



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.

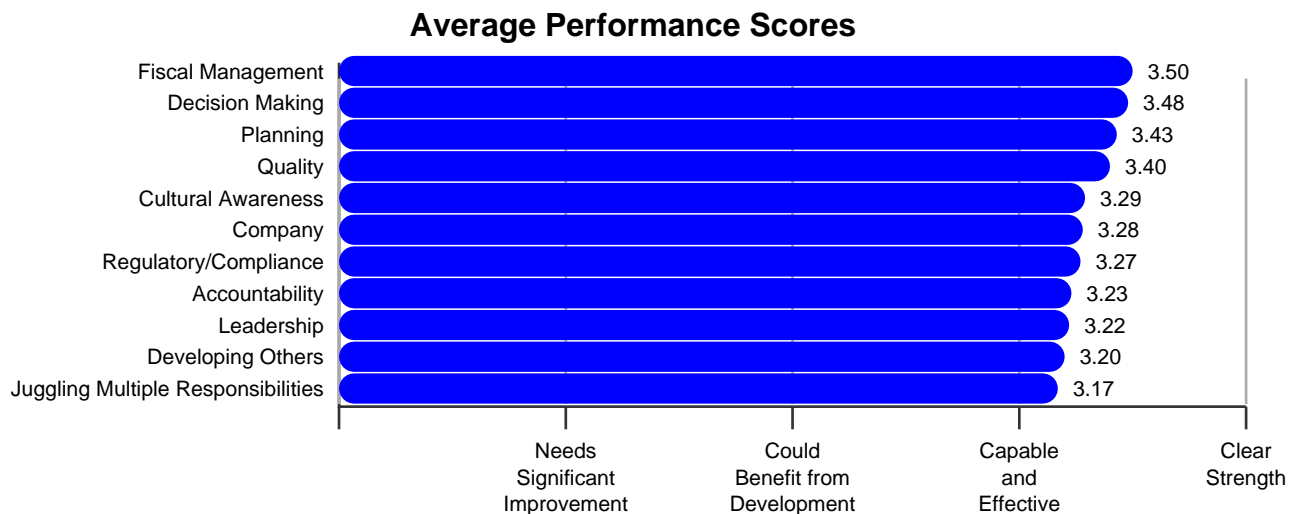
What to Do with Your Feedback

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.



Fiscal Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Keeps excellent records for financial transparency.	15	3.20	93.3	7%	67%		27%
2. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.87	100.0	13%	87%		
3. Develops budgets and plans for various programs and initiatives.	15	3.33	93.3	7%	53%		40%
4. Provides budgeting and accounting support to the Company.	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. Keeps excellent records for financial transparency.	3.29	3.20	-0.09 ▼
2. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.65	3.87	+0.22 ▲
3. Develops budgets and plans for various programs and initiatives.	3.18	3.33	+0.16 ▲
4. Provides budgeting and accounting support to the Company.	3.41	3.60	+0.19 ▲

Comments:

- Communication to staff has greatly improved.
- He is in an often times impossible position and is doing well all things considered
- 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.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- He is smart, quick, compassionate, and thorough.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.

Company

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
5. Expresses loyalty and dedication to [Company] in interactions with others.	15	3.33	93.3	7%	53%	40%	
6. Attends [Company] gatherings and social events.	15	3.20	93.3	7%	60%	33%	
7. Impresses upon others the important aspects of [Company].	15	3.20	86.7	13%	53%	33%	
8. Understands the "basics" as to how [Company] functions/operates.	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. Expresses loyalty and dedication to [Company] in interactions with others.	3.24	3.33	+0.10 ▲
6. Attends [Company] gatherings and social events.	3.24	3.20	-0.04 ▼
7. Impresses upon others the important aspects of [Company].	3.41	3.20	-0.21 ▼
8. Understands the "basics" as to how [Company] functions/operates.	3.24	3.40	+0.16 ▲

Comments:

- _____ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- Is very upbeat and quick to contribute to the team.
- He has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- I think _____ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when _____ took over and I feel _____ has risen to the occasion and handled himself well.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.
- He is a fantastic resource.

Planning

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
9. Makes plans and follows through.	15	3.47	93.3	7%	40%	53%	
10. Able to identify the needs of the department before a major change.	15	3.47	93.3	7%	40%	53%	
11. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.53	100.0		47%	53%	
12. Delegates role to team members to accomplish goals.	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. Makes plans and follows through.	3.18	3.47	+0.29 ▲
10. Able to identify the needs of the department before a major change.	3.35	3.47	+0.11 ▲
11. Able to look ahead (beyond the present) when addressing the work/needs of the department.	3.47	3.53	+0.06 ▲
12. Delegates role to team members to accomplish goals.	3.47	3.27	-0.20 ▼

Comments:

- _____ has been an excellent assistant manager.
- He is very supportive of us and the job we do.
- I know when I go to him with a problem, he will make himself available and is very thorough with his response.
- _____ is a great leader. He has excellent communication skills and has a wonderful leadership style.
- _____ is very good at reading people which enables him to respond quickly and appropriately.
- He is very relatable and I believe it helps with the initial contact with the prospects.

