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.
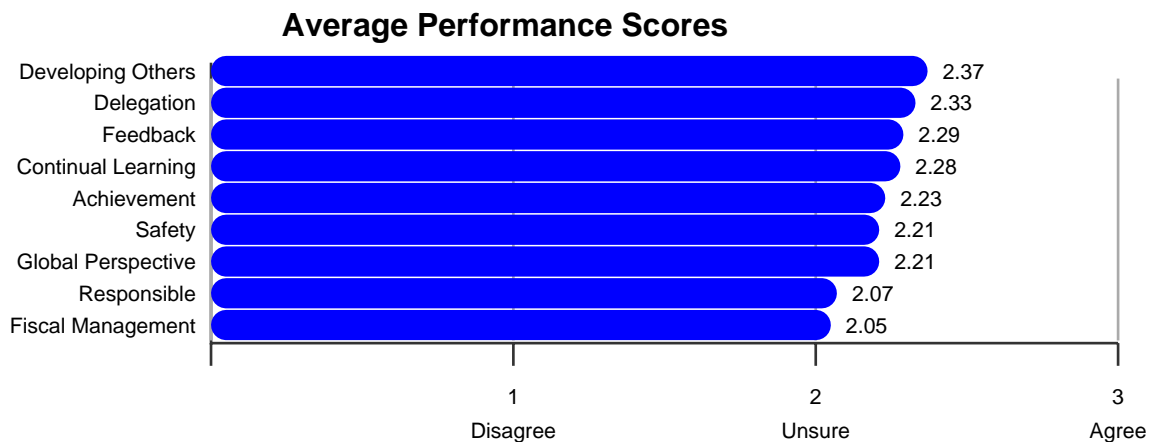
What to Do with Your Feedback

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.
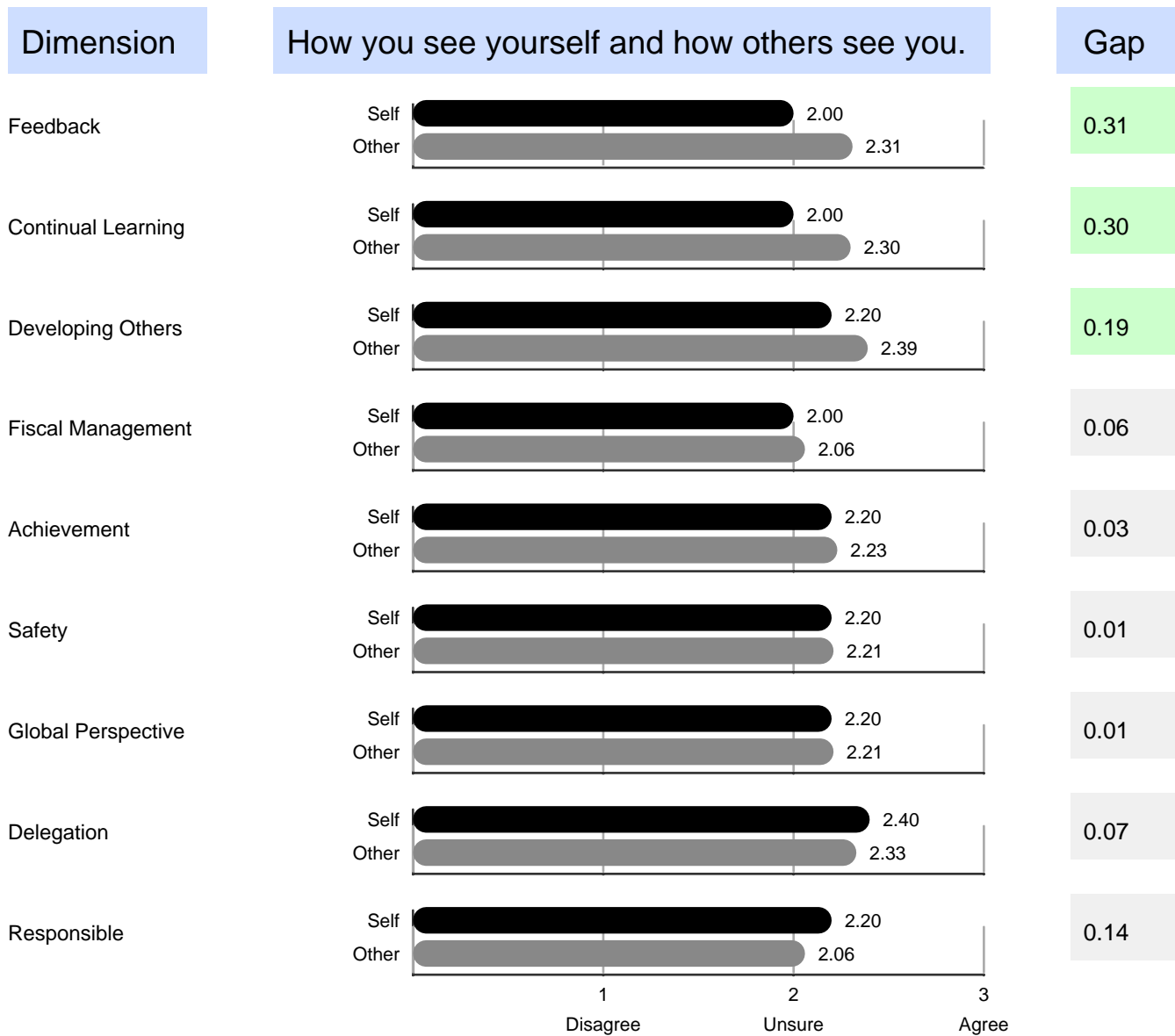
Summary

