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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.

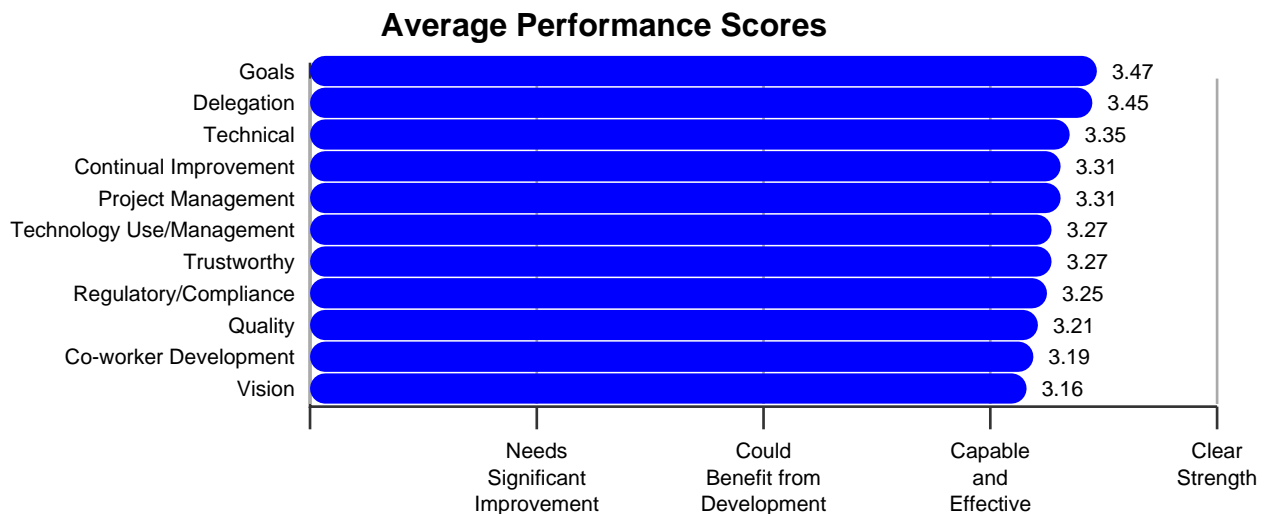
## What to Do with Your Feedback

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.



## Goals

### 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. Understands & contributes to development of strategic goals.	15	3.20	93.3	7%	67%		27%
2. Achieves goals.	15	3.87	100.0	13%	87%		
3. Goal Setting	15	3.33	93.3	7%	53%		40%
4. Makes sure that team members have a clear idea of our group's goals.	15	3.60	93.3	7%	27%	67%	
5. Establishes and documents goals and objectives.	15	3.33	93.3	7%	53%		40%

### Time Comparisons by Item

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

Item	2022	2023	Change
1. Understands & contributes to development of strategic goals.	3.29	3.20	-0.09 ▼
2. Achieves goals.	3.65	3.87	+0.22 ▲
3. Goal Setting	3.18	3.33	+0.16 ▲
4. Makes sure that team members have a clear idea of our group's goals.	3.41	3.60	+0.19 ▲
5. Establishes and documents goals and objectives.	3.24	3.33	+0.10 ▲

### Comments:

- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- Detail oriented
- 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 believe he would be well-served by spending a little more time on the product in his areas of responsibility.
- He could benefit from becoming more comfortable challenging others.
- \_\_\_\_\_ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.

## Technical

### 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
6. Willingly shares his/her technical expertise; sought out as resource by others	15	3.20	93.3	7%	60%	33%	
7. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.20	86.7	13%	53%	33%	
8. Knows how to produce high quality products/work.	15	3.40	93.3	7%	47%	47%	
9. Willingly shares information and expertise; sought out as resource by others	15	3.47	93.3	7%	40%	53%	
10. Seeks information from others as needed.	15	3.47	93.3	7%	40%	53%	

### Time Comparisons by Item

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

Item	2022	2023	Change
6. Willingly shares his/her technical expertise; sought out as resource by others	3.24	3.20	-0.04 ▼
7. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.41	3.20	-0.21 ▼
8. Knows how to produce high quality products/work.	3.24	3.40	+0.16 ▲
9. Willingly shares information and expertise; sought out as resource by others	3.18	3.47	+0.29 ▲
10. Seeks information from others as needed.	3.35	3.47	+0.11 ▲

