



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.

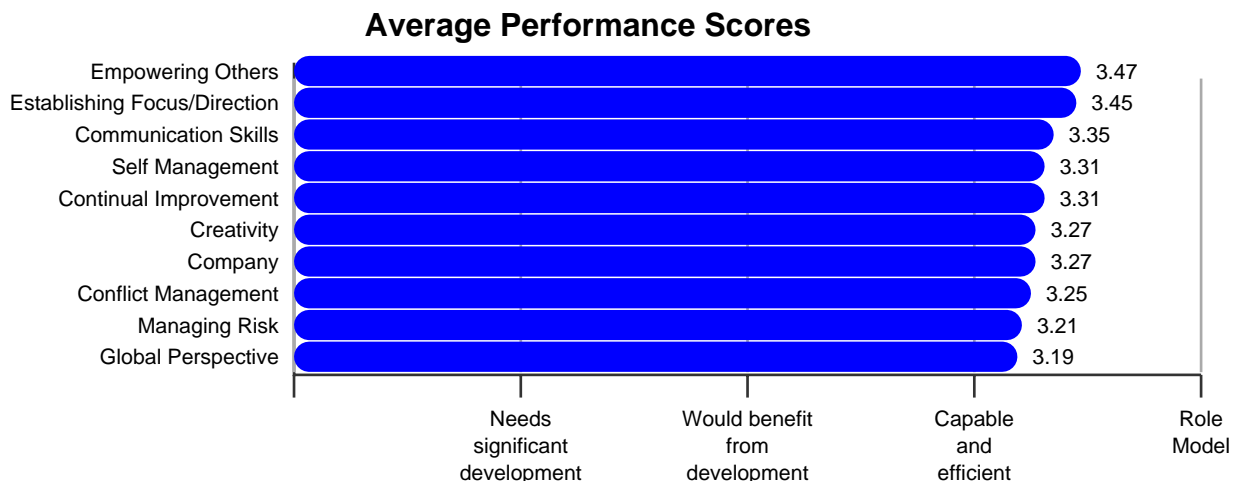
What to Do with Your Feedback

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

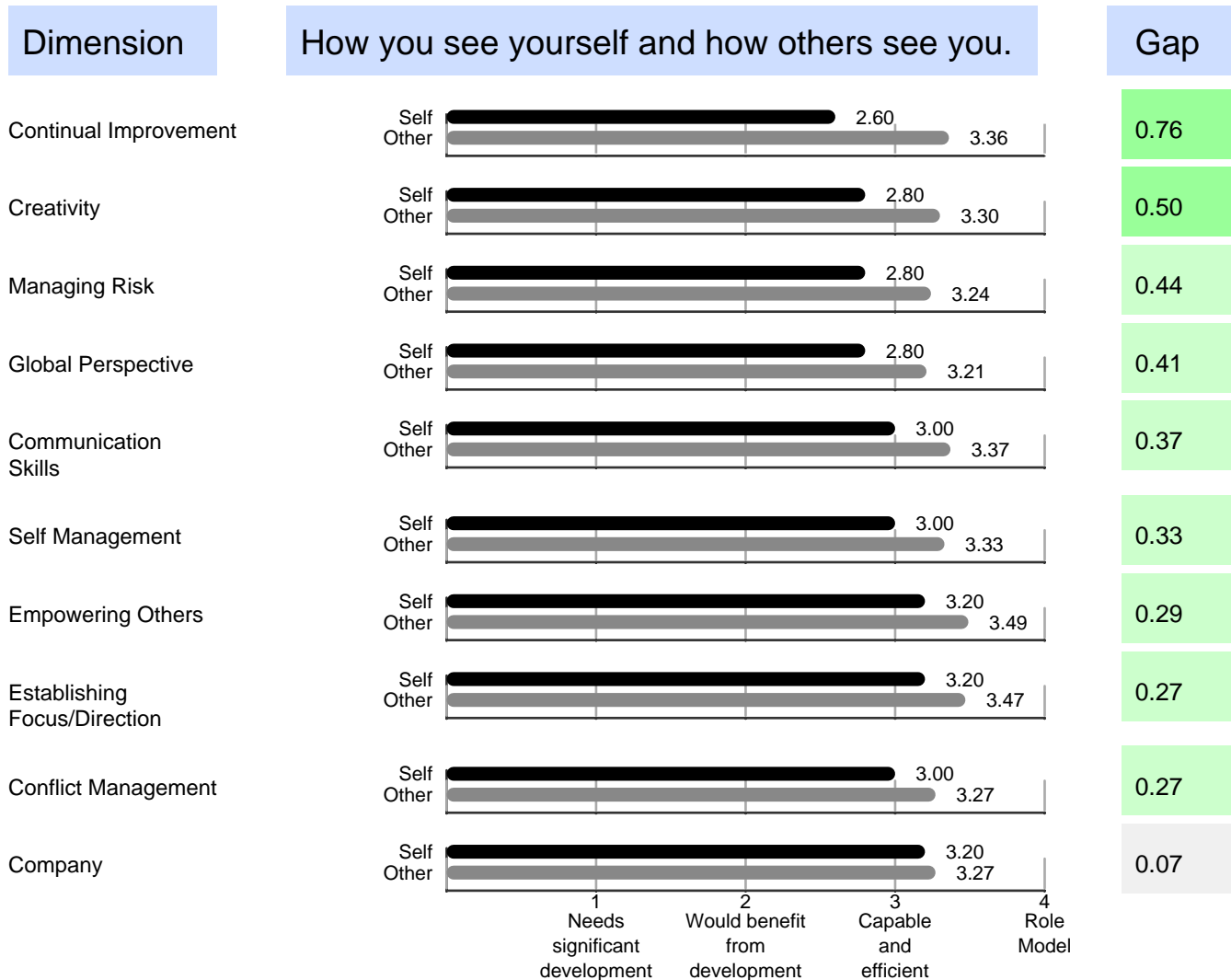
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



Empowering Others

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Encourages others to obtain necessary skills and training.	15	3.20	93.3	7%	67%		27%
2. Gives employees the opportunity to make their own decisions at work.	15	3.87	100.0	13%	87%		
3. Is aware of the skill levels of others.	15	3.33	93.3	7%	53%		40%
4. Demonstrates confidence in the abilities of subordinates.	15	3.60	93.3	7%	27%	67%	
5. Set clear goals for assignments.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

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

Item	2022	2023	Change
1. Encourages others to obtain necessary skills and training.	3.29	3.20	-0.09 ▼
2. Gives employees the opportunity to make their own decisions at work.	3.65	3.87	+0.22 ▲
3. Is aware of the skill levels of others.	3.18	3.33	+0.16 ▲
4. Demonstrates confidence in the abilities of subordinates.	3.41	3.60	+0.19 ▲
5. Set clear goals for assignments.	3.24	3.33	+0.10 ▲

Comments:

- _____ is a good leader because he gives examples through his own behavior.
- _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- He often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- 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.
- He has positive energy, leads by example, and cares about teammates.