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 9 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.

Average Performance Scores

Dimension	Score
Developing Others	2.37
Delegation	2.33
Feedback	2.29
Continual Learning	2.28
Achievement	2.23
Safety	2.21
Global Perspective	2.21
Responsible	2.07
Fiscal Management	2.05

Scale: 1 = Disagree, 2 = Unsure, 3 = Agree

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.

Dimension	How you see yourself and how others see you.	Gap
Feedback	Self 2.00 / Other 2.31	0.31
Continual Learning	Self 2.00 / Other 2.30	0.30
Developing Others	Self 2.20 / Other 2.39	0.19
Fiscal Management	Self 2.00 / Other 2.06	0.06
Achievement	Self 2.20 / Other 2.23	0.03
Safety	Self 2.20 / Other 2.21	0.01
Global Perspective	Self 2.20 / Other 2.21	0.01
Delegation	Self 2.40 / Other 2.33	0.07
Responsible	Self 2.20 / Other 2.06	0.14

Scale: 1 Disagree — 2 Unsure — 3 Agree

Developing Others

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.42
Direct Reports	2.36

1 Disagree   2 Unsure   3 Agree

1. Is open to receiving feedback.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

2. Creates a work environment that fosters positive feedback to employees.

Self	3.00
Supervisor	1.00
Peer	2.88
Direct Reports	2.20

3. Encourages employees through recognition of positive changes in behavior.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.80

4. Tries to ensure employees are ready to move to the next level.

Self	2.00
Supervisor	1.00
Peer	2.75
Direct Reports	2.40

5. Sets performance objectives for subordinates that encourages development opportunities.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

