



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.

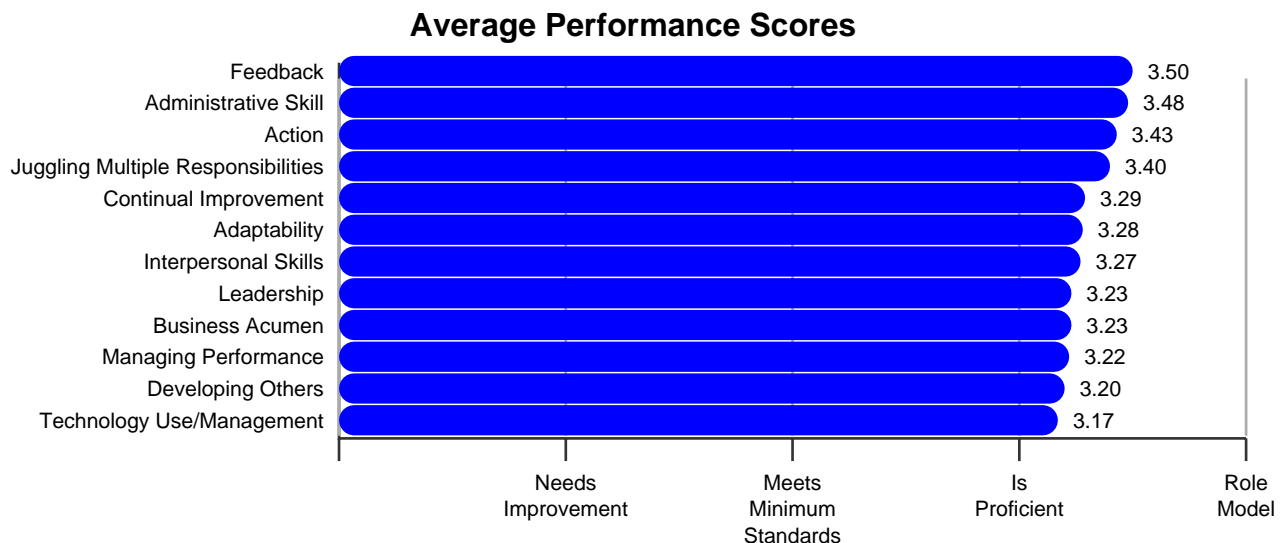
What to Do with Your Feedback

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

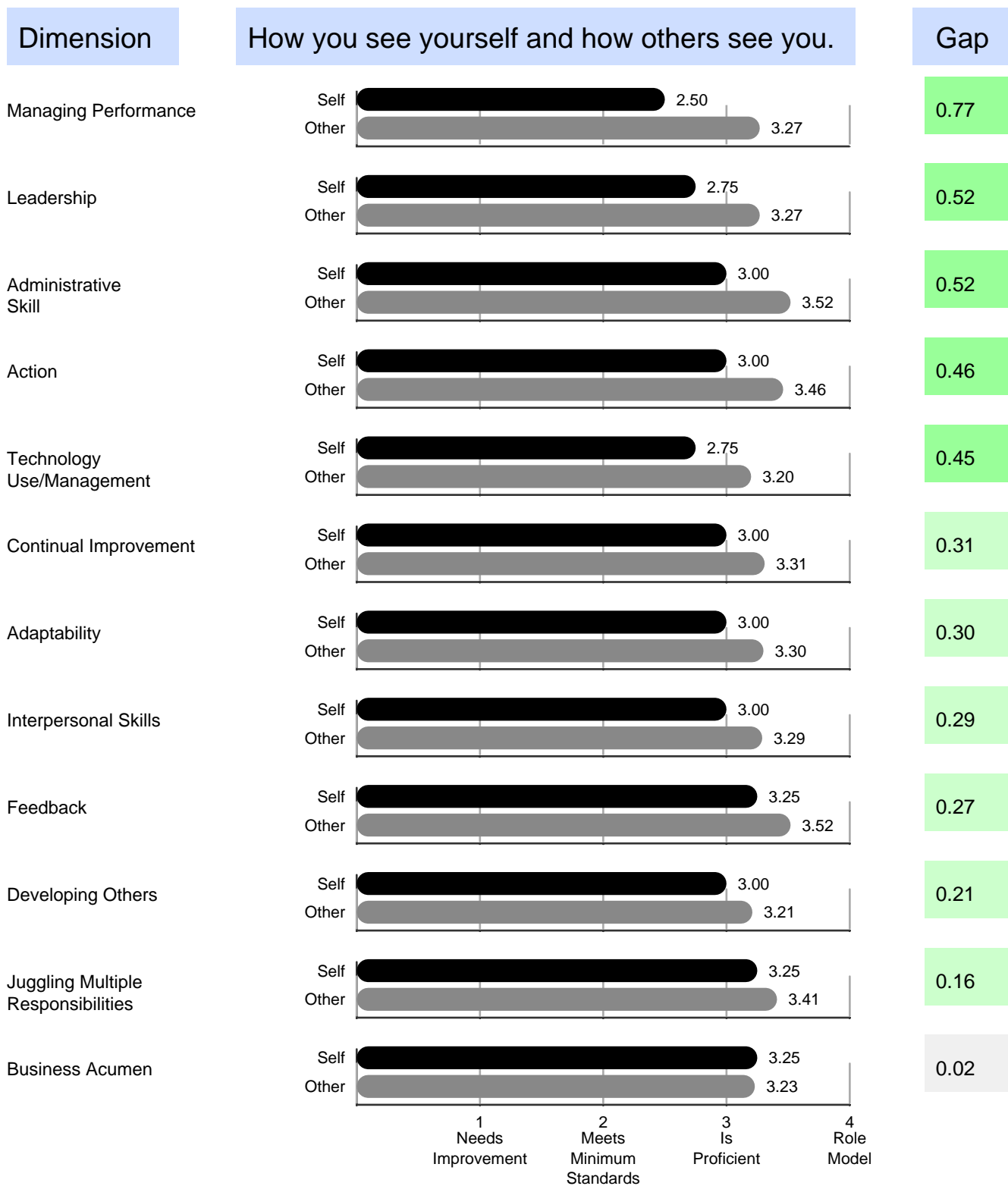
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



Feedback

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. You consider other's opinion and suggestions.	15	3.20	93.3	7%	67%		27%
2. You actively seek feedback from others.	15	3.87	100.0	13%	87%		
3. You ask others for their ideas and opinions.	15	3.33	93.3	7%	53%		40%
4. You are easy to approach with ideas and opinions.	15	3.60	93.3	7%	27%	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
1. You consider other's opinion and suggestions.	3.29	3.20	-0.09 ▼
2. You actively seek feedback from others.	3.65	3.87	+0.22 ▲
3. You ask others for their ideas and opinions.	3.18	3.33	+0.16 ▲
4. You are easy to approach with ideas and opinions.	3.41	3.60	+0.19 ▲

Comments:

- _____ is the shining example of what a manager should be like. He is an amazing leader, he always solves problems promptly, you can count on his word, he truly cares for his customers and his staff, and he has gone above and beyond for all of us more times than I can remember. He is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- He is such a model for leaders throughout our organization.
- I believe _____ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- _____ is a tremendous leader in our organization.
- _____ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. _____ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- _____ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.

Adaptability

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
5. You are able to recognize the potential benefits of change, and create an infrastructure which supports change.	15	3.33	93.3	7%	53%	40%	
6. You learn from personal experiences and/or mistakes.	15	3.20	93.3	7%	60%	33%	
7. You are able to quickly learn new ways of performing your job.	15	3.20	86.7	13%	53%	33%	
8. You perform a wide range of tasks, respond to changes in direction and priorities and accept new challenges, responsibilities, and assignments.	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
5. You are able to recognize the potential benefits of change, and create an infrastructure which supports change.	3.24	3.33	+0.10 ▲
6. You learn from personal experiences and/or mistakes.	3.24	3.20	-0.04 ▼
7. You are able to quickly learn new ways of performing your job.	3.41	3.20	-0.21 ▼
8. You perform a wide range of tasks, respond to changes in direction and priorities and accept new challenges, responsibilities, and assignments.	3.24	3.40	+0.16 ▲

Comments:

- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- A willingness and flexibility to pitch in help where needed is important.
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- _____ is such an inspiration and role model to me, I feel empowered by him to make sound decisions.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- He keeps focused on things that are important for his department to run smoothly.

