



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

November 2025

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

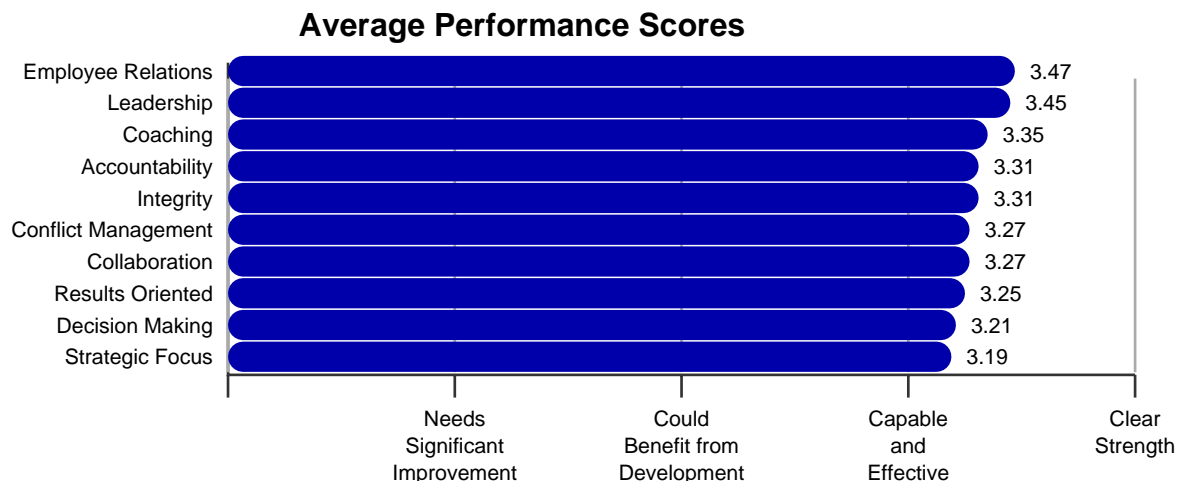
## What to Do with Your Feedback

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

# Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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



# Gap Analysis

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



## Employee Relations

### 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. Has a basic understanding of the laws and regulations regarding employment and work.	15	3.20	93.3	7%	67%	27%	
2. Demonstrates consistent fairness and equity in interactions with union representatives.	15	3.87	100.0	13%	87%		
3. Is willing to listen to employee suggestions on how to improve various aspects of the work.	15	3.33	93.3	7%	53%	40%	
4. Makes decisions trusted by the employees.	15	3.60	93.3	7%	27%	67%	
5. Creates an atmosphere of mutual trust among employees in the department.	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. Has a basic understanding of the laws and regulations regarding employment and work.	3.29	3.20	-0.09 ▼
2. Demonstrates consistent fairness and equity in interactions with union representatives.	3.65	3.87	+0.22 ▲
3. Is willing to listen to employee suggestions on how to improve various aspects of the work.	3.18	3.33	+0.16 ▲
4. Makes decisions trusted by the employees.	3.41	3.60	+0.19 ▲
5. Creates an atmosphere of mutual trust among employees in the department.	3.24	3.33	+0.10 ▲

### Comments:

- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.
- 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.
- \_\_\_\_\_ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- \_\_\_\_\_ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- \_\_\_\_\_ models teamwork; he is always willing to go the extra mile to assist on a project or help a co-worker.
- He has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.

## Coaching

### 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. Encourages the employee to see solving the issue as an opportunity to demonstrate their resourcefulness and resilience.	15	3.20	93.3	7%	60%	33%	
7. Uses positive reinforcements to help employees see coaching as an opportunity rather than an obligation.	15	3.20	86.7	13%	53%	33%	
8. Always focuses on helping the employee move forward.	15	3.40	93.3	7%	47%	47%	
9. Helps the employee to understand the present situation in detail	15	3.47	93.3	7%	40%	53%	
10. Aligns coaching sessions with the employee's specific goals and challenges.	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. Encourages the employee to see solving the issue as an opportunity to demonstrate their resourcefulness and resilience.	3.24	3.20	-0.04 ▼
7. Uses positive reinforcements to help employees see coaching as an opportunity rather than an obligation.	3.41	3.20	-0.21 ▼
8. Always focuses on helping the employee move forward.	3.24	3.40	+0.16 ▲
9. Helps the employee to understand the present situation in detail	3.18	3.47	+0.29 ▲
10. Aligns coaching sessions with the employee's specific goals and challenges.	3.35	3.47	+0.11 ▲

#### Comments:

- He is passionate about providing the services necessary to meet the needs of our organization.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- \_\_\_\_\_ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone else's department, he is willing to help in any capacity he can to help reach goals.
- Have persistence and tenacity
- He is friendly, courteous, and kind all while being very professional.
- I believe his hands are tied regarding some of the hiring/retention decisions that are made, but, he always works well with whatever situations that arise.

