



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

December 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.

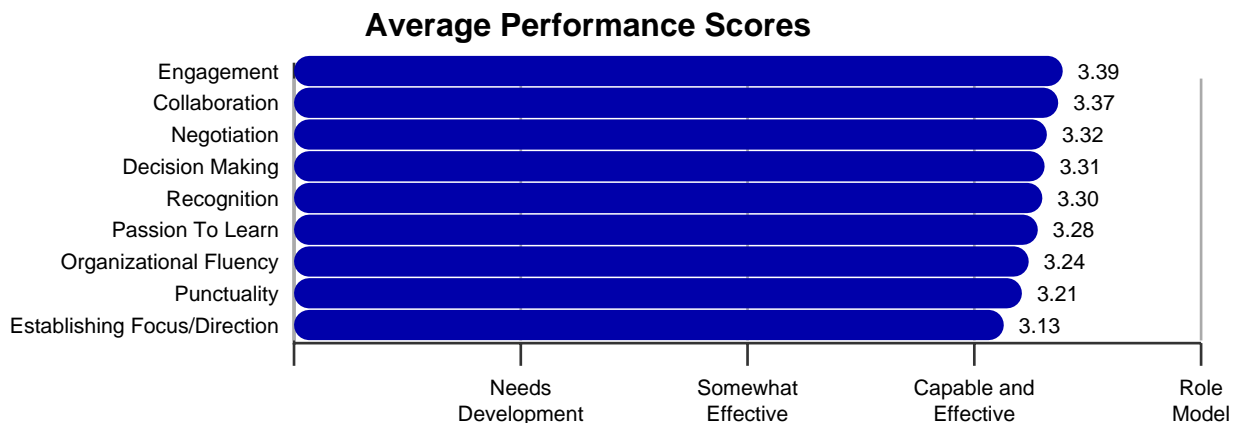
What to Do with Your Feedback

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.



Engagement

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Is eager to find solutions to problems.	15	3.20	93.3	7%	67%		27%
2. Feels connected to the job and tries to do the best every day.	15	3.87	100.0	13%	87%		
3. Provides employees with support.	15	3.33	93.3	7%	53%		40%
4. Supports employees so they feel good about working in the department.	15	3.60	93.3	7%	27%	67%	
5. Regularly keeps employees informed of important changes.	15	3.33	93.3	7%	53%		40%
6. Supports career development and progression.	15	3.20	93.3	7%	60%		33%
7. Values the contributions that employees make toward the team's success.	15	3.20	86.7	13%	53%		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
1. Is eager to find solutions to problems.	3.29	3.20	-0.09 ▼
2. Feels connected to the job and tries to do the best every day.	3.65	3.87	+0.22 ▲
3. Provides employees with support.	3.18	3.33	+0.16 ▲
4. Supports employees so they feel good about working in the department.	3.41	3.60	+0.19 ▲
5. Regularly keeps employees informed of important changes.	3.24	3.33	+0.10 ▲
6. Supports career development and progression.	3.24	3.20	-0.04 ▼
7. Values the contributions that employees make toward the team's success.	3.41	3.20	-0.21 ▼

Comments:

