



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.

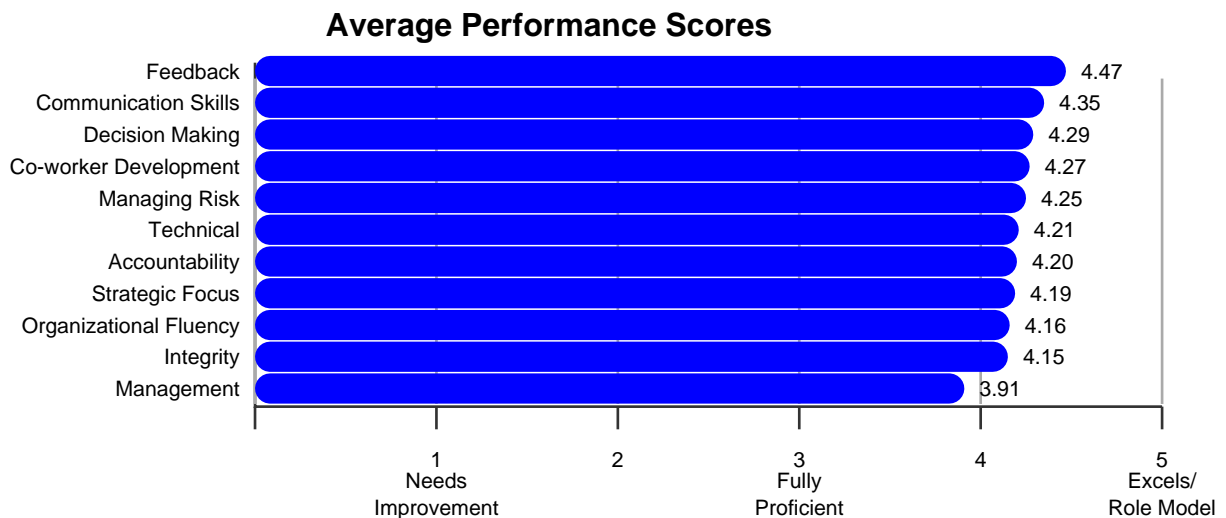
What to Do with Your Feedback

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 11 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.



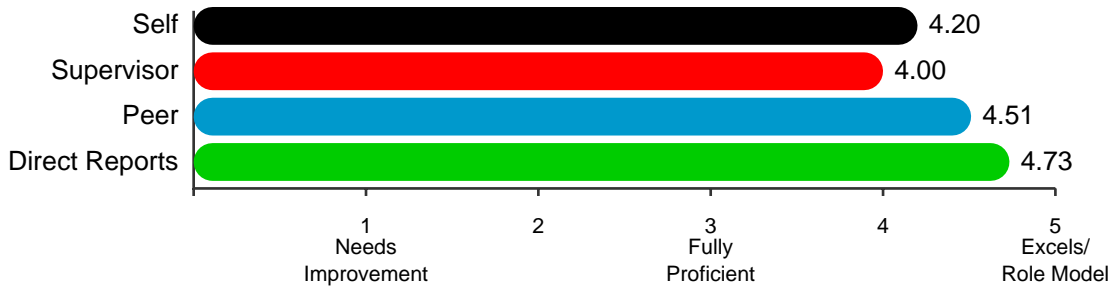
Gap Analysis

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

Summary Scores



1. Open to the suggestions of others.



2. Is easy to approach with ideas and opinions.



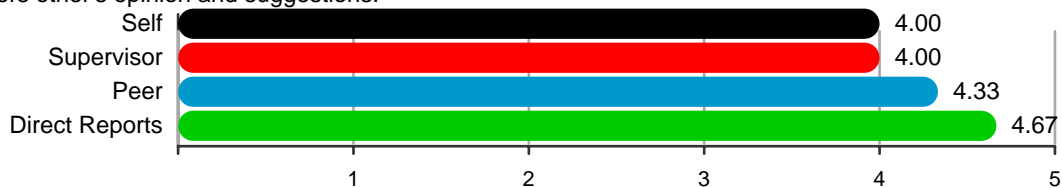
3. Accepts the views of others.



4. Asks others for their ideas and opinions.



5. Considers other's opinion and suggestions.



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 (Excels/ Role Model).