### Comments:

- \_\_\_\_\_ 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.
- \_\_\_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- \_\_\_\_\_ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Applies complex rules and regulations to maintain optimal system performance.	15	3.53	100.0	47%	53%		
12. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.27	100.0		73%	27%	
13. Maximizes the use of new technology to deliver products and services.	15	3.33	100.0		67%	33%	
14. Uses technology in decision making and problem solving.	15	3.13	86.7	13%	60%	27%	
15. Proficient in the use of technical systems and processes.	15	3.07	80.0	20%	53%	27%	

### Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
11. Applies complex rules and regulations to maintain optimal system performance.	3.47	3.53	+0.06 ▲
12. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.47	3.27	-0.20 ▼
13. Maximizes the use of new technology to deliver products and services.	3.35	3.33	-0.02 ▼
14. Uses technology in decision making and problem solving.	3.18	3.13	-0.04 ▼
15. Proficient in the use of technical systems and processes.	3.00	3.07	+0.07 ▲

### Comments:

- Dedicated to the customer and community, he is worth his weight in gold.
- \_\_\_\_\_ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about \_\_\_\_\_ is that he is very supportive and allows me to work autonomously and yet he is available whenever I need his assistance.
- \_\_\_\_\_ is a very positive addition to our Management team.
- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- He effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.
- He is friendly, courteous, and kind all while being very professional.

## Continual Improvement

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Looks for ways to improve work processes and procedures.	15	3.40	93.3	7%	47%	47%	
17. Looks for ways to expand current job responsibilities.	15	3.27	93.3	7%	60%	33%	
18. Promotes training and development opportunities to enhance job performance.	14	3.00	92.9	7%	79%	14%	
19. Looks for ways to expand and learn new job skills.	15	3.47	100.0		53%	47%	
20. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

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

Item	2022	2023	Change
16. Looks for ways to improve work processes and procedures.	3.65	3.40	-0.25 ▼
17. Looks for ways to expand current job responsibilities.	3.47	3.27	-0.20 ▼
18. Promotes training and development opportunities to enhance job performance.	3.12	3.00	-0.12 ▼
19. Looks for ways to expand and learn new job skills.	3.59	3.47	-0.12 ▼
20. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_\_\_ has been so busy with his daily work, and filling in the gaps of a shortage of employee's that he has not been able to attend any seminars or outside educational courses. It would be in all of our best interest for him to be able to attend these functions.
- \_\_\_\_\_ is a great leader and supports his staff.
- Even though he is part-time, I don't like the minimal face-to-face exposure.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.

## Project 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
21. Organizes work and sets priorities as needed.	15	3.53	100.0	47%	53%		
22. Works with customers and clients to assess their needs and define project parameters.	15	3.00	80.0	20%	60%	20%	
23. Regularly reviews project performance and goals.	15	2.87	80.0	20%	73%	7%	
24. Develops performance measures for various aspects of the project.	15	3.47	100.0	53%	47%		
25. Responds quickly and appropriately to unforeseen problems.	15	3.67	100.0	33%	67%		

### Time Comparisons by Item

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

Item	2022	2023	Change
21. Organizes work and sets priorities as needed.	3.35	3.53	+0.18 ▲
22. Works with customers and clients to assess their needs and define project parameters.	3.00	3.00	
23. Regularly reviews project performance and goals.	2.88	2.87	-0.02 ▼
24. Develops performance measures for various aspects of the project.	3.00	3.47	+0.47 ▲
25. Responds quickly and appropriately to unforeseen problems.	3.76	3.67	-0.10 ▼

### Comments:

- \_\_\_\_\_ is a very effective leader and excellent communicator.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- Detail oriented
- \_\_\_\_\_ has great insights regarding individuals and relationships, as well as good ideas about processes.
- \_\_\_\_\_ has been very supportive as a supervisor.
- He is very customer focused and this reflects in his division leadership and performance.



## Delegation

### 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
26. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	3.40	93.3	7%	47%	47%	
27. Defines goals and objectives for subordinates.	15	3.33	93.3	7%	53%	40%	
28. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	3.53	100.0		47%	53%	
29. Clearly defines duties and tasks to be completed.	15	3.67	100.0		33%	67%	
30. Sets clear and reasonable expectations for others and follows through on their progress.	15	3.33	100.0		67%	33%	

### Time Comparisons by Item

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

Item	2022	2023	Change
26. Defines the roles, responsibilities, required actions, and deadlines for team members.	3.53	3.40	-0.13 ▼
27. Defines goals and objectives for subordinates.	3.12	3.33	+0.22 ▲
28. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	3.41	3.53	+0.12 ▲
29. Clearly defines duties and tasks to be completed.	3.59	3.67	+0.08 ▲
30. Sets clear and reasonable expectations for others and follows through on their progress.	3.41	3.33	-0.08 ▼

#### Comments:

- Great to have you on the team!
- He's a good and reliable team member.
- When there are any issues, I can take them to \_\_\_\_\_ and together we are able to work out the issues.
- I envy his versatility in working with a wide variety of issues and topics.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- Our organization is a better place because of his and his future focus.