- _____ is a great leader and understands when he is needed the most. He is fair in his changes and tries his hardest to be equal to everyone.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.
- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.
- He's done a good job this year of addressing some difficult issues in his area (i.e. Budgeting and Finance leadership challenges).
- _____ has good knowledge and awareness of the strengths and talents within the organization.
- _____ has made a lot of headway in transforming his team this last year. A number of changes to structure and job descriptions have been made.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
8. Is respectful of others in group discussions.	15	3.40	93.3	7%	47%	47%	
9. Promotes open participation and communication within department and throughout the organization.	15	3.47	93.3	7%	40%	53%	
10. Ensures that all members are aligned and motivated, contributing to a cohesive and productive team dynamic.	15	3.47	93.3	7%	40%	53%	
11. Integrates technology to boost collaborative work on process and policy documentation.	15	3.53	100.0		47%	53%	
12. Respects other group/team members.	15	3.27	100.0		73%	27%	
13. Creates a culture that fosters and values collaboration.	15	3.33	100.0		67%	33%	
14. Identifies and organizes partnerships and alliances.	15	3.13	86.7	13%	60%	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
8. Is respectful of others in group discussions.	3.24	3.40	+0.16 ▲
9. Promotes open participation and communication within department and throughout the organization.	3.18	3.47	+0.29 ▲
10. Ensures that all members are aligned and motivated, contributing to a cohesive and productive team dynamic.	3.35	3.47	+0.11 ▲
11. Integrates technology to boost collaborative work on process and policy documentation.	3.47	3.53	+0.06 ▲
12. Respects other group/team members.	3.47	3.27	-0.20 ▼
13. Creates a culture that fosters and values collaboration.	3.35	3.33	-0.02 ▼
14. Identifies and organizes partnerships and alliances.	3.18	3.13	-0.04 ▼

Comments:

- He has worked hard to understand people's strengths and what they need from him.
- He is quick to remind others, when needed why we are really here.
- _____ is highly professional in his everyday work.
- _____ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- _____ is a new manager. His openness and positive communication with his team and his steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- He consistently conducts himself with professionalism and represents our unit well.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
15. Makes decisions based on novel interpretations of the facts.	15	3.07	80.0	20%	53%	27%	
16. Open to the suggestions from subordinates.	15	3.40	93.3	7%	47%	47%	
17. Is aware of the impact of decisions and informs others about potential outcomes.	15	3.27	93.3	7%	60%	33%	
18. Identifies which factors can be adjusted and which must remain constant to guide viable decision paths.	14	3.00	92.9	7%	79%	14%	
19. Is able to learn from mistakes.	15	3.47	100.0		53%	47%	
20. Adjusts decision criteria as new information emerges, ensuring relevance and feasibility.	15	3.40	93.3	7%	47%	47%	
21. Makes clear what is in scope and out of scope to avoid misalignment or unrealistic expectations.	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
15. Makes decisions based on novel interpretations of the facts.	3.00	3.07	+0.07 ▲
16. Open to the suggestions from subordinates.	3.65	3.40	-0.25 ▼
17. Is aware of the impact of decisions and informs others about potential outcomes.	3.47	3.27	-0.20 ▼
18. Identifies which factors can be adjusted and which must remain constant to guide viable decision paths.	3.12	3.00	-0.12 ▼
19. Is able to learn from mistakes.	3.59	3.47	-0.12 ▼
20. Adjusts decision criteria as new information emerges, ensuring relevance and feasibility.	3.29	3.40	+0.11 ▲
21. Makes clear what is in scope and out of scope to avoid misalignment or unrealistic expectations.	3.35	3.53	+0.18 ▲

Comments:

- _____ has done a wonderful job in supporting his team and making himself available.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- _____ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- _____ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way he approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate _____!
- He has made my job so much easier just having him in the facility and present to field questions/work related issues.
- He can appear guarded at times. If he can let his guard down with other team members, it may help them become closer.