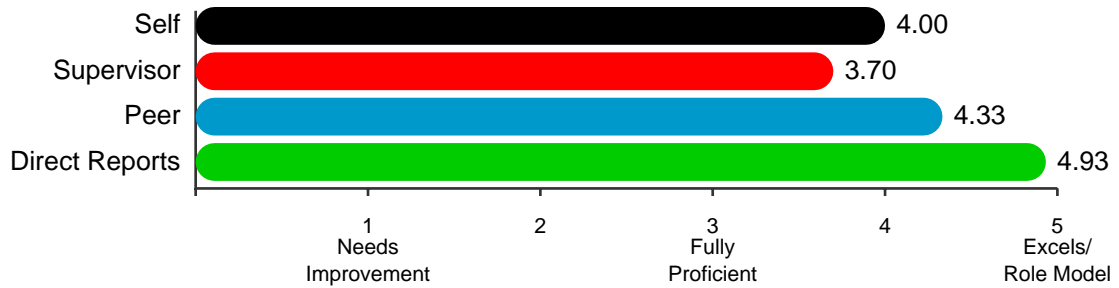
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Open to the suggestions of others.	15	4.20	93.3	7%	67%	27%
2. Is easy to approach with ideas and opinions.	15	4.87	100.0	13%	87%	
3. Accepts the views of others.	15	4.33	93.3	7%	53%	40%
4. Asks others for their ideas and opinions.	15	4.60	93.3	7%	27%	67%
5. Considers other's opinion and suggestions.	15	4.33	93.3	7%	53%	40%

Comments:

- He is very effective.
- _____ demonstrates excellent skills at approaching employees that need correction action. My only thought would be he could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- Dependability, with whatever is needed.
- He offers up ideas of how I could have handled something differently in a constructive manner.
- He knows what his customers needs and seeks to find the best individual to fill those roles.
- Always conducts himself in a professional manner.

Communication Skills

Summary Scores



6. Is an effective communicator



7. An effective listener who is responsive to information needs.



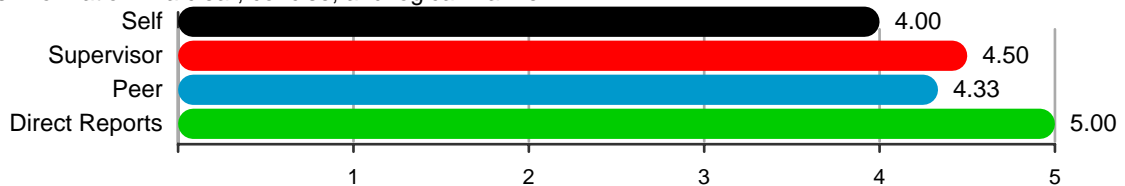
8. Communications with department leadership



9. Delivers well-prepared, informed, poised and succinct presentations.



10. Delivers information in a clear, concise, and logical manner.



Level of Skill

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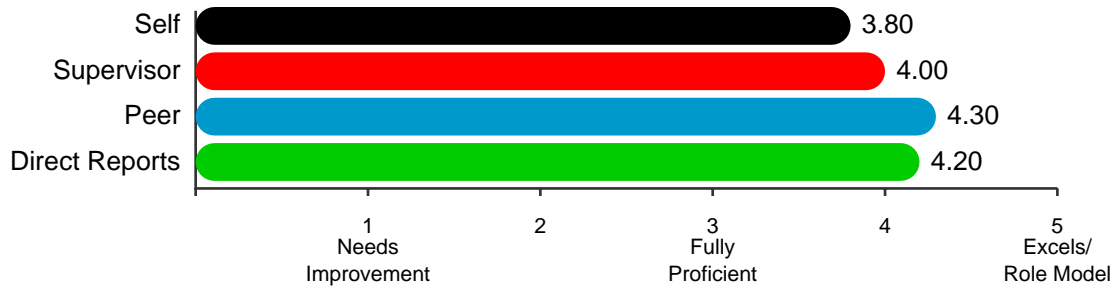
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
6. Is an effective communicator	15	4.20	93.3	7%	60%	33%
7. An effective listener who is responsive to information needs.	15	4.20	86.7	13%	53%	33%
8. Communications with department leadership	15	4.40	93.3	7%	47%	47%
9. Delivers well-prepared, informed, poised and succinct presentations.	15	4.47	93.3	7%	40%	53%
10. Delivers information in a clear, concise, and logical manner.	15	4.47	93.3	7%	40%	53%

Comments:

- His great communication style allows him to draw in floor staff, other departments and individuals easily.
- He strives to raise the bar everyday to improve our processes to best serve our customers.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- You can count on _____ to be honest and stay true to commitments.
- The integrity, professionalism and high ethics he exhibits everyday, every time with everyone is remarkable.
- He challenges me every day to be my best and I appreciate that.

