



Feedback Results
Your CompanyName Here
2025

Sample Employee

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.

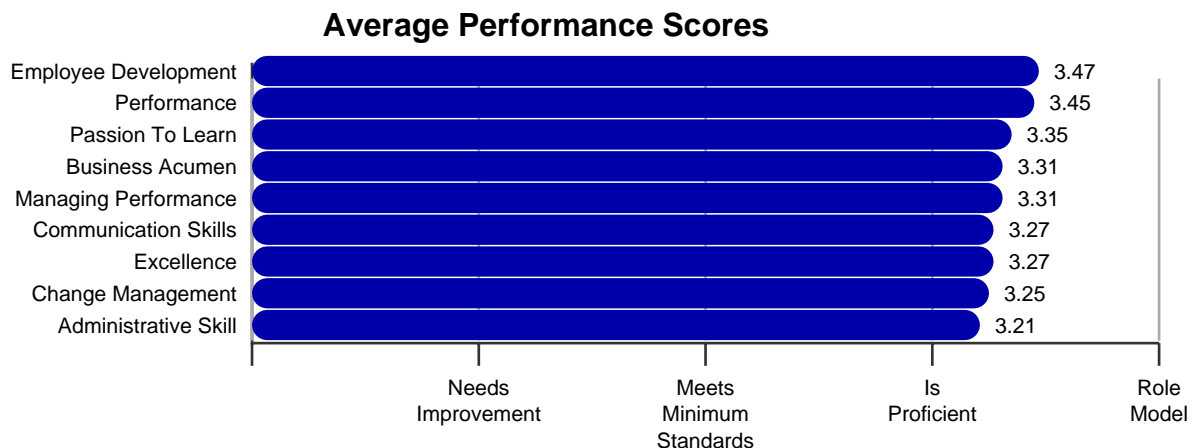
What to Do with Your Feedback

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

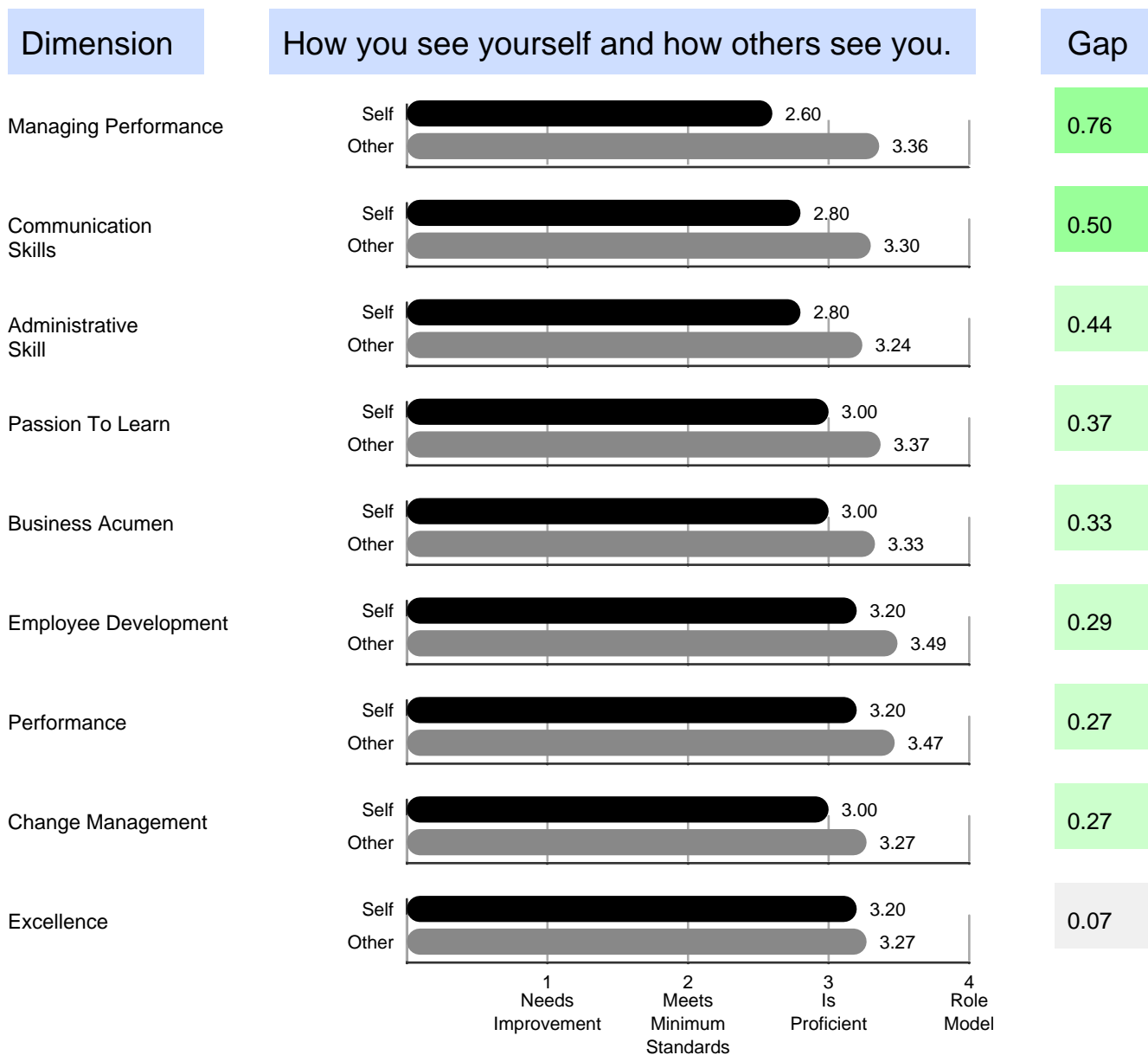
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