Negotiation

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
22. Aims for solutions that benefit both parties.	15	3.00	80.0	20%	60%	20%	
23. Creates a constructive atmosphere, building a positive relationship for cooperative negotiations.	15	2.87	80.0	20%	73%	7%	
24. Establishes a protocol/structure at the beginning of the negotiations for the development of issues.	15	3.47	100.0		53%	47%	
25. Is resolute when stating priorities and non-negotiables.	15	3.67	100.0		33%	67%	
26. Conducts necessary preparations before engaging in negotiations.	15	3.40	93.3	7%	47%	47%	
27. Establishes good working relationships with others.	15	3.33	93.3	7%	53%	40%	
28. Justifies viewpoints using strong and credible data.	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
22. Aims for solutions that benefit both parties.	3.00	3.00	
23. Creates a constructive atmosphere, building a positive relationship for cooperative negotiations.	2.88	2.87	-0.02 ▼
24. Establishes a protocol/structure at the beginning of the negotiations for the development of issues.	3.00	3.47	+0.47 ▲
25. Is resolute when stating priorities and non-negotiables.	3.76	3.67	-0.10 ▼
26. Conducts necessary preparations before engaging in negotiations.	3.53	3.40	-0.13 ▼
27. Establishes good working relationships with others.	3.12	3.33	+0.22 ▲
28. Justifies viewpoints using strong and credible data.	3.41	3.53	+0.12 ▲

Comments:

- _____'s style of leading a team is both refreshing and different than what I have experienced in the past.
- 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.
- _____ provides the appropriate amount of direction without being too hands-off or overbearing.
- Manager routinely demonstrates all of the above characteristics, as marked
- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.
- People come and go in this organization and I can say with no reservation that _____ is a colleague I will miss the most when he retires.

Recognition

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
29. Incorporates recognition into regular meetings, such as weekly team check-ins or monthly town halls.	15	3.67	100.0	33%	67%		
30. Gives recognition and appreciation fairly.	15	3.33	100.0		67%	33%	
31. Exhibits recognition in the appropriate settings and environment.	15	3.20	86.7	13%	53%	33%	
32. Empowers employees to have more autonomy as recognition and reward for good job performance.	15	3.40	100.0		60%	40%	
33. Offers recognition that is thoughtful and individualized, ensuring that the method and reward suit the person being acknowledged.	15	3.20	86.7	13%	53%	33%	
34. Is well aware of employee performance to know when recognition is needed/deserved.	15	3.27	93.3	7%	60%	33%	
35. Uses Eco-Friendly awards to incentivize employees to conserve natural resources.	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
29. Incorporates recognition into regular meetings, such as weekly team check-ins or monthly town halls.	3.59	3.67	+0.08 ▲
30. Gives recognition and appreciation fairly.	3.41	3.33	-0.08 ▼
31. Exhibits recognition in the appropriate settings and environment.	3.18	3.20	+0.02 ▲
32. Empowers employees to have more autonomy as recognition and reward for good job performance.	3.35	3.40	+0.05 ▲
33. Offers recognition that is thoughtful and individualized, ensuring that the method and reward suit the person being acknowledged.	3.18	3.20	+0.02 ▲
34. Is well aware of employee performance to know when recognition is needed/deserved.	2.88	3.27	+0.38 ▲
35. Uses Eco-Friendly awards to incentivize employees to conserve natural resources.	3.18	3.00	-0.18 ▼

Comments:

- He is well respected by his peers and it is clear to see why.
- Positive attitude.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- _____ has supported me through some tough contract negotiations and he is the consummate professional.
-

_____ is professional in communication verbally, but misses hearing some important items that are verbalized to him.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. Stays up-to-date on emerging technologies.	15	3.20	93.3	7%	67%	27%	
37. Critiques own performance and learns from experience as a source of continuous improvement.	15	3.27	93.3	7%	60%	33%	
38. Will participate in training classes even if offered outside of normal working hours.	15	3.27	86.7	13%	47%	40%	
39. Inspires others to learn new things.	15	3.13	86.7	13%	60%	27%	
40. Stays current with skills and training.	15	3.40	93.3	7%	47%	47%	
41. Takes initiative for own learning and development.	15	3.33	93.3	7%	53%	40%	
42. Holds self and associates accountable for goal achievement.	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
36. Stays up-to-date on emerging technologies.	3.18	3.20	+0.02 ▲
37. Critiques own performance and learns from experience as a source of continuous improvement.	3.35	3.27	-0.09 ▼
38. Will participate in training classes even if offered outside of normal working hours.	3.24	3.27	+0.03 ▲
39. Inspires others to learn new things.	3.59	3.13	-0.45 ▼
40. Stays current with skills and training.	3.29	3.40	+0.11 ▲
41. Takes initiative for own learning and development.	3.29	3.33	+0.04 ▲
42. Holds self and associates accountable for goal achievement.	3.41	3.33	-0.08 ▼