Accountability

Summary Scores



11. Keeps their word and does what they say they will do.



12. Can be counted on to do what they say they are going to do.



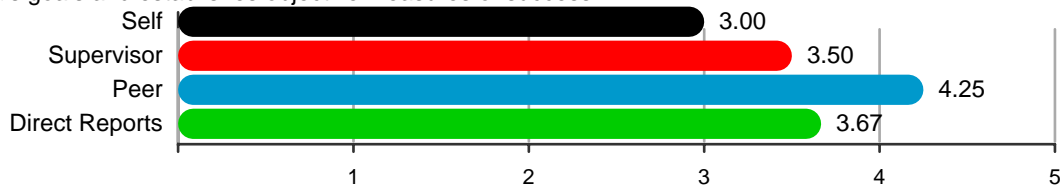
13. Holds team accountable to meeting goals.



14. Tackles issues head on and finds solutions.



15. Develops goals and establishes objective measures of success.



Level of Skill

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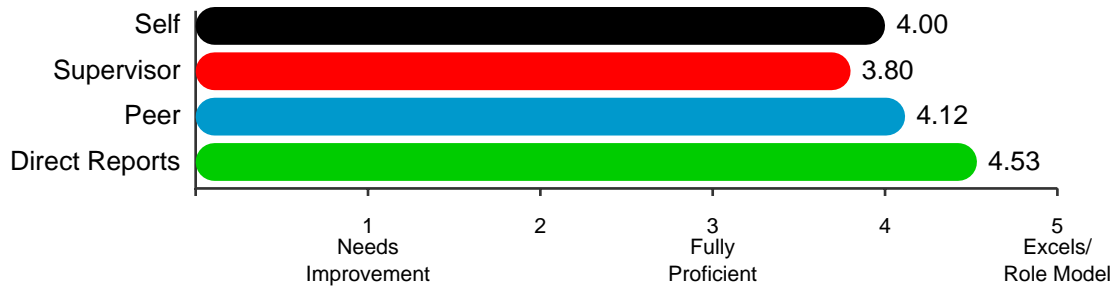
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Keeps their word and does what they say they will do.	15	4.53	100.0	47%	53%	
12. Can be counted on to do what they say they are going to do.	15	4.27	100.0	73%	27%	
13. Holds team accountable to meeting goals.	15	4.33	100.0	67%	33%	
14. Tackles issues head on and finds solutions.	15	3.93	73.3	27%	53%	20%
15. Develops goals and establishes objective measures of success.	14	3.93	71.4	7%	21%	43% 29%

Comments:

- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- He is professional, reliable, ethical, and thoroughly engaged. He demonstrates this by showing up every day, providing feedback and stewardship for all his reports.
- _____ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develop and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- _____ always remembers the customer is at the center of what we do.
- He keeps focused on things that are important for his department to run smoothly.
- I really appreciate and respect _____'s leadership and his ability to perceive issues and intricate insights into working toward solutions.

Integrity

Summary Scores



16. Develops trust and confidence from others.



17. Does what was promised.



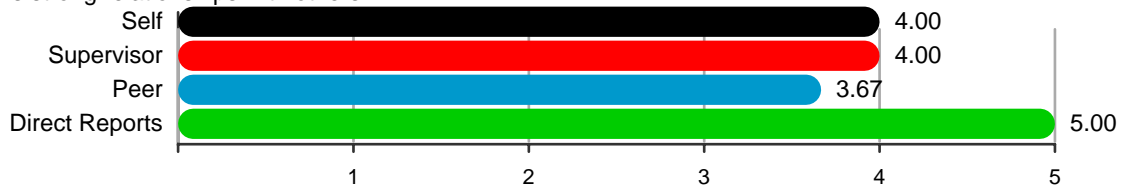
18. Follows tasks to completion.