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.



Employee 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 Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 1. Provides one-on-one mentorship opportunities to employees. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 2. Uses a systematic process for identifying employee development needs and implementing solutions. | 15 | 3.87 | 100.0 | 13% | 87% | | |
| 3. Offers relevant training that meets our department's needs. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 4. Fosters a corporate culture that supports employee growth and development. | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 5. Provides thorough and extensive training. | 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 |
|---|------|------|---------|
| 1. Provides one-on-one mentorship opportunities to employees. | 3.29 | 3.20 | -0.09 ▼ |
| 2. Uses a systematic process for identifying employee development needs and implementing solutions. | 3.65 | 3.87 | +0.22 ▲ |
| 3. Offers relevant training that meets our department's needs. | 3.18 | 3.33 | +0.16 ▲ |
| 4. Fosters a corporate culture that supports employee growth and development. | 3.41 | 3.60 | +0.19 ▲ |
| 5. Provides thorough and extensive training. | 3.24 | 3.33 | +0.10 ▲ |

Comments:

- _____ is a strong leader & mentor.
- Does excellent job, always.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- Dependability, with whatever is needed.
- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- He sometimes comes off as confused about organizational/operational direction.

Passion To Learn

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 (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|------|-------------------|-------------------------|---------------|------------|
| 6. Is committed to enhancing their own knowledge and skills. | 15 | 3.20 | 93.3 | 7% | 60% | 33% | |
| 7. Demonstrates a willingness to participate in continuing education courses. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 8. Creates an environment that supports personal development and exploration. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 9. Holds self and associates accountable for goal achievement. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 10. Enjoys learning new skills and techniques. | 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 |
|---|------|------|---------|
| 6. Is committed to enhancing their own knowledge and skills. | 3.24 | 3.20 | -0.04 ▼ |
| 7. Demonstrates a willingness to participate in continuing education courses. | 3.41 | 3.20 | -0.21 ▼ |
| 8. Creates an environment that supports personal development and exploration. | 3.24 | 3.40 | +0.16 ▲ |
| 9. Holds self and associates accountable for goal achievement. | 3.18 | 3.47 | +0.29 ▲ |
| 10. Enjoys learning new skills and techniques. | 3.35 | 3.47 | +0.11 ▲ |

Comments:

- He really wants the best for [CompanyName] and I see him consistently use that as a decision-making barometer.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- _____ has excellent communication skills with both staff and his management team.
- I have seen improvement and will try to encourage even more growth.
- I have great respect and appreciation for _____. Not only does he do his job well, he takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.
- _____ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!