Accountability

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
13. Holds team accountable to meeting goals.	15	3.33	100.0		67%		33%
14. Accepts responsibility for outcomes.	15	3.13	86.7	13%	60%		27%
15. Keeps supervisor informed of recent events.	15	3.07	80.0	20%	53%		27%
16. Defines roles, rights, and responsibilities of the team.	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. Holds team accountable to meeting goals.	3.35	3.33	-0.02 ▼
14. Accepts responsibility for outcomes.	3.18	3.13	-0.04 ▼
15. Keeps supervisor informed of recent events.	3.00	3.07	+0.07 ▲
16. Defines roles, rights, and responsibilities of the team.	3.65	3.40	-0.25 ▼

Comments:

- _____ 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.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- 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.
- I wish I had 5 more years to learn from _____. He teaches me with every interaction.
- Shows curiosity.
- Sometimes it seems like _____'s priorities or expectations shift unexpectedly.

Cultural Awareness

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
17. Recognizes and values individual and cultural differences.	15	3.27	93.3	7%	60%	33%	
18. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	14	3.00	92.9	7%	79%	14%	
19. Fosters a diverse workforce free from discrimination and harassment.	15	3.47	100.0		53%	47%	
20. Shows respect in daily interactions	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. Recognizes and values individual and cultural differences.	3.47	3.27	-0.20 ▼
18. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	3.12	3.00	-0.12 ▼
19. Fosters a diverse workforce free from discrimination and harassment.	3.59	3.47	-0.12 ▼
20. Shows respect in daily interactions	3.29	3.40	+0.11 ▲

Comments:

- I think _____ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage him to sit down with his staff and peers for the learning and growth opportunities that are available within our unit.
- _____ has been very effective with writing up the scheduling protocols for schedulers, using both perspectives from staff and a 'new' scheduler in order to make the protocols very clear. I appreciate the way he approaches a problem, using Competency methods and training to provide examples for the rest of us who have not gone through all the training yet. I really appreciate _____ !
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- _____ has a Competency mindset. He is always looking for how we as an organization and specifically his department can improve.
- _____ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- He is continually looking for ways to improve our service to our customers.

Leadership

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Highly effective supervisor.	15	3.53	100.0	47%	53%		
22. Appears to trust own instincts and insights.	15	3.00	80.0	20%	60%	20%	
23. Able to influence others.	15	2.87	80.0	20%	73%	7%	
24. Sits down regularly with employees to review their job performance.	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. Highly effective supervisor.	3.35	3.53	+0.18 ▲
22. Appears to trust own instincts and insights.	3.00	3.00	
23. Able to influence others.	2.88	2.87	-0.02 ▼
24. Sits down regularly with employees to review their job performance.	3.00	3.47	+0.47 ▲

Comments:

- _____ is an effective, responsive leader and embodies the core values of the organization. Furthermore, he is clearly advocating for customers' best interest at all times.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- _____ 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.
- _____ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.
- His communication style can also come across as very directive at times to peers and subordinates.
- Good leadership style.

Decision Making

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
25. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.67	100.0	33%	67%		
26. Is able to make decisions quickly.	15	3.40	93.3	7%	47%	47%	
27. Asks for additional information when making critical decisions.	15	3.33	93.3	7%	53%	40%	
28. Seeks input from key people who should be involved in, or will be affected by, decisions	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. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.76	3.67	-0.10 ▼
26. Is able to make decisions quickly.	3.53	3.40	-0.13 ▼
27. Asks for additional information when making critical decisions.	3.12	3.33	+0.22 ▲
28. Seeks input from key people who should be involved in, or will be affected by, decisions	3.41	3.53	+0.12 ▲

Comments:

- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- _____ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance he may receive from his peers.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- _____ is the consummate professional and pleasure to work with.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.

Quality

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
29. Encourages others to achieve high quality standards.	15	3.67	100.0	33%	67%		
30. Holds employees accountable for their quality of work.	15	3.33	100.0		67%		33%
31. Corrects issues in a timely manner.	15	3.20	86.7	13%	53%		33%
32. Reflects on what is working and what could be improved.	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. Encourages others to achieve high quality standards.	3.59	3.67	+0.08 ▲
30. Holds employees accountable for their quality of work.	3.41	3.33	-0.08 ▼
31. Corrects issues in a timely manner.	3.18	3.20	+0.02 ▲
32. Reflects on what is working and what could be improved.	3.35	3.40	+0.05 ▲

Comments:

- _____ is a very effective communicator and I always felt very well informed as his direct report.
- He consistently conducts himself with professionalism and represents our unit well.
- _____ is smart, detailed and committed. I appreciate having his on our team.
- He is decisive about budgets, emergency preparedness, and safety.
- 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 through the entire process.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
33. Creates, uses and maintains "To-do" lists.	15	3.20	86.7	13%	53%	33%	
34. Delegates tasks to others when needed.	15	3.27	93.3	7%	60%	33%	
35. Can multitask while performing all of their other responsibilities and activities.	15	3.00	80.0	20%	60%	20%	
36. Can switch between tasks without reductions in productivity or focus.	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. Creates, uses and maintains "To-do" lists.	3.18	3.20	+0.02 ▲
34. Delegates tasks to others when needed.	2.88	3.27	+0.38 ▲
35. Can multitask while performing all of their other responsibilities and activities.	3.18	3.00	-0.18 ▼
36. Can switch between tasks without reductions in productivity or focus.	3.18	3.20	+0.02 ▲

Comments:

- We are lucky to have him here at [CompanyName].
- 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.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- I think _____ works really hard to engage with everyone of us.
- He has taken the proverbial "ball" and ran with it in a way that shows excellence in his endeavor.
- I appreciate his commitment in this area.

Regulatory/Compliance

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
37. Creates and maintains necessary regulatory documentation.	15	3.27	93.3	7%	60%	33%	
38. Provides documents and reports as needed to maintain compliance with laws.	15	3.27	86.7	13%	47%	40%	
39. Keeps track of changes in legislation affecting regulatory compliance.	15	3.13	86.7	13%	60%	27%	
40. Offers training to employees to ensure they are complying with regulations.	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. Creates and maintains necessary regulatory documentation.	3.35	3.27	-0.09 ▼
38. Provides documents and reports as needed to maintain compliance with laws.	3.24	3.27	+0.03 ▲
39. Keeps track of changes in legislation affecting regulatory compliance.	3.59	3.13	-0.45 ▼
40. Offers training to employees to ensure they are complying with regulations.	3.29	3.40	+0.11 ▲

Comments:

- His inspiration, his strong message could move mountains if he gets more opportunities to lead more broadly and deeply. he should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- This has been a challenging year for _____ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- I think _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- He leads by example, not reputation.
- _____ 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.
- He consistently conducts himself with professionalism and represents our unit well.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Assigns tasks and responsibilities to develop skills of others.	15	3.33	93.3	7%	53%	40%	
42. Supports the successes of other employees.	15	3.33	93.3	7%	53%	40%	
43. Creates a work environment that fosters positive feedback to employees.	15	3.13	86.7	13%	60%	27%	
44. Sets performance objectives for subordinates that encourages development opportunities.	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. Assigns tasks and responsibilities to develop skills of others.	3.29	3.33	+0.04 ▲
42. Supports the successes of other employees.	3.41	3.33	-0.08 ▼
43. Creates a work environment that fosters positive feedback to employees.	3.35	3.13	-0.22 ▼
44. Sets performance objectives for subordinates that encourages development opportunities.	3.18	3.00	-0.18 ▼

Comments:

- Confidence is the only thing I think he needs to improve on.
- He makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- He is beginning to reach out to the other managers more, and it is appreciated.
- _____ is an impressive performer.
- _____ is a very good leader. Detail oriented and conscientious about his team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.

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?

- Job performance is excellent. Lucky to have _____ on our team.
- We are lucky to have his here at [CompanyName].
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.
- In his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- _____ is the best supervisor I've ever had; he leads by example, and is always clear on his expectations of his employees.
- _____ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.

What do you like best about working with this individual?

- _____ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis.
- Need to take in all opinions, not just those of employees who are not always truthful....
- _____ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- _____ has used his strengths to make this department stronger in many ways.
- He is very effective and he has learned so much about our product.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.

What do you like least about working with this individual?

- Outstanding professionalism! Very responsible, always reliable, detail oriented.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- _____ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- He makes his expectations clear to his team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- _____ has excellent job and people skills.

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

- _____ is collaborative in everything he does and inspires a collaborative approach in others.
- Our desire to improve loss rates has been encouraged and supported by _____.
- He has a vast storehouse of knowledge about the facility and our policies.
- I have not been directly involved in making hiring decisions with him, but I do know that he makes a point to ensure all stakeholders are involved in the process and decision.
- He is open to feedback, but I haven't seen noticeable changes in his behavior as a result.
- I'm not sure if management is _____'s niche, but given his lack of experience in this capacity and the lack of direction that has been set forth, he's done pretty well in this role.

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

- _____ 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.
- _____ handles every situation in a professional manner and he responds promptly to requests.
- _____ is the absolute definition of team player.
- He seems to be well respected from members of his own team as well.
- He has an innate ability to match assigned roles with individual strengths.
- Don't work with him enough to observe the vast majority of these items.

Any final comments?

- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- I have never known _____ to not hire for talent.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that _____'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- On occasion _____'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- _____ can be counted on for his reliability.