19. Accepts responsibility for mistakes.



20. Maintains strong relationships with others.



Level of Skill

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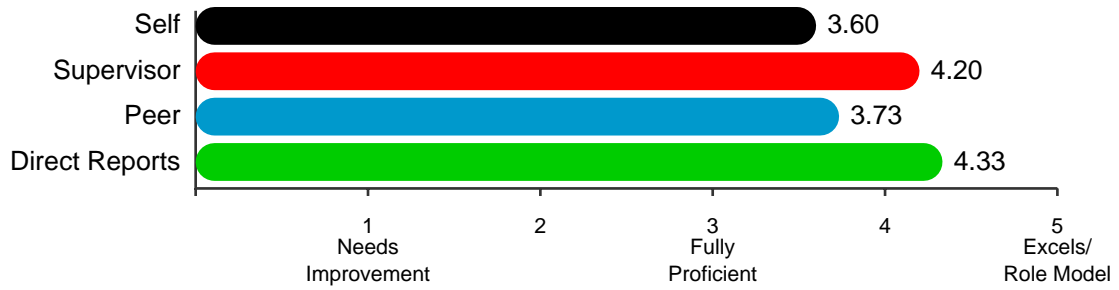
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
16. Develops trust and confidence from others.	15	4.33	86.7	13%	40%	47%
17. Does what was promised.	15	4.20	86.7	13%	53%	33%
18. Follows tasks to completion.	14	3.93	92.9	7%	86%	7%
19. Accepts responsibility for mistakes.	14	4.29	92.9	7%	50%	43%
20. Maintains strong relationships with others.	15	4.00	66.7	7%	27%	40%

Comments:

- _____ continues to be a great boss. He is available to us and always has time to help with anything.
- Is empathetic, understanding, and dependable.
- Additional feedback and communication.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- He allows self-starter employees to take ownership of tasks/improvements and doesn't hover , but is available when you need him. He has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- Show others it is possible to understand both sides without having to agree all the time.

Management

Summary Scores



21. Takes responsibility for things that go wrong



22. Makes you feel enthusiastic about your work



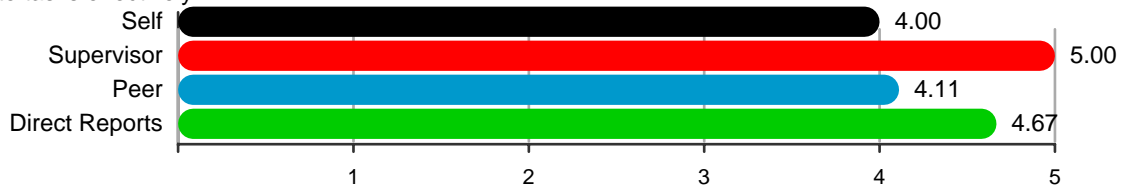
23. Is ready to offer help



24. Sets an example for others to follow



25. Delegate tasks effectively



Level of Skill

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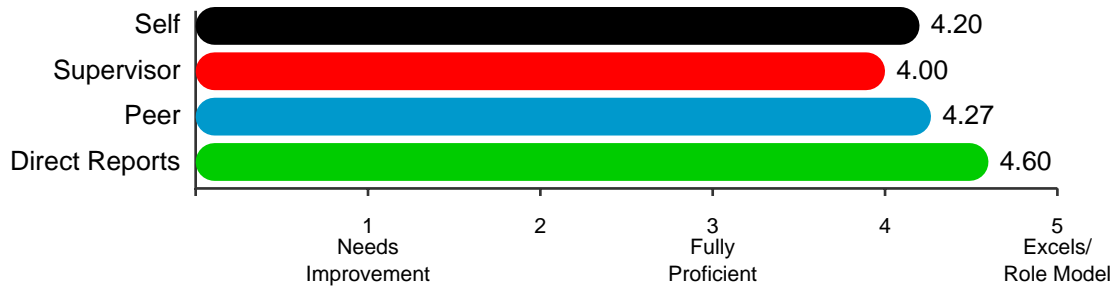
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Takes responsibility for things that go wrong	15	3.93	66.7	13%	20%	27%	40%
22. Makes you feel enthusiastic about your work	15	3.47	53.3	13%	33%	47%	7%
23. Is ready to offer help	15	3.60	66.7	13%	20%	60%	7%
24. Sets an example for others to follow	15	4.20	86.7	7%	7%	47%	40%
25. Delegate tasks effectively	15	4.33	86.7	7%	7%	33%	53%

Comments:

- Show others it is possible to understand both sides without having to agree all the time.
- Working with _____ on the IP rehab project has been awesome. He is great at what he does. He understands his role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with his anytime.
- The most important attribute that _____ demonstrates is making sure there is a solid, vibrant leadership team. When he meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. He pushes for honest opinions and decisions and he expects those decisions and opinions to be supportable with reason. At the same time, he somehow nurtures innovation that leads to improving process and outcomes.
- _____'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.
- _____ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him with some feeling of success. While it is true that not everything can be important if everything IS important, _____ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. _____ has a solid reputation for being a direct communicator and his opinion is respected in our group.
- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.