## Conflict 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
11. Seeks to remove misperceptions that may contribute toward conflict.	15	3.53	100.0	47%	53%		
12. Persuades others to accept personal transformation.	15	3.27	100.0	73%	27%		
13. Encourages reflection and self-awareness, prompting individuals to reconsider assumptions or biases contributing to conflict.	15	3.33	100.0	67%	33%		
14. Gathers patterns from conversations that inform broader organizational improvements.	15	3.13	86.7	13%	60%	27%	
15. Ensures that all team members feel respected and heard.	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. Seeks to remove misperceptions that may contribute toward conflict.	3.47	3.53	+0.06 ▲
12. Persuades others to accept personal transformation.	3.47	3.27	-0.20 ▼
13. Encourages reflection and self-awareness, prompting individuals to reconsider assumptions or biases contributing to conflict.	3.35	3.33	-0.02 ▼
14. Gathers patterns from conversations that inform broader organizational improvements.	3.18	3.13	-0.04 ▼
15. Ensures that all team members feel respected and heard.	3.00	3.07	+0.07 ▲

### Comments:

- He has been both a great co-worker and mentor to me.
- He communicates clearly, and is always willing to listen attentively.
- \_\_\_\_\_ 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.
- I think \_\_\_\_\_ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- Norm made an excellent choice by selecting \_\_\_\_\_ to lead [CompanyName].
- \_\_\_\_\_ always goes above and beyond in his daily work.

## 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
16. Expects employees to accept the consequences of their actions.	15	3.40	93.3	7%	47%	47%	
17. Consistently exhibits professionalism in interactions with employees.	15	3.27	93.3	7%	60%	33%	
18. Exhibits a sense of ownership of the process.	14	3.00	92.9	7%	79%	14%	
19. Understands the importance of holding employees accountable for their work.	15	3.47	100.0		53%	47%	
20. Handles sensitive information with discretion and confidentiality.	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. Expects employees to accept the consequences of their actions.	3.65	3.40	-0.25 ▼
17. Consistently exhibits professionalism in interactions with employees.	3.47	3.27	-0.20 ▼
18. Exhibits a sense of ownership of the process.	3.12	3.00	-0.12 ▼
19. Understands the importance of holding employees accountable for their work.	3.59	3.47	-0.12 ▼
20. Handles sensitive information with discretion and confidentiality.	3.29	3.40	+0.11 ▲

### Comments:

- The only area with which he struggles is the need for relationship building with staff he supervises. I know he understands the reason for this and has been working on developing a better approach.
- \_\_\_\_\_ always remembers the customer is at the center of what we do.
- He is a natural and perfect fit for the CFO position.
- \_\_\_\_\_ is a steady leader who maintains his objectivity during stressful times.
- He is very responsive when asked for input or his assistance is requested.
- 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.

## 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
21. Follows ethical standards and principles, regardless of the situation.	15	3.53	100.0	47%		53%	
22. Encourages subordinates to act with trust, integrity, and leadership.	15	3.00	80.0	20%	60%		20%
23. Can be trusted to do the right thing.	15	2.87	80.0	20%	73%		7%
24. Ensures employee compensation is administered fairly based on pre-established rules and regulations.	15	3.47	100.0	53%		47%	
25. Maintains strong trust-based relationships by being open, honest and transparent.	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. Follows ethical standards and principles, regardless of the situation.	3.35	3.53	+0.18 ▲
22. Encourages subordinates to act with trust, integrity, and leadership.	3.00	3.00	
23. Can be trusted to do the right thing.	2.88	2.87	-0.02 ▼
24. Ensures employee compensation is administered fairly based on pre-established rules and regulations.	3.00	3.47	+0.47 ▲
25. Maintains strong trust-based relationships by being open, honest and transparent.	3.76	3.67	-0.10 ▼

### Comments:

- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- 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.
- \_\_\_\_\_ is an outstanding leader. He has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.
- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- He can be too quick to focus on perceived weaknesses instead of leaning into strengths.

