	-0.09 ▼
38. Accepts responsibility for mistakes.	3.24	3.27	+0.03 ▲
39. Demonstrates sincerity in actions with others.	3.59	3.13	-0.45 ▼
40. Fosters a high standard of ethics and integrity.	3.29	3.40	+0.11 ▲

Comments:

- _____ 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.
- 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.
- He is truly a great example of Competency improvement as he continuously improves his skills and abilities.
- _____ takes some time to process new ideas and often reacts before considering the facts. Once _____ has had time to think about discussions, he is willing to work with other departments and staff. He can be stubborn at times.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that he is getting more from his VP so he has what he needs to do his job well.
- Dedicated to the customer and community, he is worth his weight in gold.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Expresses appreciation of other's work.	15	3.33	93.3	7%	53%	40%	
42. Is trusted by peers and co-workers; others are willing to confide in him/her	15	3.33	93.3	7%	53%	40%	
43. Adapts management style to meet the needs of the individual or situation.	15	3.13	86.7	13%	60%	27%	
44. Successfully resolves conflicts and grievances to a win-win solution.	15	3.00	86.7	13%	73%	13%	
45. Able to work with individuals at all levels of the Company.	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. Expresses appreciation of other's work.	3.29	3.33	+0.04 ▲
42. Is trusted by peers and co-workers; others are willing to confide in him/her	3.41	3.33	-0.08 ▼
43. Adapts management style to meet the needs of the individual or situation.	3.35	3.13	-0.22 ▼
44. Successfully resolves conflicts and grievances to a win-win solution.	3.18	3.00	-0.18 ▼
45. Able to work with individuals at all levels of the Company.	3.35	3.53	+0.18 ▲

Comments:

- _____ does a great job of keeping the lines of communication and this is appreciated.
- Provides team members with frequent informal feedback.
- I will always welcome _____'s direct, honest, caring feedback.
- _____ has also attended many off-site events to show his support to department staff.
- His communication style can also come across as very directive at times to peers and subordinates.
- Timely follow through.

Partnering/Networking

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Supports and encourages relationships that are created by diverse team members.	15	3.00	86.7	13%	73%		13%
47. Creates the conditions for partnerships to grow and develop.	15	3.20	93.3	7%	60%		33%
48. Builds alliances between departments and teams.	15	3.20	93.3	7%	67%		27%
49. Partners with peers to obtain influence within the Company.	15	3.40	93.3	7%	47%		47%
50. Seeks an understanding of diverse functions within the Company.	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. Supports and encourages relationships that are created by diverse team members.	3.24	3.00	-0.24 ▼
47. Creates the conditions for partnerships to grow and develop.	3.00	3.20	+0.20 ▲
48. Builds alliances between departments and teams.	3.18	3.20	+0.02 ▲
49. Partners with peers to obtain influence within the Company.	3.35	3.40	+0.05 ▲
50. Seeks an understanding of diverse functions within the Company.	3.29	3.13	-0.16 ▼

Comments:

- He engages other strong leaders empowering them to excel. He deals fairly in controversial situations striving for productive outcomes.
- Another area he needs to work on is honoring team decisions. He will make unilateral decisions and then not tell the team.
- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.
- _____ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- 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.
- _____ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him with some feeling of success. While it is true that not everything can be important if everything IS important, _____ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. _____ has a solid reputation for being a direct communicator and his opinion is respected in our group.

Entrepreneurship

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
51. Has a strategic awareness on how to promote the organization.	14	3.14	92.9	7%	71%		21%
52. Encourages risk taking for developing potential business opportunities.	14	3.21	85.7	14%	50%		36%
53. Able to adapt the department to changing business demands and climate.	15	3.27	86.7	13%	47%		40%
54. Devotes a certain amount of time and effort to developing new business opportunities.	15	3.13	86.7	13%	60%		27%
55. Balances risks and rewards when making decisions.	15	3.07	86.7	13%	67%		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
51. Has a strategic awareness on how to promote the organization.	3.24	3.14	-0.09 ▼
52. Encourages risk taking for developing potential business opportunities.	3.06	3.21	+0.16 ▲
53. Able to adapt the department to changing business demands and climate.	3.59	3.27	-0.32 ▼
54. Devotes a certain amount of time and effort to developing new business opportunities.	2.94	3.13	+0.19 ▲
55. Balances risks and rewards when making decisions.	2.88	3.07	+0.18 ▲

Comments:

- _____ is always looking for ways to improve our workflow and values input from the team members. On a personal note, he has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- Please know that stress can occasionally slow down progress.
- He has been influential in our focus on the future.
- He will always be able to state that he did everything he could, he gives this job his all!
- Personality. Great Mentor and Leader. Talented.

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 have not observed _____'s interaction with the members of his team. _____ consistently communicates openly in my interactions with him.
- _____'s priority is our customers and community.
- _____ has served as a valuable leader mentor to me. He is respectful of those he deals with and seeks to optimize others skills and strengths.
- I value _____ for so much more than his negotiating skills which are outstanding.
- At times I feel like _____ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.

What do you like best about working with this individual?

- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- 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 been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.
- Having had minimal interaction with _____'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- he is open and willing to share his vision for the team.
- _____ is a great leader and understands when he is needed the most. He is fair in his changes and tries his hardest to be equal to everyone.

What do you like least about working with this individual?

- He clearly assigns our responsibilities by our individual strengths.
- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- He is a natural and perfect fit for the CFO position.
- _____ is a fantastic manager who is now hitting his stride. He exhibits his strengths when called upon and is actively working on improving areas he needs to.
- He has worked hard to understand people's strengths and what they need from him.
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.

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

- _____ delegates very effectively.
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- _____ is very visible on the unit. Spending many hours with staff.
- _____ 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 has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.

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

- Working with _____ on the IP rehab project has been awesome. He is great at what he does. He understands his role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with his anytime.
- _____ has made a lot of headway in transforming his team this last year. A number of changes to structure and job descriptions have been made.
- Increase in confidence. Being willing to lean into the uncomfortable.
- _____ is incredibly talented and very smart. His attention to detail is unparalleled.
- I really enjoy working with _____. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- He removes barriers so that we can do our job to the best of our ability.

Any final comments?

- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- I have been most impressed by _____ in the last year. His leadership and intervention into the roles and responsibilities of his staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from _____.
- I have not been directly involved in making hiring decisions with him, but I do know that he makes a point to ensure all stakeholders are involved in the process and decision.
- Is a fantastic source of feedback and growth development.
- Provides reinforcement and feedback within the context of the overall business strategy.
- _____ is a great partner in Systems Implementation.