Decision Making

Summary Scores



26. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently



27. Asks for additional information when making critical decisions.



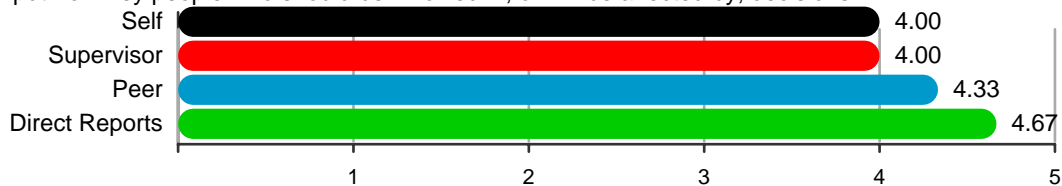
28. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions



29. Exercises good judgment by making sound and informed decisions.



30. Seeks input from key people who should be involved in, or will be affected by, decisions



Level of Skill

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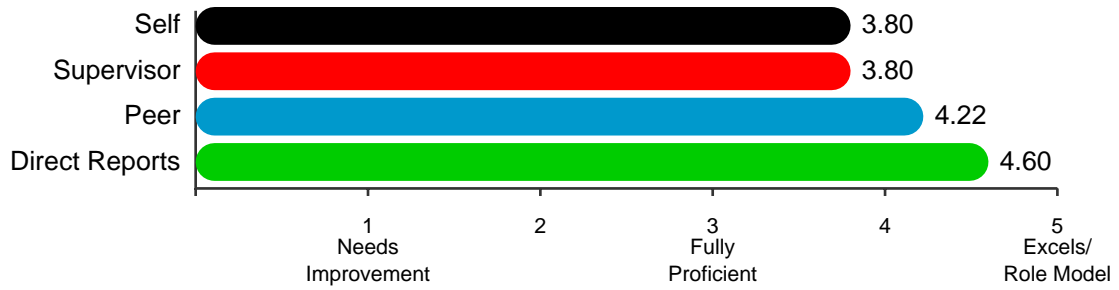
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
26. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	3.87	73.3	13%	13%	47%	27%
27. Asks for additional information when making critical decisions.	15	4.07	80.0	7%	13%	47%	33%
28. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	4.53	100.0			47%	53%
29. Exercises good judgment by making sound and informed decisions.	15	4.67	100.0			33%	67%
30. Seeks input from key people who should be involved in, or will be affected by, decisions	15	4.33	100.0			67%	33%

Comments:

- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- I respect _____'s focus and hard work to move this work forwards for the good of the organization and our customers, and without his personal efforts this project would not be underway.
- _____ is a very good leader.
- When dealing with HR issues my HR business partner is always involved.
- _____ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- _____ uses his available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.

Technical

Summary Scores



31. Knows how to produce high quality products/work.



32. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.



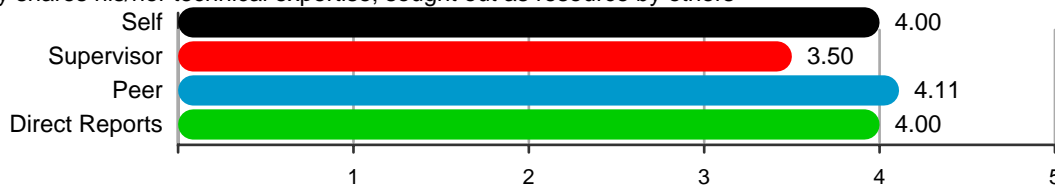
33. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices



34. Seeks information from others as needed.



35. Willingly shares his/her technical expertise; sought out as resource by others



Level of Skill

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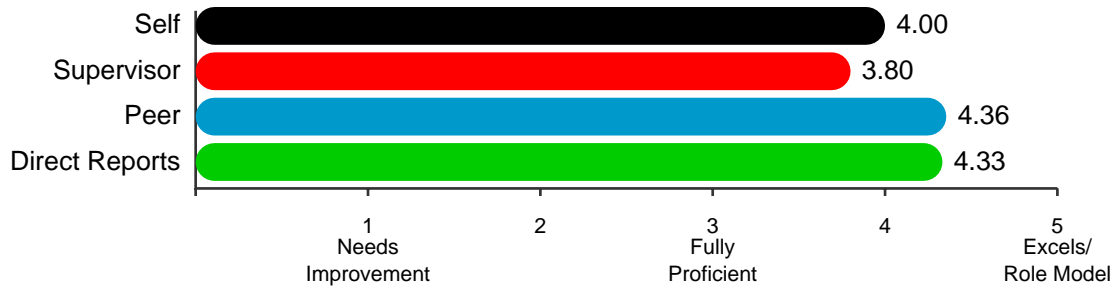
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Knows how to produce high quality products/work.	15	4.20	86.7	13%	53%	33%
32. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	4.40	100.0		60%	40%
33. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	4.20	86.7	13%	53%	33%
34. Seeks information from others as needed.	15	4.27	93.3	7%	60%	33%
35. Willingly shares his/her technical expertise; sought out as resource by others	15	4.00	80.0	20%	60%	20%

Comments:

- Appreciate _____'s calm approach
- Even tempered with a wealth of experience, he has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- _____ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, _____ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- He understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- _____ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.

Managing Risk

Summary Scores



36. Develops policies for risk management.



37. Seeks to increase safety in the workplace.



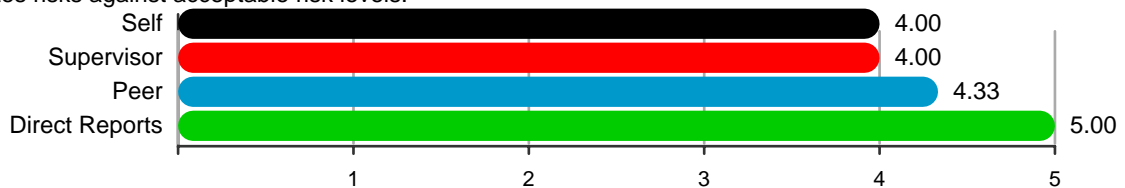
38. Performs a risk analysis as needed.



39. Effectively responds to critical situations to reduce potential for losses.



40. Evaluates risks against acceptable risk levels.



Level of Skill

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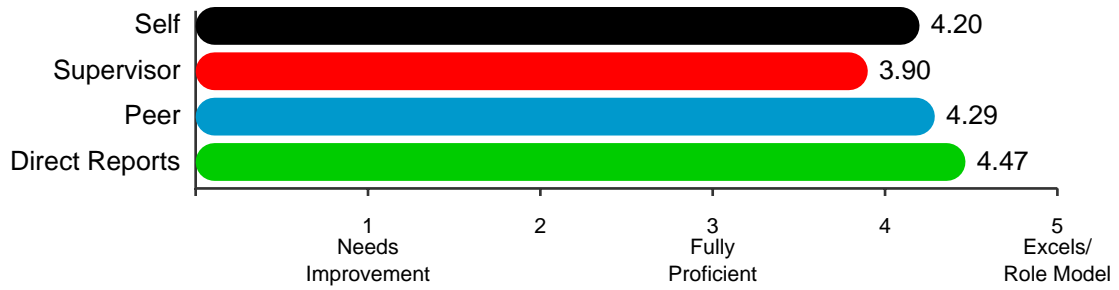
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
36. Develops policies for risk management.	15	4.20	93.3	7%	67%	27%
37. Seeks to increase safety in the workplace.	15	4.27	93.3	7%	60%	33%
38. Performs a risk analysis as needed.	15	4.27	86.7	13%	47%	40%
39. Effectively responds to critical situations to reduce potential for losses.	15	4.13	86.7	13%	60%	27%
40. Evaluates risks against acceptable risk levels.	15	4.40	93.3	7%	47%	47%

Comments:

- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- _____ will sometimes delegate work while continuing to do his own work on the same project he delegated without including the employee he originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- _____ is a great manager, committed to each employee in our department.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- _____ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- Our organization is a better place because of his and his future focus.