Action

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
9. You are not afraid to take corrective action when necessary.	15	3.47	93.3	7%	40%	53%	
10. You make effective decisions	15	3.47	93.3	7%	40%	53%	
11. You work quickly when faced with difficult problems.	15	3.53	100.0		47%	53%	
12. You do whatever it takes (within reason) to get the job done.	15	3.27	100.0		73%		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
9. You are not afraid to take corrective action when necessary.	3.18	3.47	+0.29 ▲
10. You make effective decisions	3.35	3.47	+0.11 ▲
11. You work quickly when faced with difficult problems.	3.47	3.53	+0.06 ▲
12. You do whatever it takes (within reason) to get the job done.	3.47	3.27	-0.20 ▼

Comments:

- Always looking for ways to grow as a person. Inspires others to do the same.
- I think _____ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- He often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- _____ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- _____ excels at customer service and keeping our team focused on the customer.
- _____ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with. I am on a committee that he runs and he is an excellent meeting facilitator.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
13. You motivate and challenges employees to attain a shared vision.	15	3.33	100.0		67%		33%
14. You recognize individual and team accomplishments and reward them appropriately.	15	3.13	86.7	13%	60%		27%
15. You express clear goals and objectives.	15	3.07	80.0	20%	53%		27%
16. You give direct, constructive, and actionable feedback.	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
13. You motivate and challenges employees to attain a shared vision.	3.35	3.33	-0.02 ▼
14. You recognize individual and team accomplishments and reward them appropriately.	3.18	3.13	-0.04 ▼
15. You express clear goals and objectives.	3.00	3.07	+0.07 ▲
16. You give direct, constructive, and actionable feedback.	3.65	3.40	-0.25 ▼

Comments:

- I look forward to working with his in his new role.
- _____ came to [CompanyName] and has done a wonderful job of getting the message out.
- _____ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.
- _____ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- _____'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
17. You look for ways to expand current job responsibilities.	15	3.27	93.3	7%	60%		33%
18. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	14	3.00	92.9	7%	79%		14%
19. You search for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.47	100.0		53%		47%
20. You look for ways to expand and learn new job skills.	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
17. You look for ways to expand current job responsibilities.	3.47	3.27	-0.20 ▼
18. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	3.12	3.00	-0.12 ▼
19. You search for new methods, techniques, and processes that increase efficiency and reduce costs.	3.59	3.47	-0.12 ▼
20. You look for ways to expand and learn new job skills.	3.29	3.40	+0.11 ▲

Comments:

- _____ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- Is extremely knowledgeable and is always continuing his education to stay up to date.
- He is very customer focused and this reflects in his division leadership and performance.
- I am confident that whenever I need to talk with _____, he is honest and direct and provides good guidance for my professional growth.
- I wish I had 5 more years to learn from _____. He teaches me with every interaction.
- I know I can go to him with any question and he will either have an answer for me or get one the same goes for problem solving.

Managing Performance

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. You ensure employees understand their performance expectations.	15	3.53	100.0	47%		53%	
22. You establish indicators to measure levels of performance.	15	3.00	80.0	20%	60%		20%
23. You address poor performance sooner rather than later.	15	2.87	80.0	20%	73%		7%
24. You ensure employees understand the goals of the organization/department.	15	3.47	100.0	53%		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
21. You ensure employees understand their performance expectations.	3.35	3.53	+0.18 ▲
22. You establish indicators to measure levels of performance.	3.00	3.00	
23. You address poor performance sooner rather than later.	2.88	2.87	-0.02 ▼
24. You ensure employees understand the goals of the organization/department.	3.00	3.47	+0.47 ▲

Comments:

- Manager engages in all categories described above as marked.
- Transparency and honesty is important early in the process.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, _____ fits the leadership role well.
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- He has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, he seems to be able to keep our unit in the financial green.
- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.