1   2   3
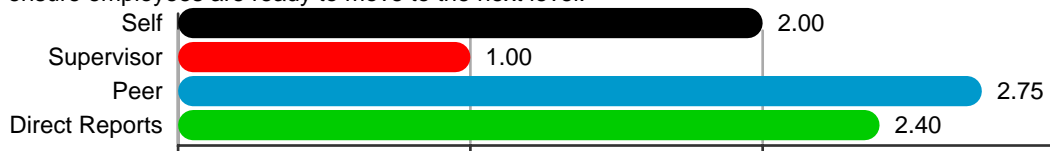
Level of Skill

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 (Disagree) to green (Agree).
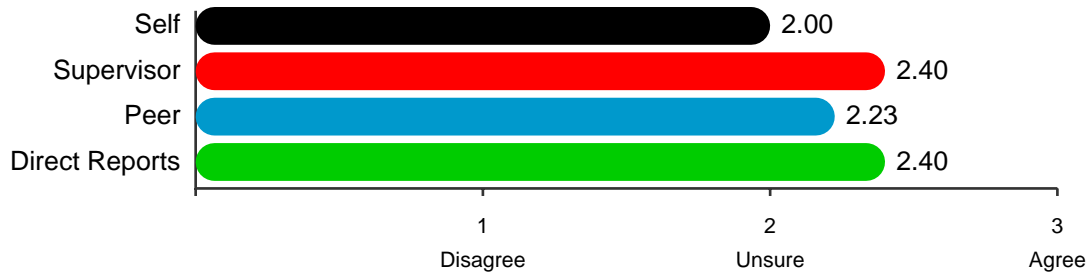
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Is open to receiving feedback.	15	2.27	33.3	7%	60%	33%
2. Creates a work environment that fosters positive feedback to employees.	15	2.53	73.3	20%	7%	73%
3. Encourages employees through recognition of positive changes in behavior.	15	2.33	40.0	7%	53%	40%
4. Tries to ensure employees are ready to move to the next level.	15	2.47	53.3	7%	40%	53%
5. Sets performance objectives for subordinates that encourages development opportunities.	15	2.27	40.0	13%	47%	40%

Comments:

- I believe the team greatly values _____'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- _____ is very good at reading people which enables him to respond quickly and appropriately.
- He is detailed when presenting a plan.
- I am glad _____ was chosen to step in and take lead of [CompanyName]. He uses good judgment and makes the right decisions, even when they are difficult.
- He is very professional and caring in his job
- _____ strives to be professional with each and every interaction and I think inspires confidence.

Continual Learning

Summary Scores

Self	2.00
Supervisor	2.40
Peer	2.23
Direct Reports	2.40

1 — Disagree
2 — Unsure
3 — Agree

6. Shares best practices with others and learns from others.

Self	2.00
Supervisor	2.00
Peer	2.12
Direct Reports	2.20

7. Takes charge of their training and skills enhancement.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	1.80

8. Participates in regular training offered.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

9. Pursues self-improvement through continual learning.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.60

10. Is open to new ideas and concepts.

Self	2.00
Supervisor	1.00
Peer	2.38
Direct Reports	3.00

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Shares best practices with others and learns from others.	15	2.13	33.3	20%	47%	33%
7. Takes charge of their training and skills enhancement.	15	2.07	26.7	20%	53%	27%
8. Participates in regular training offered.	15	2.33	40.0	7%	53%	40%
9. Pursues self-improvement through continual learning.	15	2.40	53.3	13%	33%	53%
10. Is open to new ideas and concepts.	15	2.47	60.0	13%	27%	60%

Comments:

- _____ is someone I have immense respect for.   He is someone that I can turn to if I am having problems or concerns.   Whenever I have concerns or frustrations, I feel that I can always ask _____ and get an honest response.
- I would recommend that _____ proof read his emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by his staff.
- My only constructive feedback would be for him to continue to be aware of how his personal style when he has strong feelings about something can, at times, shut down contrary views/opinions from the group.   He may want to consider open ended questions from others to draw out their thoughts and then sharing his perspective as a balance.
- His skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- Closes off discussions with action plans.
- _____ does not always follow through with things (ordering equipment).
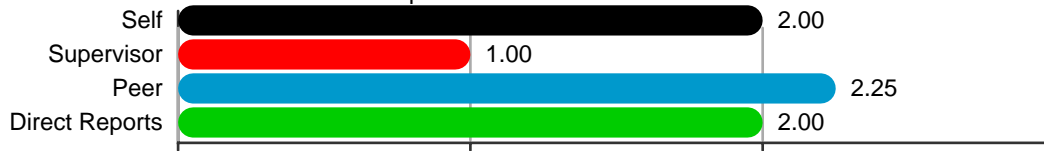
Achievement

Summary Scores

	Score
Self	2.20
Supervisor	2.20
Peer	2.18
Direct Reports	2.32

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            1              2              3
         Disagree       Unsure         Agree
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11. Takes immediate action of projects fall behind schedule.