Comments:

- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.
- Always approachable no matter how busy he is.
- He is very responsive when asked for input or his assistance is requested.
- _____ always remembers the customer is at the center of what we do.
- _____ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- He is detailed when presenting a plan.

Punctuality

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
43. Starts the workday when scheduled.	15	3.13	86.7	13%	60%	27%	
44. Avoids making personal phone calls during working hours.	15	3.00	86.7	13%	73%	13%	
45. Starts meetings on time.	15	3.53	100.0		47%	53%	
46. Conducts appointments at scheduled start time.	15	3.00	86.7	13%	73%	13%	
47. Invoices clients on a timely basis.	15	3.20	93.3	7%	60%	33%	
48. Arrives to meetings on time.	15	3.20	93.3	7%	67%	27%	
49. Responds to requests for information in a timely manner.	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
43. Starts the workday when scheduled.	3.35	3.13	-0.22 ▼
44. Avoids making personal phone calls during working hours.	3.18	3.00	-0.18 ▼
45. Starts meetings on time.	3.35	3.53	+0.18 ▲
46. Conducts appointments at scheduled start time.	3.24	3.00	-0.24 ▼
47. Invoices clients on a timely basis.	3.00	3.20	+0.20 ▲
48. Arrives to meetings on time.	3.18	3.20	+0.02 ▲
49. Responds to requests for information in a timely manner.	3.35	3.40	+0.05 ▲

Comments:

- The only constructive feedback that I would have for _____ is that it would be nice to have him "present" more often. There are times during 1:1 or group meetings where I feel that _____ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given his current burden here.
- I truly enjoy working with _____ on a daily basis.
- I believe I need to give him a chance to get into his position.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.
- _____ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
50. Implements financial resources and gainsharing programs to help employees focus on increasing efficiency.	15	3.13	80.0	7% 13%	40%	40%	
51. Uses performance data to reinforce expectations and guide improvement.	14	3.14	92.9	7%	71%		21%
52. Sets the requirements for satisfactory job performance.	14	3.21	85.7	14%	50%		36%
53. Aligns the team's efforts, energy, and focus on a shared goal.	15	3.27	86.7	13%	47%		40%
54. Leads by example to guide employees in the completion of tasks.	15	3.13	86.7	13%	60%		27%
55. Sets benchmarks or criteria for the quality of products or services.	15	3.07	86.7	13%	67%		20%
56. Motivates employees by encouraging their participation on projects.	15	2.93	73.3	27%	53%		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
50. Implements financial resources and gainsharing programs to help employees focus on increasing efficiency.	3.29	3.13	-0.16 ▼
51. Uses performance data to reinforce expectations and guide improvement.	3.24	3.14	-0.09 ▼
52. Sets the requirements for satisfactory job performance.	3.06	3.21	+0.16 ▲
53. Aligns the team's efforts, energy, and focus on a shared goal.	3.59	3.27	-0.32 ▼
54. Leads by example to guide employees in the completion of tasks.	2.94	3.13	+0.19 ▲
55. Sets benchmarks or criteria for the quality of products or services.	2.88	3.07	+0.18 ▲
56. Motivates employees by encouraging their participation on projects.	2.88	2.93	+0.05 ▲

Comments:

- Taking everything into consideration, _____ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- _____ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.
- He has consistently been a strong advocate for me and my team.
- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!
- _____ is a very strong leader. His straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped _____ be successful is his focus on doing the right thing. He doesn't waste any time pointing fingers or placing blame. Instead, he focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- I truly appreciate _____'s knowledge, his professionalism, and his reliability.