Communication Skills

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|-------|-------------------|-------------------------|---------------|------------|
| 11. Engages in clear communication with both senior and junior management. | 15 | 3.53 | 100.0 | 47% | 53% | | |
| 12. Is professional at all times--never ridiculing, mocking or undermining peers or subordinates. | 15 | 3.27 | 100.0 | | 73% | 27% | |
| 13. Conducts impactful training sessions. | 15 | 3.33 | 100.0 | | 67% | 33% | |
| 14. Ensures comprehension during conversations or group presentations. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 15. Writes complete and developmentally-oriented performance appraisals with clear goals, using SMART criteria | 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 |
|--|------|------|---------|
| 11. Engages in clear communication with both senior and junior management. | 3.47 | 3.53 | +0.06 ▲ |
| 12. Is professional at all times--never ridiculing, mocking or undermining peers or subordinates. | 3.47 | 3.27 | -0.20 ▼ |
| 13. Conducts impactful training sessions. | 3.35 | 3.33 | -0.02 ▼ |
| 14. Ensures comprehension during conversations or group presentations. | 3.18 | 3.13 | -0.04 ▼ |
| 15. Writes complete and developmentally-oriented performance appraisals with clear goals, using SMART criteria | 3.00 | 3.07 | +0.07 ▲ |

Comments:

- There are a lot of great features this system has to offer and _____ has challenges at times.
- He is detailed when presenting a plan.
- _____ continually devotes his attention to opportunities for process improvement and professional growth.
- "Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.

Business Acumen

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 (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 16. Anticipates marketplace opportunities and supports speed to market. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 17. Recognizes patterns and trends in the business. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 18. Shares information among teams and departments. | 14 | 3.00 | 92.9 | 7% | 79% | 14% | |
| 19. Calculates return on investment (ROI) for various business projects. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 20. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance | 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 | 2024 | 2025 | Change |
|---|------|------|---------|
| 16. Anticipates marketplace opportunities and supports speed to market. | 3.65 | 3.40 | -0.25 ▼ |
| 17. Recognizes patterns and trends in the business. | 3.47 | 3.27 | -0.20 ▼ |
| 18. Shares information among teams and departments. | 3.12 | 3.00 | -0.12 ▼ |
| 19. Calculates return on investment (ROI) for various business projects. | 3.59 | 3.47 | -0.12 ▼ |
| 20. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance | 3.29 | 3.40 | +0.11 ▲ |

Comments:

- _____ has been an excellent assistant manager.
- _____ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- Always appreciate _____'s organized approach to coordinating service opportunities between departments
- Again, _____ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- I look forward to working with his in his new role.

Managing Performance

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 (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|-------|-------------------|-------------------------|---------------|------------|
| 21. Rewards individuals who show imagination in developing creative solutions to problems. | 15 | 3.53 | 100.0 | 47% | 53% | | |
| 22. Ensures employees understand performance standards/requirements. | 15 | 3.00 | 80.0 | 20% | 60% | 20% | |
| 23. Recognizes people who provide outstanding leadership in planning, organizing. | 15 | 2.87 | 80.0 | 20% | 73% | 7% | |
| 24. Uses existing performance frameworks to define measures of performance. | 15 | 3.47 | 100.0 | 53% | 47% | | |
| 25. Measures performance of goals and objectives. | 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 | 2024 | 2025 | Change |
|--|------|------|---------|
| 21. Rewards individuals who show imagination in developing creative solutions to problems. | 3.35 | 3.53 | +0.18 ▲ |
| 22. Ensures employees understand performance standards/requirements. | 3.00 | 3.00 | |
| 23. Recognizes people who provide outstanding leadership in planning, organizing. | 2.88 | 2.87 | -0.02 ▼ |
| 24. Uses existing performance frameworks to define measures of performance. | 3.00 | 3.47 | +0.47 ▲ |
| 25. Measures performance of goals and objectives. | 3.76 | 3.67 | -0.10 ▼ |