	Score
Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.60

12. Is flexible in adjusting priorities to meet the demands of changing situations.

	Score
Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.80

13. Eliminates bureaucratic barriers to streamline processes.

	Score
Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.00

14. Allocates resources as needed to accomplish organizational goals.

	Score
Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.60

15. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.

	Score
Self	3.00
Supervisor	2.00
Peer	2.29
Direct Reports	2.60

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            1              2              3
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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 (Disagree) to green (Agree).
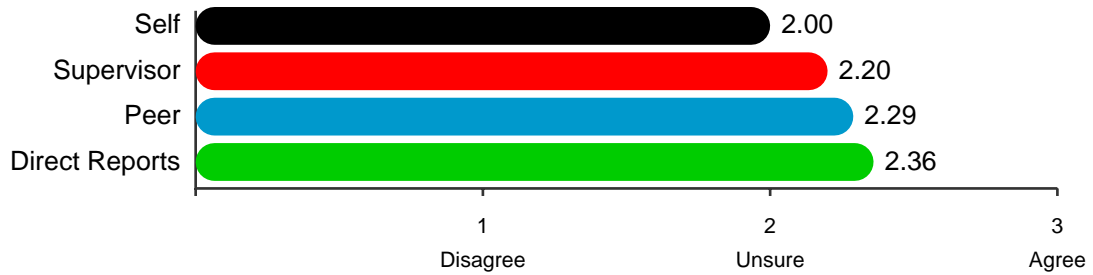
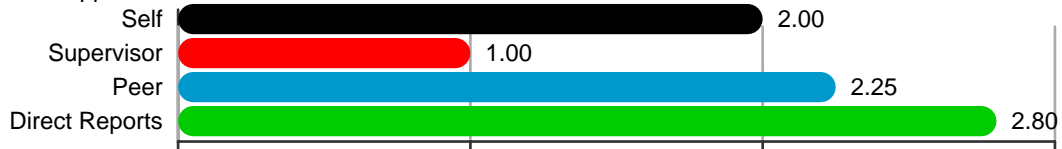| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Takes immediate action of projects fall behind schedule.	15	2.33	40.0	7%	53%	40%
12. Is flexible in adjusting priorities to meet the demands of changing situations.	15	2.07	20.0	13%	67%	20%
13. Eliminates bureaucratic barriers to streamline processes.	15	2.07	26.7	20%	53%	27%
14. Allocates resources as needed to accomplish organizational goals.	15	2.27	40.0	13%	47%	40%
15. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	14	2.43	50.0	7%	43%	50%

Comments:

- As _____ gets to know more leaders and staff, he will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- _____ is a great role model and leader.   Others could learn from his style.
- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- _____ is a wonderful person to work for.
- _____ is by far a leader in the service area.
- I know I can always count of _____ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.
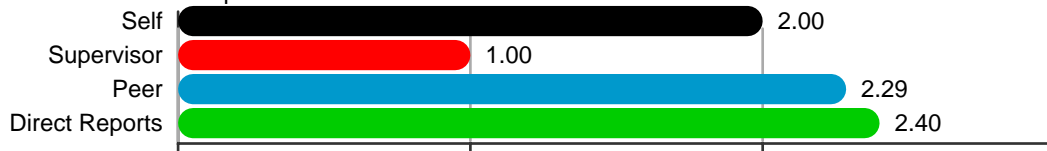
Feedback