## 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
26. Holds employees responsible for anticipating challenges and preparing accordingly.	15	3.40	93.3	7%	47%	47%	
27. Rewards individuals who demonstrate initiative (e.g., sets up recognition programs)	15	3.33	93.3	7%	53%	40%	
28. Inspires a shared vision of being the best.	15	3.53	100.0		47%	53%	
29. Leads team to set goals, solve problems, and accomplish tasks.	15	3.67	100.0	33%		67%	
30. Provides accurate, timely, and (where appropriate) positive feedback.	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. Holds employees responsible for anticipating challenges and preparing accordingly.	3.53	3.40	-0.13 ▼
27. Rewards individuals who demonstrate initiative (e.g., sets up recognition programs)	3.12	3.33	+0.22 ▲
28. Inspires a shared vision of being the best.	3.41	3.53	+0.12 ▲
29. Leads team to set goals, solve problems, and accomplish tasks.	3.59	3.67	+0.08 ▲
30. Provides accurate, timely, and (where appropriate) positive feedback.	3.41	3.33	-0.08 ▼

### Comments:

- \_\_\_\_\_ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.
- He is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- Positive energy and a team player.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.

## 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
31. Uses iterative, user-centered approaches to prototype and refine ideas before finalizing decisions.	15	3.20	86.7	13%	53%	33%	
32. Has a good rapport other people which is helpful in making decisions on the team.	15	3.40	100.0		60%	40%	
33. Weighs the pros and cons of decisions.	15	3.20	86.7	13%	53%	33%	
34. Views the issues from multiple perspectives before making a decision.	15	3.27	93.3	7%	60%	33%	
35. Adjusts decision criteria as new information emerges, ensuring relevance and feasibility.	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. Uses iterative, user-centered approaches to prototype and refine ideas before finalizing decisions.	3.18	3.20	+0.02 ▲
32. Has a good rapport other people which is helpful in making decisions on the team.	3.35	3.40	+0.05 ▲
33. Weighs the pros and cons of decisions.	3.18	3.20	+0.02 ▲
34. Views the issues from multiple perspectives before making a decision.	2.88	3.27	+0.38 ▲
35. Adjusts decision criteria as new information emerges, ensuring relevance and feasibility.	3.18	3.00	-0.18 ▼

### Comments:

- \_\_\_\_\_ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.
- \_\_\_\_\_ has excellent job and people skills.
- He has created a highly engaged team and manages a diverse group of individuals very well.
- Great to have you on the team!
- He was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- \_\_\_\_\_ could improve his awareness of his employees strengths and delegate work that utilizes those talents.

## 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
36. Identifies the steps needed to accomplish the results.	15	3.20	93.3	7%	67%	27%	
37. Communicates expectations clearly and ensures alignment across roles.	15	3.27	93.3	7%	60%	33%	
38. Explains the "whys" behind organizational objectives	15	3.27	86.7	13%	47%	40%	
39. Stays focused on meeting the needs of customers.	15	3.13	86.7	13%	60%	27%	
40. Uses encouraging language to uplift team morale during difficult phases.	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. Identifies the steps needed to accomplish the results.	3.18	3.20	+0.02 ▲
37. Communicates expectations clearly and ensures alignment across roles.	3.35	3.27	-0.09 ▼
38. Explains the "whys" behind organizational objectives	3.24	3.27	+0.03 ▲
39. Stays focused on meeting the needs of customers.	3.59	3.13	-0.45 ▼
40. Uses encouraging language to uplift team morale during difficult phases.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_\_\_ listens to his staff and delegates responsibilities as appropriate.
- His leadership skills make me jealous and consider him a mentor on how I would want to be in that position
- He removes barriers so that we can do our job to the best of our ability.
- \_\_\_\_\_ has been an excellent assistant manager.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- He is well respected.

## Collaboration

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Willing to work with others to solve problems.	15	3.33	93.3	7%	53%	40%	
42. Involves others in reaching a consensus during group activities.	15	3.33	93.3	7%	53%	40%	
43. Seeks continuous improvement through the input from coworkers and staff.	15	3.13	86.7	13%	60%	27%	
44. Cultivates a collaborative culture that drives innovation, productivity, and employee satisfaction.	15	3.00	86.7	13%	73%	13%	
45. Values others in decision making.	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. Willing to work with others to solve problems.	3.29	3.33	+0.04 ▲
42. Involves others in reaching a consensus during group activities.	3.41	3.33	-0.08 ▼
43. Seeks continuous improvement through the input from coworkers and staff.	3.35	3.13	-0.22 ▼
44. Cultivates a collaborative culture that drives innovation, productivity, and employee satisfaction.	3.18	3.00	-0.18 ▼
45. Values others in decision making.	3.35	3.53	+0.18 ▲

### Comments:

- He is strong and firm in his decisions, but involves his entire team in those decisions.
- \_\_\_\_\_ handles every situation in a professional manner and he responds promptly to requests.
- He is a real advocate for the customers. Excellent department and computer skills
- \_\_\_\_\_ is collaborative in everything he does and inspires a collaborative approach in others.
- \_\_\_\_\_ has my back and breaks down the barriers when I let him know that need his support.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.