Administrative Skill

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
25. You have a high attention to detail.	15	3.67	100.0	33%	67%		
26. You are able to develop, justify and present a budget.	15	3.40	93.3	7%	47%	47%	
27. You accurately implement contract provisions.	15	3.33	93.3	7%	53%	40%	
28. You implement and use performance measures.	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
25. You have a high attention to detail.	3.76	3.67	-0.10 ▼
26. You are able to develop, justify and present a budget.	3.53	3.40	-0.13 ▼
27. You accurately implement contract provisions.	3.12	3.33	+0.22 ▲
28. You implement and use performance measures.	3.41	3.53	+0.12 ▲

Comments:

- Could be more self-aware of impact on other team members
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- I don't often get a chance to see _____ in his natural habitat. I know that his team really likes him and that demonstrates a level of leadership that is not common.
- 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).
- _____ is dedicated to his work and the employees that he manages. I am amazed at the kind of time he puts into this organization.
- _____ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.

Juggling Multiple Responsibilities

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
29. You complete multiple tasks simultaneously.	15	3.67	100.0	33%	67%		
30. You use a scheduler/planner to keep tasks organized and on time.	15	3.33	100.0		67%		33%
31. You assign tasks based on skills of team members.	15	3.20	86.7	13%	53%		33%
32. You observe, analyze, and respond to merchandise needs while serving customers and accomplishing operational tasks.	15	3.40	100.0		60%		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
29. You complete multiple tasks simultaneously.	3.59	3.67	+0.08 ▲
30. You use a scheduler/planner to keep tasks organized and on time.	3.41	3.33	-0.08 ▼
31. You assign tasks based on skills of team members.	3.18	3.20	+0.02 ▲
32. You observe, analyze, and respond to merchandise needs while serving customers and accomplishing operational tasks.	3.35	3.40	+0.05 ▲

Comments:

- _____ is a great leader. He has excellent communication skills and has a wonderful leadership style.
- He encourages each staff member to understand each other and to work together in a very positive manner.
- _____ has been a strong leader at [CompanyName] for many years, and he will be missed.
- Outstanding leader.
- Shows curiosity.
- It's a pleasure to work with _____ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.

Technology Use/Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
33. You understand and are committed to implementing new technologies.	15	3.20	86.7	13%	53%	33%	
34. You support employee training and development initiatives regarding implementation of technology.	15	3.27	93.3	7%	60%	33%	
35. You maximize the use of new technology to deliver products and services.	15	3.00	80.0	20%	60%	20%	
36. You use technology in decision making and problem solving.	15	3.20	93.3	7%	67%	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
33. You understand and are committed to implementing new technologies.	3.18	3.20	+0.02 ▲
34. You support employee training and development initiatives regarding implementation of technology.	2.88	3.27	+0.38 ▲
35. You maximize the use of new technology to deliver products and services.	3.18	3.00	-0.18 ▼
36. You use technology in decision making and problem solving.	3.18	3.20	+0.02 ▲

Comments:

- _____ has excellent communication skills with both staff and his management team.
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
- He has a calm demeanor and willingness to help with anything.
- We are very blessed to have _____ for our manager! Best one we've EVER had. We appreciate his very much.
- _____ is incredibly talented and very smart. His attention to detail is unparalleled.
- _____ has an incredible vision for our organization's strategy and improvement efforts.

Interpersonal Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
37. You are trusted by peers and co-workers; others are willing to confide in him/her	15	3.27	93.3	7%	60%		33%
38. You demonstrate willingness to work with others.	15	3.27	86.7	13%	47%		40%
39. You create an atmosphere that supports the open expression of ideas	15	3.13	86.7	13%	60%		27%
40. You adapt management style to meet the needs of the individual or situation.	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
37. You are trusted by peers and co-workers; others are willing to confide in him/her	3.35	3.27	-0.09 ▼
38. You demonstrate willingness to work with others.	3.24	3.27	+0.03 ▲
39. You create an atmosphere that supports the open expression of ideas	3.59	3.13	-0.45 ▼
40. You adapt management style to meet the needs of the individual or situation.	3.29	3.40	+0.11 ▲