Co-worker Development

Summary Scores



41. Gives others development opportunities through project assignments and increased job responsibilities



42. Adapts coaching and mentoring approach to meet the style or needs of individuals



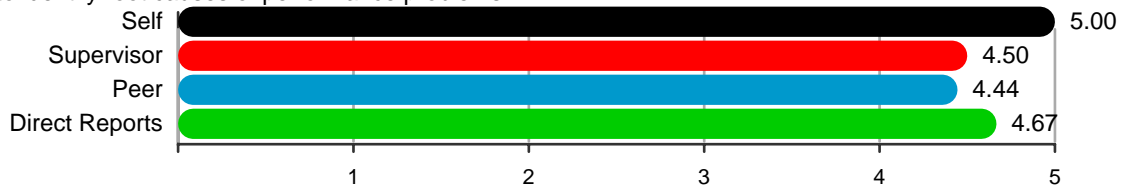
43. Sets and clearly communicates expectations, performance goals, and measurements to others



44. Provides ongoing feedback to co-workers on their development progress



45. Works to identify root causes of performance problems



Level of Skill

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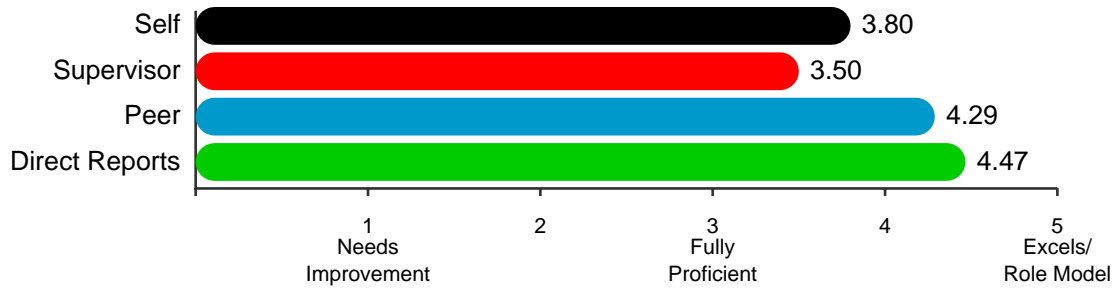
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
41. Gives others development opportunities through project assignments and increased job responsibilities	15	4.33	93.3	7%	53%	40%
42. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	4.33	93.3	7%	53%	40%
43. Sets and clearly communicates expectations, performance goals, and measurements to others	15	4.13	86.7	13%	60%	27%
44. Provides ongoing feedback to co-workers on their development progress	15	4.00	86.7	13%	73%	13%
45. Works to identify root causes of performance problems	15	4.53	100.0		47%	53%

Comments:

- He is passionate about providing the services necessary to meet the needs of our organization.
- _____ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- _____ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- He consistently helps us in problem solving a variety of issues.
- Is always available to assist with issues, all scopes business or personal.
- He is a charismatic leader. Really the best!!

Strategic Focus

Summary Scores



46. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.



47. Looks for opportunities to enhance contributions to the bottom line.



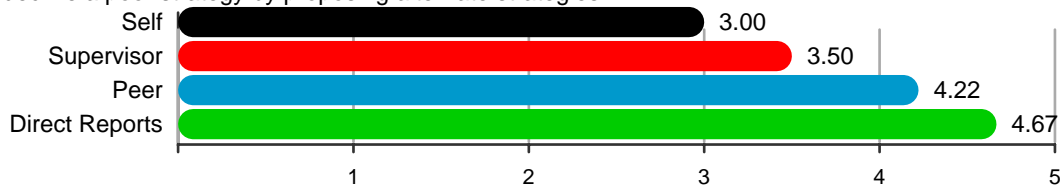
48. Communicates goals and objectives to employees.



49. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.