- Is a great teammate and valuable resource for the company. it is obvious he cares for the team

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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
6. Deals with difficult situations calmly and confidently.	15	3.20	93.3	7%	60%	33%	
7. Is an effective communicator	15	3.20	86.7	13%	53%	33%	
8. Presents issues, ideas, and strategy concisely and clearly.	15	3.40	93.3	7%	47%	47%	
9. Checks for understanding throughout conversations or group presentations/discussions	15	3.47	93.3	7%	40%	53%	
10. Communicates effectively with all levels of the organization.	15	3.47	93.3	7%	40%	53%	

Time Comparisons by Item

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

Item	2022	2023	Change
6. Deals with difficult situations calmly and confidently.	3.24	3.20	-0.04 ▼
7. Is an effective communicator	3.41	3.20	-0.21 ▼
8. Presents issues, ideas, and strategy concisely and clearly.	3.24	3.40	+0.16 ▲
9. Checks for understanding throughout conversations or group presentations/discussions	3.18	3.47	+0.29 ▲
10. Communicates effectively with all levels of the organization.	3.35	3.47	+0.11 ▲

Comments:

- He inspires others by the manner in which he does his work and engages others.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- He is very supportive of us and the job we do.
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- _____ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support _____ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by _____ without his bringing them before the team for discussion.