Summary Scores

Self	2.00
Supervisor	2.20
Peer	2.29
Direct Reports	2.36

1	2	3
Disagree	Unsure	Agree

16. Is visible and approachable.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.80

17. Looks to others for input.

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.00

18. Considers other's opinion and suggestions.

Self	2.00
Supervisor	3.00
Peer	1.71
Direct Reports	2.20

19. Seeks feedback to enhance performance.

Self	2.00
Supervisor	1.00
Peer	2.29
Direct Reports	2.40

20. Shares past experiences with others as learning opportunities.

Self	2.00
Supervisor	3.00
Peer	2.62
Direct Reports	2.40

1	2	3
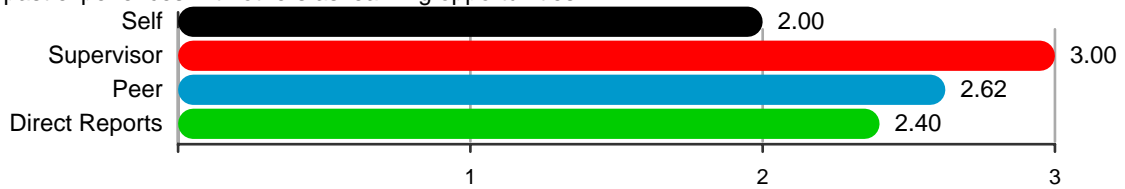
Level of Skill

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Is visible and approachable.	15	2.33	46.7	13%	40%	47%
17. Looks to others for input.	15	2.33	40.0	7%	53%	40%
18. Considers other's opinion and suggestions.	14	2.00	14.3	14%	71%	14%
19. Seeks feedback to enhance performance.	14	2.21	42.9	21%	36%	43%
20. Shares past experiences with others as learning opportunities.	15	2.53	60.0	7%	33%	60%

Comments:
- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- I feel as though I have a shared decision making relationship with _____ which makes me feel valued.   He supports me and values my opinion.
- _____ encourages our staff to strive to be the best that we can be.
- I feel as though _____ is still getting to know his management team and employees.   He has only been overseeing our area for a little over 6 months.   I am confident that the more we work with one another the better he will be able to acknowledge our strengths and assign responsibilities to best use those strengths. He is an excellent role model, I look forward to learning from him.
- I think _____ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when _____ took over and I feel _____ has risen to the occasion and handled himself well.
- _____ is always focused on the customer, shares this philosophy with his team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.

Delegation

Summary Scores

Self	2.40
Supervisor	2.60
Peer	2.25
Direct Reports	2.40

1	2	3
Disagree	Unsure	Agree

21. Sets clear and reasonable expectations for others and follows through on their progress.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	3.00

22. Allows employees to decide how they wish to complete the tasks.

Self	3.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

23. Assigns tasks to create learning opportunities for the employees.

Self	3.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

24. Defines the roles, responsibilities, required actions, and deadlines for team members.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

25. Defines goals and objectives for subordinates.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.60

1	2	3

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 (Disagree) to green (Agree).

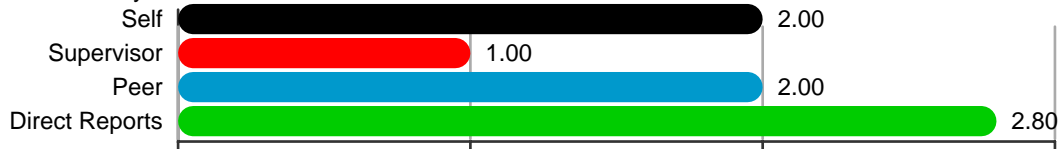| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Sets clear and reasonable expectations for others and follows through on their progress.	15	2.60	66.7	7%	27%	67%
22. Allows employees to decide how they wish to complete the tasks.	15	2.33	40.0	7%	53%	40%
23. Assigns tasks to create learning opportunities for the employees.	15	2.07	20.0	13%	67%	20%
24. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	2.40	53.3	13%	33%	53%
25. Defines goals and objectives for subordinates.	15	2.27	53.3	27%	20%	53%

Comments:
- 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.
- Does well in most technical skills and is willing to learn anything that is new
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- Despite the fact that _____ has experienced very few opportunities that would increase his engagement, he has remained dedicated to [CompanyName] and especially to his staff.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- He has great sense of vision and purpose for the division and organization as a whole.