Comments:

- I appreciate his dedication to the department employees.
- Always looking for ways to grow as a person. Inspires others to do the same.
- I admire _____ for showing courage, compassion and commitment during his recent team sessions.
- He is smart, quick, compassionate, and thorough.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (_____) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.

Performance

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 (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|-------|-------------------|-------------------------|---------------|------------|
| 26. Sets a high standard for job performance. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 27. Able to organize work. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 28. Works effectively in the department. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 29. Has great overall performance | 15 | 3.67 | 100.0 | | 33% | 67% | |
| 30. Works well in this position. | 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 | 2024 | 2025 | Change |
|---|------|------|---------|
| 26. Sets a high standard for job performance. | 3.53 | 3.40 | -0.13 ▼ |
| 27. Able to organize work. | 3.12 | 3.33 | +0.22 ▲ |
| 28. Works effectively in the department. | 3.41 | 3.53 | +0.12 ▲ |
| 29. Has great overall performance | 3.59 | 3.67 | +0.08 ▲ |
| 30. Works well in this position. | 3.41 | 3.33 | -0.08 ▼ |

Comments:

- _____ demonstrates a vast amount of knowledge and wisdom as a leader.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- He is a dedicated person who inspires excellence in both staff and customer service.
- Since we all have things we need to be aware of, he is protective and proud of his staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. He may want to be aware of this when asking for feedback.
- _____ is friendly to myself and other staff members. I believe he is very knowledgeable in the role of controller. He continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for him to complete work needed from him.
- _____ is a role model for Transformational Leadership. He exceeds all of the above elements of performance by modeling his expertise in his decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect _____ as a visionary who pushes me further than I feel comfortable. Without him I might be too cautious to forge ahead. He has accomplished more in his 4 years as director of SCI than I have witnessed in the last 30 years.

Administrative Skill

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 (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|-------|-------------------|-------------------------|---------------|------------|
| 31. Gives and follows oral instructions. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 32. Handles confidential materials. | 15 | 3.40 | 100.0 | | 60% | 40% | |
| 33. Creates labeled folders, indexes, or searchable databases. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 34. Records business transactions in a journal. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 35. Actively seeks to assist others in need. | 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 | 2024 | 2025 | Change |
|--|------|------|---------|
| 31. Gives and follows oral instructions. | 3.18 | 3.20 | +0.02 ▲ |
| 32. Handles confidential materials. | 3.35 | 3.40 | +0.05 ▲ |
| 33. Creates labeled folders, indexes, or searchable databases. | 3.18 | 3.20 | +0.02 ▲ |
| 34. Records business transactions in a journal. | 2.88 | 3.27 | +0.38 ▲ |
| 35. Actively seeks to assist others in need. | 3.18 | 3.00 | -0.18 ▼ |

Comments:

- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.
- Provide and solicit more frequent feedback.
- Timely follow through.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.