Creativity

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. Is creative and inspirational.	15	3.53	100.0	47%	53%		
12. Adds value to the department/organization.	15	3.27	100.0	73%	27%		
13. Develops solutions to challenging problems.	15	3.33	100.0	67%	33%		
14. Conceives, implements and evaluates ideas.	15	3.13	86.7	13%	60%	27%	
15. Inspires creativity in their team.	15	3.07	80.0	20%	53%	27%	

Time Comparisons by Item

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

Item	2022	2023	Change
11. Is creative and inspirational.	3.47	3.53	+0.06 ▲
12. Adds value to the department/organization.	3.47	3.27	-0.20 ▼
13. Develops solutions to challenging problems.	3.35	3.33	-0.02 ▼
14. Conceives, implements and evaluates ideas.	3.18	3.13	-0.04 ▼
15. Inspires creativity in their team.	3.00	3.07	+0.07 ▲

Comments:

- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- By applying vision, strategy and activation in his day to day decisions he aspires us to be the best leaders we can be.
- _____ is always willing and routinely seeks opportunities to work with other departments.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.

Self 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
16. Uses patience and self-control in working with customers and associates.	15	3.40	93.3	7%	47%	47%	
17. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.27	93.3	7%	60%	33%	
18. Does not allow own emotions to interfere with the performance of others.	14	3.00	92.9	7%	79%	14%	
19. Analyzes interpersonal problems instead of reacting to them.	15	3.47	100.0		53%	47%	
20. Steps away from a situation to process appropriate response.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

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

Item	2022	2023	Change
16. Uses patience and self-control in working with customers and associates.	3.65	3.40	-0.25 ▼
17. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.47	3.27	-0.20 ▼
18. Does not allow own emotions to interfere with the performance of others.	3.12	3.00	-0.12 ▼
19. Analyzes interpersonal problems instead of reacting to them.	3.59	3.47	-0.12 ▼
20. Steps away from a situation to process appropriate response.	3.29	3.40	+0.11 ▲

Comments:

- _____ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- I think 16 & 17 relate in the sense that I believe _____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- _____ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- _____ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. His high standards for excellence are admirable and inspiring.

Continual Improvement

Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Looks for ways to improve work processes and procedures.	15	3.53	100.0	47%	53%		
22. Looks for ways to expand current job responsibilities.	15	3.00	80.0	20%	60%	20%	
23. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	2.87	80.0	20%	73%	7%	
24. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.47	100.0	53%	47%		
25. Analyzes processes to determine areas for improvement.	15	3.67	100.0	33%	67%		

Time Comparisons by Item

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

Item	2022	2023	Change
21. Looks for ways to improve work processes and procedures.	3.35	3.53	+0.18 ▲
22. Looks for ways to expand current job responsibilities.	3.00	3.00	
23. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	2.88	2.87	-0.02 ▼
24. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.00	3.47	+0.47 ▲
25. Analyzes processes to determine areas for improvement.	3.76	3.67	-0.10 ▼

Comments:

- _____'s passion is construction. I had the pleasure of working for him as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- _____ has been very effective with writing up the scheduling protocols for schedulers, using both perspectives from staff and a 'new' scheduler in order to make the protocols very clear. I appreciate the way he approaches a problem, using Competency methods and training to provide examples for the rest of us who have not gone through all the training yet. I really appreciate _____!
- I would encourage _____ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- I have appreciated _____'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- _____ does an excellent job as a leader. He has been presented with many challenges in the last year and has remained positive for his staff.
- We are lucky to have his here at [CompanyName].