Safety

Summary Scores

	Score
Self	2.20
Supervisor	1.80
Peer	2.17
Direct Reports	2.36

1 Disagree   2 Unsure   3 Agree

26. Performs work safely.

	Score
Self	2.00
Supervisor	1.00
Peer	2.00
Direct Reports	2.80

27. Works to implement corrective safety measures.

	Score
Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.60

28. Identifies and addresses safety needs.

	Score
Self	2.00
Supervisor	2.00
Peer	2.38
Direct Reports	2.80

29. Keeps accurate safety records.

	Score
Self	3.00
Supervisor	2.00
Peer	2.38
Direct Reports	3.00

30. Participates in safety training when offered.

	Score
Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	1.60

1   2   3
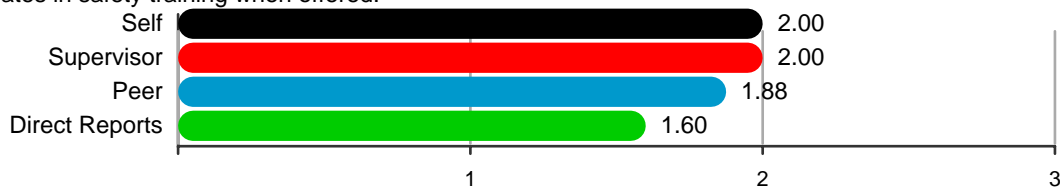
Level of Skill

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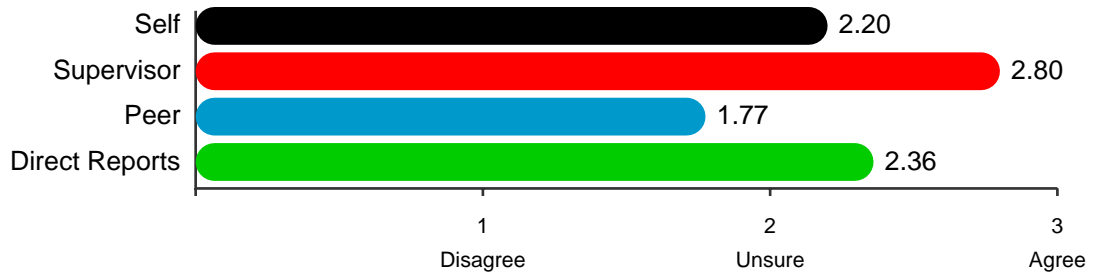
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Performs work safely.	15	2.20	33.3	13%	53%	33%
27. Works to implement corrective safety measures.	15	2.00	26.7	27%	47%	27%
28. Identifies and addresses safety needs.	15	2.47	53.3	7%	40%	53%
29. Keeps accurate safety records.	15	2.60	60.0		40%	60%
30. Participates in safety training when offered.	15	1.80	13.3	33%	53%	13%

Comments:
- Expectations are not always clearly communicated/outlined.
- Another area he needs to work on is honoring team decisions. He will make unilateral decisions and then not tell the team.
- Sometimes it seems like _____'s priorities or expectations shift unexpectedly.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- _____ 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 can not say enough good things about _____.

Responsible

Summary Scores

Self	2.20
Supervisor	2.80
Peer	1.77
Direct Reports	2.36

1	2	3
Disagree	Unsure	Agree

31. Is a person you can trust.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

32. Sets a good example.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.40

33. Sets high personal standards of performance.

Self	3.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.40

34. Acts as a resource without removing individual responsibility.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

35. ...takes personal responsibility for results.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	1.80