Organizational Fluency

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
57. Able to explain departmental policies and procedures to others.	15	3.20	93.3	7%	67%	27%	
58. Understands the current organizational culture.	15	3.20	93.3	7%	67%	27%	
59. Gets things done through the department.	15	3.13	93.3	7%	67%	27%	
60. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.20	93.3	7%	67%	27%	
61. Effective in communicating with others within the organization.	15	3.47	100.0		53%	47%	
62. Able to use corporate politics to advance department objectives.	15	3.27	93.3	7%	60%	33%	
63. Adept at navigating within the culture of the department.	15	3.20	86.7	13%	53%	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
57. Able to explain departmental policies and procedures to others.	3.18	3.20	+0.02 ▲
58. Understands the current organizational culture.	3.24	3.20	-0.04 ▼
59. Gets things done through the department.	3.18	3.13	-0.04 ▼
60. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.47	3.20	-0.27 ▼
61. Effective in communicating with others within the organization.	3.29	3.47	+0.17 ▲
62. Able to use corporate politics to advance department objectives.	3.35	3.27	-0.09 ▼
63. Adept at navigating within the culture of the department.	3.18	3.20	+0.02 ▲

Comments:

- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of his position.
- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- Demonstrates a focus on the business goals through task prioritization.
- _____'s leadership at [CompanyName] has been outstanding. I have been very impressed with him since he came here and I admire his work.
- The few problems we have experienced during these changes is a reflection of _____'s leadership.

Comments

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

What would help make you a more effective leader?

- I appreciate his helpful and cheerful outlook!
- _____ not only values and listens to his staff he also gives them the support they need.
- _____ is an excellent leader. He seeks input from everyone involved to solve an issue.
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.
- He can ask a question and truly listen to the answer before giving feedback.
- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.

What do you like best about working with this individual?

- He could benefit from understanding about how to create resolution and clarity.
- _____ continually is analyzing our current states and identifying areas that we can improve.
- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.
- he is trying to prove his strengths and be a firm leader in the organization, however when he makes these decisions before hearing all sides, he appears as if he does not care about the consequences.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. He seems hesitant to ask for feedback, review, or help.
- He is honest in his delivery and every decision he makes is in the best interest of the organization, customers or staff.

What do you like least about working with this individual?

- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- He is well respected by his peers and it is clear to see why.
- I have found _____ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.
- _____ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and _____ is able to tie it into our work so it makes sense. He is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- _____ is a wonderful team member. . .has the gift of empathy and encouragement. He has a can do attitude when faced with projects/issues.
- _____ has extremely strong communication skills and is able to work in a wide variety of settings.

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

- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- In every interaction that I have had with _____, I have found him to be professional, reliable, and engaged in the process.
- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- Look up collaboration and you'll find _____'s picture beside the word.
- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.
- I think he is an asset to the department.

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

- His communication style can also come across as very directive at times to peers and subordinates.
- _____ has been here a short time, but I have believe from attending meeting with him and by his actions in the department, he is the right person to lead us forward in our growth and changes.
- Good leadership style.
- He will sit down with all parties involved before he makes a decision.
- _____ is a knowledgeable professional committed to improvement and quality. _____ shows his expertise in meetings and conversations, is helpful and solves problems effectively.
- We have made improvements in our documentation and have decreased duplicate reporting.

Any final comments?

- Information is given concisely at meetings, and his explanations of all information is very clear.
- I think _____ works really hard to engage with everyone of us.
- _____ is always willing and routinely seeks opportunities to work with other departments.
- Overall, I think _____ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer. Once we get an answer it usually invoves _____ wanting to complete the task on his own. More communication in this area would be nice, even when he would rather complete the task on his own.
- I have found _____ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.
- _____ has an open door policy, when in the office, and encourages staff to set up appointments with his when he has many meetings throughout his week.