Establishing Focus/Direction

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. Aligns the department's goals with the goals of the organization.	15	3.40	93.3	7%	47%	47%	
27. Sets appropriate goals for employees.	15	3.33	93.3	7%	53%	40%	
28. Functions well under stress, deadlines, and/or significant workloads.	15	3.53	100.0		47%	53%	
29. Stays focused even when under pressure and stress.	15	3.67	100.0		33%	67%	
30. Makes sure that employees understand and identify with the team's mission.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
26. Aligns the department's goals with the goals of the organization.	3.53	3.40	-0.13 ▼
27. Sets appropriate goals for employees.	3.12	3.33	+0.22 ▲
28. Functions well under stress, deadlines, and/or significant workloads.	3.41	3.53	+0.12 ▲
29. Stays focused even when under pressure and stress.	3.59	3.67	+0.08 ▲
30. Makes sure that employees understand and identify with the team's mission.	3.41	3.33	-0.08 ▼

Comments:

- Although I have only reported to _____ for a couple of months, the quality of my work life" has improved greatly.
- Timeliness and accountability of projects.
- I do see _____ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on his assignments.
- He could benefit from understanding about how to create resolution and clarity.
- _____ excels at keeping in touch with all aspects of her, and our jobs.
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.

Managing Risk

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
31. Develops policies to address risk situations in the workplace.	15	3.20	86.7	13%	53%	33%	
32. Offers training to reduce safety incidents in the workplace.	15	3.40	100.0		60%	40%	
33. Gathers information regarding potential risks.	15	3.20	86.7	13%	53%	33%	
34. Attends risk management seminars and conferences.	15	3.27	93.3	7%	60%	33%	
35. Performs a risk analysis as needed.	15	3.00	80.0	20%	60%	20%	

Time Comparisons by Item

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

Item	2022	2023	Change
31. Develops policies to address risk situations in the workplace.	3.18	3.20	+0.02 ▲
32. Offers training to reduce safety incidents in the workplace.	3.35	3.40	+0.05 ▲
33. Gathers information regarding potential risks.	3.18	3.20	+0.02 ▲
34. Attends risk management seminars and conferences.	2.88	3.27	+0.38 ▲
35. Performs a risk analysis as needed.	3.18	3.00	-0.18 ▼

Comments:

- I know _____ is working with his director and HR business partner in understanding his role as a operational manager.
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.
- _____ is very knowledgeable, honest, and consistent in his leadership decisions.
- _____ relies on his direct reports to solicit input and involve front line staff in everyday work.
- I do see _____ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on his assignments.
- Timeliness and accountability of projects.

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
36. Clearly expresses expectations to others.	15	3.20	93.3	7%	67%		27%
37. Assists team members by helping them see the other point of view.	15	3.27	93.3	7%	60%		33%
38. Tries to understand others' point of view before making judgments	15	3.27	86.7	13%	47%		40%
39. Discusses conflict situations with supervisor.	15	3.13	86.7	13%	60%		27%
40. Helps employees to think through alternative ways to resolve conflict situations.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2022	2023	Change
36. Clearly expresses expectations to others.	3.18	3.20	+0.02 ▲
37. Assists team members by helping them see the other point of view.	3.35	3.27	-0.09 ▼
38. Tries to understand others' point of view before making judgments	3.24	3.27	+0.03 ▲
39. Discusses conflict situations with supervisor.	3.59	3.13	-0.45 ▼
40. Helps employees to think through alternative ways to resolve conflict situations.	3.29	3.40	+0.11 ▲

Comments:

- He strives for self improvement and is heavily invested in the same for others.
- I appreciate his perspective and guidance on a variety of things.
- _____ treats all employees with respect and in a very professional manner.
- As a new manager he is progressing very well.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+
- Is reliable and keeps the team focused on the delivery of outcomes.