## Strategic Focus

### 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. Ensures adherence to the strategy to sustain achievement of targeted levels of organizational performance.	15	3.00	86.7	13%	73%		13%
47. Recognizes the need for strategically developing unique capabilities.	15	3.20	93.3	7%	60%		33%
48. Understands & contributes to development of strategic goals.	15	3.20	93.3	7%	67%		27%
49. Uses strategic thinking to make better strategic decisions.	15	3.40	93.3	7%	47%		47%
50. Identifies areas where return on investment can be improved.	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	2024	2025	Change
46. Ensures adherence to the strategy to sustain achievement of targeted levels of organizational performance.	3.24	3.00	-0.24 ▼
47. Recognizes the need for strategically developing unique capabilities.	3.00	3.20	+0.20 ▲
48. Understands & contributes to development of strategic goals.	3.18	3.20	+0.02 ▲
49. Uses strategic thinking to make better strategic decisions.	3.35	3.40	+0.05 ▲
50. Identifies areas where return on investment can be improved.	3.29	3.13	-0.16 ▼

### Comments:

- When I bring a problem to \_\_\_\_\_ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- On occasion \_\_\_\_\_'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- \_\_\_\_\_ is dedicated to his work and the employees that he manages. I am amazed at the kind of time he puts into this organization.
- \_\_\_\_\_ 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.
- Good leadership style.
- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.

## 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 an extremely effective leader.
- \_\_\_\_\_ is not my manager but have worked with him quite a bit recently and have gained a lot of respect for his knowledge of contracts.
- \_\_\_\_\_ is professional in communication verbally, but misses hearing some important items that are verbalized to him.
- At times I feel that \_\_\_\_\_ presents things in meetings that he's not well versed in. I would encourage him to be very familiar with the items he's presenting as his credibility, at times, suffers when he attempts to address something in meetings in his area that he's not well versed in.
- I often engage with members of his team and they are confident and knowledgeable of the work that is at hand. \_\_\_\_\_ and his staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.

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

- \_\_\_\_\_ is an excellent manager, our dept. is a good place to work with his as a boss
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- \_\_\_\_\_ has also attended many off-site events to show his support to department staff.
- \_\_\_\_\_ is an extremely effective leader.
- I admire his ability to see the big picture (both within our walls and outside our walls).
- \_\_\_\_\_ is passionate about his role and does a fantastic job of working with other departments to improve process flows.

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

- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.
- I think \_\_\_\_\_ should learn to be more concise and focused in his comments. He can consume a lot of meeting time with commentary that is lengthy and not always on point.
- \_\_\_\_\_ applied his strong analytical skills to problem solving.
- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- \_\_\_\_\_ is committed to our organization and leads by example.
- \_\_\_\_\_ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad \_\_\_\_\_ has joined the team.

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

- \_\_\_\_\_ has an impressive vision for the company.
- he understands where our opportunities for savings in the employee benefits plan may be.
- A willingness and flexibility to pitch in help where needed is important.
- \_\_\_\_\_ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- There have been hires and rehires of employees that have not worked out well. Not all of this is his fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- \_\_\_\_\_ has a good perspective on the organization as a whole.

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

- \_\_\_\_\_ 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.
- The integrity, professionalism and high ethics he exhibits everyday, every time with everyone is remarkable.
- Unfortunately there has been inconsistency in actions and results.
- \_\_\_\_\_'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with \_\_\_\_\_, our customer satisfaction scores will be out of the charts, because his expectations are clear, his communication is superb and there is a lot to learn from him.

### Any final comments?

- \_\_\_\_\_ has an open door policy, when in the office, and encourages staff to set up appointments with him when he has many meetings throughout his week.
- I appreciate his receptiveness and openness and his sense of humor.
- He could benefit from becoming more comfortable challenging others.
- He is, quite simply, the best boss I've ever had.
- I feel like I can run things past him and he will give me his honest feedback on how to proceed.
- \_\_\_\_\_ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.