Change 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 Improvement) to green (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|---|----|------|------|-------------------|-------------------------|---------------|------------|
| 36. Ensures that employees and teams comply with the recent changes. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 37. Amasses resources needed to implement changes. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 38. Clearly communicates the need for change explaining why it is necessary. | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 39. Forms an effective change management team. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 40. Assesses market trends to determine the changes needed to maintain profitability. | 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 | 2024 | 2025 | Change |
|---|------|------|---------|
| 36. Ensures that employees and teams comply with the recent changes. | 3.18 | 3.20 | +0.02 ▲ |
| 37. Amasses resources needed to implement changes. | 3.35 | 3.27 | -0.09 ▼ |
| 38. Clearly communicates the need for change explaining why it is necessary. | 3.24 | 3.27 | +0.03 ▲ |
| 39. Forms an effective change management team. | 3.59 | 3.13 | -0.45 ▼ |
| 40. Assesses market trends to determine the changes needed to maintain profitability. | 3.29 | 3.40 | +0.11 ▲ |

Comments:

- Norm made an excellent choice by selecting _____ to lead [CompanyName].
- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- Don't work with him enough to observe the vast majority of these items.
- Uses his people skills to change negative situations into positive.
- He has established credibility and trust with all the directors and managers.
- It shows that _____ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.

Excellence

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 (Role Model).

| Item | n | Avg | LOA | Needs Improvement | Meets Minimum Standards | Is Proficient | Role Model |
|--|----|------|-------|-------------------|-------------------------|---------------|------------|
| 41. Can be counted on to add value wherever they are involved. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 42. Demonstrates the functional or technical skills necessary to do their job. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 43. Is planful and organized. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 44. Demonstrates the analytical skills to do their job. | 15 | 3.00 | 86.7 | 13% | 73% | 13% | |
| 45. Produces high quality work. | 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 |
|--|------|------|---------|
| 41. Can be counted on to add value wherever they are involved. | 3.29 | 3.33 | +0.04 ▲ |
| 42. Demonstrates the functional or technical skills necessary to do their job. | 3.41 | 3.33 | -0.08 ▼ |
| 43. Is planful and organized. | 3.35 | 3.13 | -0.22 ▼ |
| 44. Demonstrates the analytical skills to do their job. | 3.18 | 3.00 | -0.18 ▼ |
| 45. Produces high quality work. | 3.35 | 3.53 | +0.18 ▲ |

Comments:

- He has hired good people, and developed strong relationship's with finance.
- He often involves his team in decision making and to determine how to achieve outcomes.
- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- _____ 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.
- Timely follow through.
- His positive attitude is constant.

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?

- He allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- _____ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- You can count on _____ to give you the most honest feedback even if it is information you may not want to hear.
- I had the opportunity to work very closely with _____ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.

What do you like best about working with this individual?

- I appreciate that as a new manager to this department _____ has sought to understand my work flow and process. He is actively learning more about our work processes and involved to determine needed resources.
- He was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- He encourages staff skill development and input to improve department processes
- He provided coaching and support to improve this individual's performance.

What do you like least about working with this individual?

- _____ is a great leader and is committed to his role here at [CompanyName]!
- Our department continues to have a very low loss rate.
- _____ has consistently demonstrated his ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in his care are performing at a level worthy of citation when compared to others nationwide.
- He knows his subject matter!
- I trust that I can go to him in confidence and he will really listen to what I am saying.
- Need to take in all opinions, not just those of employees who are not always truthful....

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

- I do not have knowledge of _____'s own department and how he hires, assigns, or fits with his team.
- He clearly assigns our responsibilities by our individual strengths.
- 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.
- I am very surprised and impressed with _____'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- Good Team Player! Good decision making skills. A hard worker.
- Experience, mentoring and self-confidence.

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

- Stay focused more on the agenda for meetings.
- Detail oriented
- 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 doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!
- This year _____ has completed his MBA degree and continues to be open to professional growth opportunities. He is receptive to any feedback that I have given him.
- _____ is very supportive, knowledgeable, and a consummate professional. He leads by example and has no problem rolling up his sleeves and providing support when needed.

Any final comments?

- I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.
- I admire _____'s decision making skills when it comes to hiring new employees for our department.
- _____ is a great asset to the team. We are grateful to have him.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- _____ has an impressive vision for the company.
- _____ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.