## 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
31. Encourages others to achieve high quality standards.	15	3.20	86.7	13%	53%	33%	
32. Encourages others to produce the highest quality work products.	15	3.40	100.0		60%	40%	
33. Corrects issues in a timely manner.	15	3.20	86.7	13%	53%	33%	
34. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	3.27	93.3	7%	60%	33%	
35. Holds employees accountable for their quality of work.	15	3.00	80.0	20%	60%	20%	

### Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
31. Encourages others to achieve high quality standards.	3.18	3.20	+0.02 ▲
32. Encourages others to produce the highest quality work products.	3.35	3.40	+0.05 ▲
33. Corrects issues in a timely manner.	3.18	3.20	+0.02 ▲
34. Analyze what occurred and re-adjusts accordingly when goals are not met.	2.88	3.27	+0.38 ▲
35. Holds employees accountable for their quality of work.	3.18	3.00	-0.18 ▼

#### Comments:

- Need to continue to take action when needed, although have improved. . .
- I think \_\_\_\_\_ is doing to great job! The learning curve is steep and he is growing to meet the challenge.
- \_\_\_\_\_ offers support to his managers in a style that is engaging, consistent, and motivating.
- \_\_\_\_\_ is a true asset to [CompanyName].
- He is detailed when presenting a plan.
- He can fall behind on projects without providing timely feedback.

## 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
36. Ensures regulations are followed as required.	15	3.20	93.3	7%	67%	27%	
37. Explains regulations and procedures to others as required.	15	3.27	93.3	7%	60%	33%	
38. Offers training to employees to ensure they are complying with regulations.	15	3.27	86.7	13%	47%	40%	
39. Performs audits regularly, or without notice, to ensure proper compliance with regulations.	15	3.13	86.7	13%	60%	27%	
40. Addresses issues quickly before they develop into major problems.	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
36. Ensures regulations are followed as required.	3.18	3.20	+0.02 ▲
37. Explains regulations and procedures to others as required.	3.35	3.27	-0.09 ▼
38. Offers training to employees to ensure they are complying with regulations.	3.24	3.27	+0.03 ▲
39. Performs audits regularly, or without notice, to ensure proper compliance with regulations.	3.59	3.13	-0.45 ▼
40. Addresses issues quickly before they develop into major problems.	3.29	3.40	+0.11 ▲

### Comments:

- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- He has also greatly improved his communication.
- \_\_\_\_\_ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.
- I so appreciate that \_\_\_\_\_ is so on top of everything that we do in payroll.

## Trustworthy

### 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. Communicates an understanding of the other person's interests, needs and concerns.	15	3.33	93.3	7%	53%	40%	
42. Takes care to maintain confidential information.	15	3.33	93.3	7%	53%	40%	
43. Consistently keeps commitments.	15	3.13	86.7	13%	60%	27%	
44. Builds and maintains the trust of others.	15	3.00	86.7	13%	73%	13%	
45. Delivers on promises made.	15	3.53	100.0		47%	53%	

### Time Comparisons by Item

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

Item	2022	2023	Change
41. Communicates an understanding of the other person's interests, needs and concerns.	3.29	3.33	+0.04 ▲
42. Takes care to maintain confidential information.	3.41	3.33	-0.08 ▼
43. Consistently keeps commitments.	3.35	3.13	-0.22 ▼
44. Builds and maintains the trust of others.	3.18	3.00	-0.18 ▼
45. Delivers on promises made.	3.35	3.53	+0.18 ▲

### Comments:

- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- \_\_\_\_\_ is a strong advocate for both the customer and staff.
- The only area I feel \_\_\_\_\_ needs improvement is that when he gives a project he often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- \_\_\_\_\_ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- \_\_\_\_\_ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- I do see \_\_\_\_\_ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on his assignments.