1	2	3

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 (Disagree) to green (Agree).
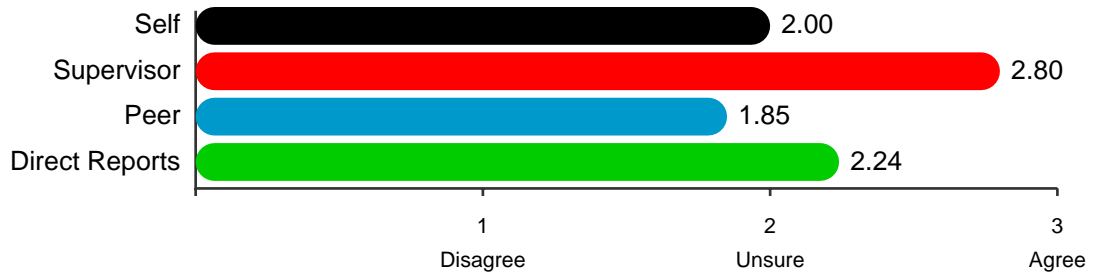
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Is a person you can trust.	15	2.13	33.3	20%	47%	33%
32. Sets a good example.	15	2.13	33.3	20%	47%	33%
33. Sets high personal standards of performance.	15	2.07	33.3	27%	40%	33%
34. Acts as a resource without removing individual responsibility.	15	2.13	26.7	13%	60%	27%
35. ...takes personal responsibility for results.	15	1.87	20.0	33%	47%	20%

Comments:
- What I like is his standard line what resources do you need from me to make this work?
- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- He has grown as a manager in the last few months and it shows.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- He is very collaborative and always attempts to work with others.
- _____ is a very clear communicator.   He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals.   He engages his team in decisions and also encourages cross departmental communication.

Fiscal Management

Summary Scores

Self	2.00
Supervisor	2.80
Peer	1.85
Direct Reports	2.24

Scale: 1 Disagree — 2 Unsure — 3 Agree

36. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.

Self	2.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.00

37. Monitors spending.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.00

38. Develops of the department's annual budget.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.20

39. Keeps excellent records for financial transparency.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

40. Provides budgeting and accounting support to the Company.

Self	2.00
Supervisor	2.00
Peer	1.75
Direct Reports	2.60
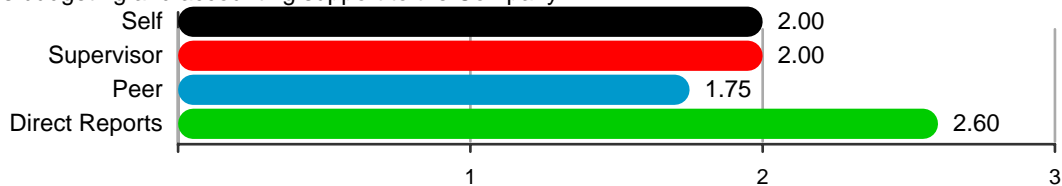
Level of Skill

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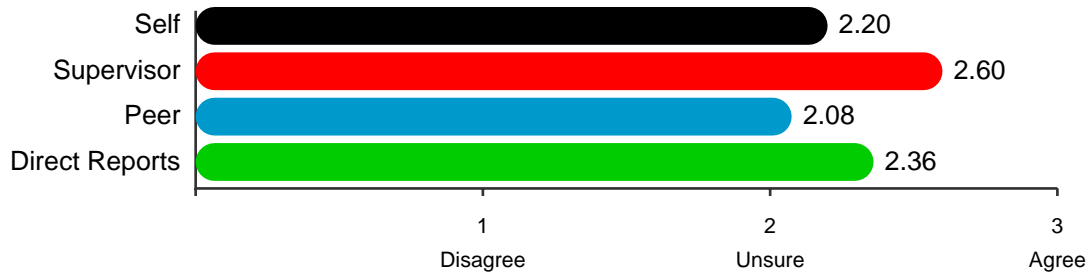
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	1.87	20.0	33%	47%	20%
37. Monitors spending.	15	1.93	13.3	20%	67%	13%
38. Develops of the department's annual budget.	15	2.07	33.3	27%	40%	33%
39. Keeps excellent records for financial transparency.	15	2.33	33.3		67%	33%
40. Provides budgeting and accounting support to the Company.	15	2.07	33.3	27%	40%	33%

Comments:
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- Has a "go getter" attitude!
- I've only had the pleasure of working with _____ for a short while but I have to say he is one of the most helpful people that I've run into at [CompanyName].
- _____ has been very supportive of me and the Institute.
- _____ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done.   Many things are planned behind closed doors and we are told what to do.
- He can appear guarded at times.   If he can let his guard down with other team members, it may help them become closer.