Comments:

- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- _____ has high expectation of staff, but provides the support needed for success. He is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- I appreciate _____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- It is often difficult to contact _____ and email communication may take a long period for a reply.
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- 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+

Developing 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. You create a work environment that fosters positive feedback to employees.	15	3.33	93.3	7%	53%	40%	
42. You assess employees' developmental needs.	15	3.33	93.3	7%	53%	40%	
43. You try to ensure employees are ready to move to the next level.	15	3.13	86.7	13%	60%	27%	
44. You recognize and celebrates accomplishments of others.	15	3.00	86.7	13%	73%	13%	

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. You create a work environment that fosters positive feedback to employees.	3.29	3.33	+0.04 ▲
42. You assess employees' developmental needs.	3.41	3.33	-0.08 ▼
43. You try to ensure employees are ready to move to the next level.	3.35	3.13	-0.22 ▼
44. You recognize and celebrates accomplishments of others.	3.18	3.00	-0.18 ▼

Comments:

- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- Need to take in all opinions, not just those of employees who are not always truthful....
- He often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- Delegates often with little to no direction.

Business Acumen

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
45. You are able to align resources to meet the business needs of the company.	15	3.53	100.0	47%	53%		
46. You exhibit behavior that is consistent with the vision, mission, and core values of the organization	15	3.00	86.7	13%	73%		13%
47. You consider impact of actions on other areas of the organization.	15	3.20	93.3	7%	60%		33%
48. You effectively develop and use resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.20	93.3	7%	67%		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
45. You are able to align resources to meet the business needs of the company.	3.35	3.53	+0.18 ▲
46. You exhibit behavior that is consistent with the vision, mission, and core values of the organization	3.24	3.00	-0.24 ▼
47. You consider impact of actions on other areas of the organization.	3.00	3.20	+0.20 ▲
48. You effectively develop and use resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.18	3.20	+0.02 ▲

Comments:

- Again, he has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- He is a very diligent hard worker.
- He consistently conducts himself with professionalism and represents our unit well.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- he is open and willing to share his vision for the team.
- He is truly dedicated to doing a good job, by helping us do a good job.

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 excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.
- _____ did a great job with the new employee program development and he should be proud of his accomplishments.
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- He is always asking for input and feedback. His understanding of the Core measures role was little to start, but he has become incredibly savvy at understanding the issues and barriers that impact my role. He does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- _____ 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.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.

What do you like best about working with this individual?

- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.
- _____ encourages collaboration between departments. He has done a great job leading our monthly supervisor/manager meetings.
- I have great respect and appreciation for _____. Not only does he do his job well, he takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.
- _____ is professional, collaborative. . .a great team member.
- He has integrity, dependability, and a desire to constantly improve.
- _____ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).

What do you like least about working with this individual?

- He is quick and willing to aid.
- _____ has done a wonderful job in supporting his team and making himself available.
- He is an outstanding manager.
- _____ has high expectation of staff, but provides the support needed for success. He is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- _____ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.
- _____ continues to be a wonderful boss and mentor.

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

- _____ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- _____ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have his direction, talent and enthusiasm.
- He stays in his office, and is largely oblivious to the daily activities of customer service.
- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- He often involves his team in decision making and to determine how to achieve outcomes.

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

- I feel as though _____ is still getting to know his management team and employees. He has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better he will be able to acknowledge our strengths and assign responsibilities to best use those strengths. He is an excellent role model, I look forward to learning from him.
- He is a charismatic leader. Really the best!!
- I really enjoy working with _____ and I respect his as a leader and role model.
- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- _____ is always working collaboratively with many different teams not only within the organization but within the community
- _____ is very supportive and knows his area of expertise. He is a pleasure to work with.

Any final comments?

- Sometimes his decisions aren't thought through from a financial perspective.
- _____ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- I admire _____ and look up to his wisdom, he is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- He is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from his own.
- Knowledge, experience, and the will to help when help is needed.
- The advice and direction I receive from _____ is often on point and helps to provide positive outcomes. Over the last year as I have grown _____ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.