50. Able to decline a poor strategy by proposing alternate strategies.



Level of Skill

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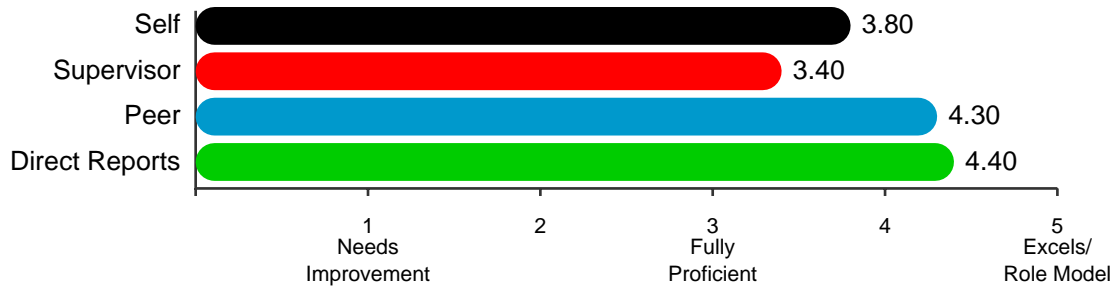
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
46. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	4.00	86.7	13%		73%		13%
47. Looks for opportunities to enhance contributions to the bottom line.	15	4.20	93.3	7%		60%		33%
48. Communicates goals and objectives to employees.	15	4.20	93.3	7%		67%		27%
49. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	4.40	93.3	7%		47%		47%
50. Able to decline a poor strategy by proposing alternate strategies.	15	4.13	80.0	7%	13%	40%		40%

Comments:

- _____ is a great team member who cares about his team, the quality of his work, and the organization.
- 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.
- _____ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- _____'s diverse professional experiences allow him to bring new ideas to programs, as well as share past successes with others. He is not afraid to tackle change and strives to improve processes for organizational growth. His engaging communication style is welcomed by customers and the interdisciplinary team members.
- Under his leadership, the department teams have become very cohesive.

Organizational Fluency

Summary Scores



51. Able to use corporate politics to advance department objectives.



52. Able to deal with sensitive issues with tact and professionalism.



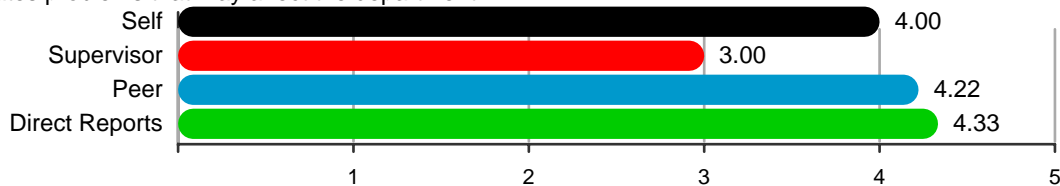
53. Able to explain departmental policies and procedures to others.



54. Effective in communicating with others within the organization.



55. Anticipates problems that may affect the department.



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 (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
51. Able to use corporate politics to advance department objectives.	14	4.14	92.9	7%	71%	21%
52. Able to deal with sensitive issues with tact and professionalism.	14	4.21	85.7	14%	50%	36%
53. Able to explain departmental policies and procedures to others.	15	4.27	86.7	13%	47%	40%
54. Effective in communicating with others within the organization.	15	4.13	86.7	13%	60%	27%
55. Anticipates problems that may affect the department.	15	4.07	86.7	13%	67%	20%

Comments:

- He is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- _____ demonstrates excellent skills at approaching employees that need correction action. My only thought would be he could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- _____ is highly professional in his everyday work.
- He is open to feedback, but I haven't seen noticeable changes in his behavior as a result.
- I think _____ is very good at identifying processes he observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- I admire _____ for his vision and ability to think outside the box to better meet our organization's needs.

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 honestly cannot think of anything that he could improve on.
- I feel he generally seeks our opinions in making decisions and includes us. Thank You for all you do _____, your the best.
- Knowledge, experience, and the will to help when help is needed.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- _____'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.
- Sometimes difficult to understand what is being asked. Provide more clarity.

What do you like best about working with this individual?

- _____ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- 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.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- It is often difficult to contact _____ and email communication may take a long period for a reply.
- _____ is dedicated to his work and the employees that he manages. I am amazed at the kind of time he puts into this organization.

What do you like least about working with this individual?

- Communication to entire team is excellent and helps engage all staff. _____'s visibility to his team has been very positive.
- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- His open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- He is very responsive when asked for input or his assistance is requested.
- _____ needs to remove himself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- Set clear expectations for others.

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

- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- _____ has been very supportive of me and the Institute.
- I know that _____ cares about me as a total individual not just as a professional.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- Is extremely knowledgeable and is always continuing his education to stay up to date.
- When there are any issues, I can take them to _____ and together we are able to work out the issues.

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

- _____ has a clear process for hiring which has aided his in building an amazing team.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of him and areas that our work touches.
- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- _____ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- _____ is reliable and effective communicator. He has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.

Any final comments?

- He is very collaborative and always attempts to work with others.
- As a new manager he is progressing very well.
- I have found that _____ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- 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'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.