Company

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
41. Expresses loyalty and dedication to [Company] in interactions with others.	15	3.33	93.3	7%	53%	40%	
42. Impresses upon others the important aspects of [Company].	15	3.33	93.3	7%	53%	40%	
43. Understands the "basics" as to how [Company] functions/operates.	15	3.13	86.7	13%	60%	27%	
44. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.00	86.7	13%	73%	13%	
45. Understands the use of [Company] products and services.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
41. Expresses loyalty and dedication to [Company] in interactions with others.	3.29	3.33	+0.04 ▲
42. Impresses upon others the important aspects of [Company].	3.41	3.33	-0.08 ▼
43. Understands the "basics" as to how [Company] functions/operates.	3.35	3.13	-0.22 ▼
44. Understands how decisions impact other business units beyond their immediate department of work group.	3.18	3.00	-0.18 ▼
45. Understands the use of [Company] products and services.	3.35	3.53	+0.18 ▲

Comments:

- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- _____ is very friendly and expresses genuine care for the staff when he is present.
- I have only recently started working with _____ and therefore do not have comments on some items, but regarding the projects I have worked with _____ on to date the above applies.
- _____'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- _____ is professional in communication verbally, but misses hearing some important items that are verbalized to him.
- He is decisive about budgets, emergency preparedness, and safety.

Global Perspective

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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
46. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	3.00	86.7	13%	73%		13%
47. Accepts setbacks and challenges in foreign markets as improvement opportunities	15	3.20	93.3	7%	60%		33%
48. Works well with others from different cultural backgrounds.	15	3.20	93.3	7%	67%		27%
49. Considers customers point of view when making decisions.	15	3.40	93.3	7%	47%		47%
50. Builds working relationships with others across cultures.	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

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

Item	2022	2023	Change
46. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	3.24	3.00	-0.24 ▼
47. Accepts setbacks and challenges in foreign markets as improvement opportunities	3.00	3.20	+0.20 ▲
48. Works well with others from different cultural backgrounds.	3.18	3.20	+0.02 ▲
49. Considers customers point of view when making decisions.	3.35	3.40	+0.05 ▲
50. Builds working relationships with others across cultures.	3.29	3.13	-0.16 ▼

Comments:

- Uses visual aids to communicate progress to your team.
- I think he is doing really good work and I found that to be one area I could list that might help.
- Uses his people skills to change negative situations into positive.
- _____ is very friendly and expresses genuine care for the staff when he is present.
- Communication to entire team is excellent and helps engage all staff. _____'s visibility to his team has been very positive.
- _____ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.

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?

- _____ sets high standards for his team and ensures they perform professionally.
- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- _____ is an effective, responsive leader and embodies the core values of the organization. Furthermore, he is clearly advocating for customers' best interest at all times.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. _____ does an excellent job of managing ongoing frustration with humor. He stays on point in meetings and encourages adherence to the agenda.
- I know that _____ would want me to include suggestions on how he could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what he could do differently to improve as a leader. Maybe allow Christmas decor before December?
- He cares deeply for what he does and it shows.

What do you like best about working with this individual?

- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.
- _____ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- Attitude is there; however, follow through is lacking at times.
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.

What do you like least about working with this individual?

- _____ is a great leader and supports his staff.
- _____ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.
- He guides, influences, supports, facilitates his team towards the achievement of goals.
- _____ is a "One of a kind" He is a great manager.
- _____ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.

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

- He has grown as a manager in the last few months and it shows.
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- _____ always remains professional in his interactions and I appreciate his direct style of communication.
- I am glad to have _____ in his role. Because of his openness and willingness to work with others he helps my department produce quality work, and encourages us to reciprocate.

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

- You can count on _____ to be honest and stay true to commitments.
- _____ has been a consistent resource to the Operations teams as we work in improving our scores.
- Detail oriented
- His leadership skills make me jealous and consider him a mentor on how I would want to be in that position
- Engagement is an area where _____ has improved by being more in-tune with department needs. He listens more and asks great questions.
- He communicates well to all staff and we know what is expected of us.

Any final comments?

- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- He can ask a question and truly listen to the answer before giving feedback.
- I enjoy working with _____ very much.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- _____ appears engaged, focused on improvement, and bettering the organization. He collaborates with other leaders and his staff to drive increases in service and efficiency. I feel like my team's needs are met and _____ will respond to any escalation request or need for strategic planning positively and effectively.