## Co-worker Development

### 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
46. Works to identify root causes of performance problems	15	3.00	86.7	13%	73%		13%
47. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.20	93.3	7%	60%		33%
48. Takes immediate action on poor performance	15	3.20	93.3	7%	67%		27%
49. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.40	93.3	7%	47%		47%
50. Gives others development opportunities through project assignments and increased job responsibilities	15	3.13	80.0	7%	13%	40%	40%

### Time Comparisons by Item

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

Item	2022	2023	Change
46. Works to identify root causes of performance problems	3.24	3.00	-0.24 ▼
47. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.00	3.20	+0.20 ▲
48. Takes immediate action on poor performance	3.18	3.20	+0.02 ▲
49. Sets and clearly communicates expectations, performance goals, and measurements to others	3.35	3.40	+0.05 ▲
50. Gives others development opportunities through project assignments and increased job responsibilities	3.29	3.13	-0.16 ▼

### Comments:

- I believe the team greatly values \_\_\_\_\_'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- \_\_\_\_\_ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- He encourages each staff member to understand each other and to work together in a very positive manner.
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.
- He has always encouraged others and provided tools for the employee to do so.
- \_\_\_\_\_ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.

## Vision

### 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
51. Behaves in a way that is consistent with business values & code of conduct	14	3.14	92.9	7%	71%		21%
52. Demonstrates consistency between words and actions	14	3.21	85.7	14%	50%		36%
53. Clearly articulates a vision for his/her work and inspires others to support it	15	3.27	86.7	13%	47%		40%
54. Understands the vision of the Company and promotes it ahead of any self-interests.	15	3.13	86.7	13%	60%		27%
55. Creates a common vision for others.	15	3.07	86.7	13%	67%		20%

### Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
51. Behaves in a way that is consistent with business values & code of conduct	3.24	3.14	-0.09 ▼
52. Demonstrates consistency between words and actions	3.06	3.21	+0.16 ▲
53. Clearly articulates a vision for his/her work and inspires others to support it	3.59	3.27	-0.32 ▼
54. Understands the vision of the Company and promotes it ahead of any self-interests.	2.94	3.13	+0.19 ▲
55. Creates a common vision for others.	2.88	3.07	+0.18 ▲

### Comments:

- I would like to see his expand personal long-term goals at the company.
- Always has the company's best interest at heart.
- \_\_\_\_\_ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. \_\_\_\_\_ invests in the projects he leads and follows them through to completion. \_\_\_\_\_ always maintains a focus on the customers and how we as an organization can best serve our customers.
- The work \_\_\_\_\_ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- \_\_\_\_\_ is professional, collaborative. . . a great team member.

## 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 self-aware of own strength and weakness. Asking for help by adding another manager.
- \_\_\_\_\_ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- 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.
- \_\_\_\_\_ has been a tremendous resource for my own professional development in this department and in recruitment. He openly provides feedback, talks through issues/questions, and engages me in the entire process. He finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- \_\_\_\_\_ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.
- \_\_\_\_\_ is an intricate part of the team. He is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.

### What do you like best about working with this individual?

- \_\_\_\_\_ takes pride in his department. His follow through is excellent. \_\_\_\_\_ leads by example.
- he is trying to prove his strengths and be a firm leader in the organization, however when he makes these decisions before hearing all sides, he appears as if he does not care about the consequences.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- 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 I would encourage him to share them more broadly.
- \_\_\_\_\_ has done a great job clarifying roles on his team and leading them by example and hard work as well.
- The role of interim director is new to \_\_\_\_\_ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.

### What do you like least about working with this individual?

- He is very astute, proactive in problem solving, and a great team member.
- He is friendly, courteous, and kind all while being very professional.
- \_\_\_\_\_ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way he approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate \_\_\_\_\_ !
- We have a very strong team in finance. There has been significant turnover but the efforts \_\_\_\_\_ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- \_\_\_\_\_ is continuously looking for ways to learn and grow as a manager. He has shown a willingness to take suggestions from the staff as well.
- \_\_\_\_\_ has been instrumental in the working relationship of our department.

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

- \_\_\_\_\_ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- \_\_\_\_\_'s leadership is very strong. He exhibits a very controlled sensibility about his own skills and professionalism.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- \_\_\_\_\_ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- Always has the company's best interest at heart.

- Has one of the strongest work ethics I've ever encountered in a team member.

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

- \_\_\_\_\_ is always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.
- He routinely demonstrates professionalism and his priority for service which is a model example for others.
- \_\_\_\_\_ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- He is a great leader.
- \_\_\_\_\_ has been excellent about obtaining feedback and our opinions about system and program changes.
- \_\_\_\_\_ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.

### Any final comments?

- I think he is the kind of manager our department has needed and will continue to need.
- He cares deeply about the engagement of his staff and has concern for those in need.
- \_\_\_\_\_ is not my manager but have worked with him quite a bit recently and have gained a lot of respect for his knowledge of contracts.
- I feel confident as if he treats us all as equals.
- \_\_\_\_\_ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.