Global Perspective

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.08
Direct Reports	2.36

```
        1              2              3
     Disagree       Unsure         Agree
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41. Applies knowledge of overseas markets.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

42. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

43. Considers customers point of view when making decisions.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.20

44. Able to listen and understand others and discuss issues in a respectful way.

Self	2.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.60

45. Able to work with others from different cultures and countries.

Self	3.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.60

```
        1              2              3
```

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Applies knowledge of overseas markets.	15	2.00	26.7	27%	47%	27%
42. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	15	2.13	33.3	20%	47%	33%
43. Considers customers point of view when making decisions.	15	2.20	40.0	20%	40%	40%
44. Able to listen and understand others and discuss issues in a respectful way.	15	2.20	26.7	7%	67%	27%
45. Able to work with others from different cultures and countries.	15	2.53	60.0	7%	33%	60%

Comments:

- I have witnessed his supporting and encouraging the strengths of his team while managing their weaknesses.
- I think _____ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower him and are willing to follow.
- _____ has been so busy with his daily work, and filling in the gaps of a shortage of employee's that he has not been able to attend any seminars or outside educational courses.   It would be in all of our best interest for him to be able to attend these functions.
- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.
- _____ has also attended many off-site events to show his support to department staff.
- _____ excels at customer service and keeping our team focused on the customer.

Comments

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

What would help make you a more effective leader?

- _____ is very process oriented. He has streamlined/improved several processes in the lab.
- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.
- _____ has done an amazing job in taking on this new role. He came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- He can ask a question and truly listen to the answer before giving feedback.
- He could improve with a take charge attitude.

What do you like best about working with this individual?

- _____ is reliable and effective communicator. He has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- Brings an exorbitant amount of positive energy to the team.   It's very inspiring.
- _____ 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.
- He also cares about me as a person.   I have learned a lot from his and look forward to learning more.
- _____ helped to keep us positively focus in the right direction, while keeping us well informed.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.

What do you like least about working with this individual?

- He is determined to find the answer to any problem or obstacle in his way.
- _____ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.
- _____'s priority is our customers and community.
- _____ has done a great job in most of the areas above.   He has really moved our services team forward in a very positive way.
- _____ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.
- _____ has made great strides with increasing communication and teamwork within his reports.

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

- He is decisive about budgets, emergency preparedness, and safety.
- _____ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- We have a very strong team in finance. There has been significant turnover but the efforts _____ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- He's very good at his job, Service and relationship development are talents at which he excels.   My constructive feedback would be for _____ to speak up more in meetings and be more forthcoming in groups and with other leaders with his thoughts and opinions.   I know he has them as he does share them with me aside, but but I would encourage him to share them more broadly.
- _____ is an excellent manager, our dept.is a good place to work with his as a boss

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

- He is a charismatic leader. Really the best!!
- I don't often get a chance to see _____ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.
- I think _____ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower him and are willing to follow.
- In one word I can summarize _____ in leadership skill. WOW!
- Communication to staff has greatly improved.
- There are two items above that will be part of my goals for the coming year.

Any final comments?

- I have not observed _____'s interaction with the members of his team. _____ consistently communicates openly in my interactions with him.
- I love working with his and hope to continue having his as my supervisor!
- He is a charismatic leader. Really the best!!
- _____ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- _____ has used his strengths to make this department stronger in many ways.
- Not many people can be as well rounded, as these qualities require completely different skill sets.