Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots."   This feedback may help us to understand the negative impact our actions may unintentionally have on others.
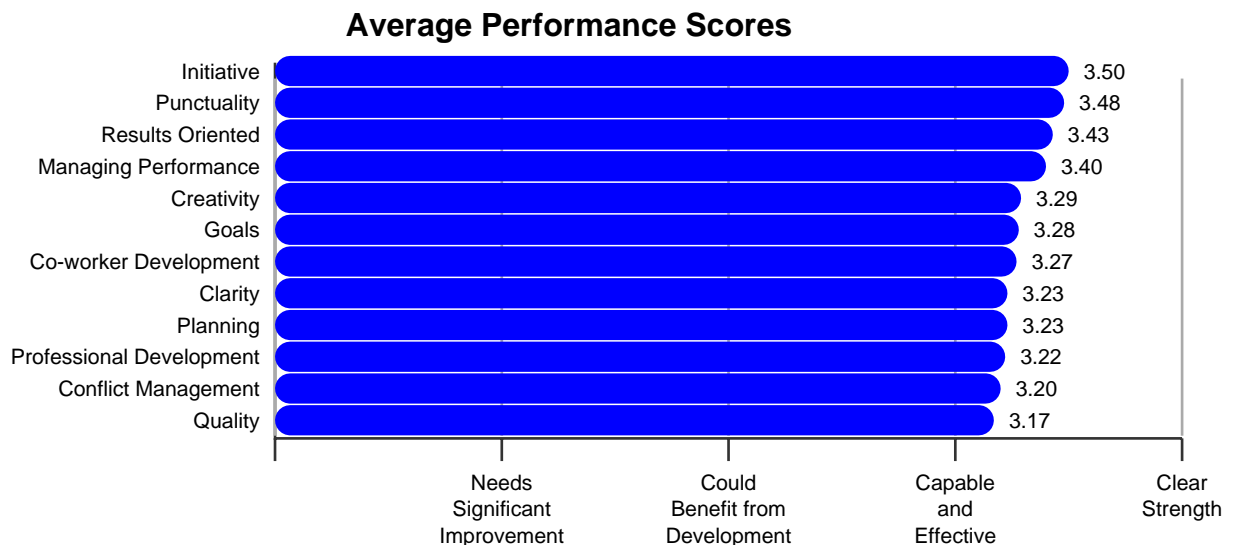
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.
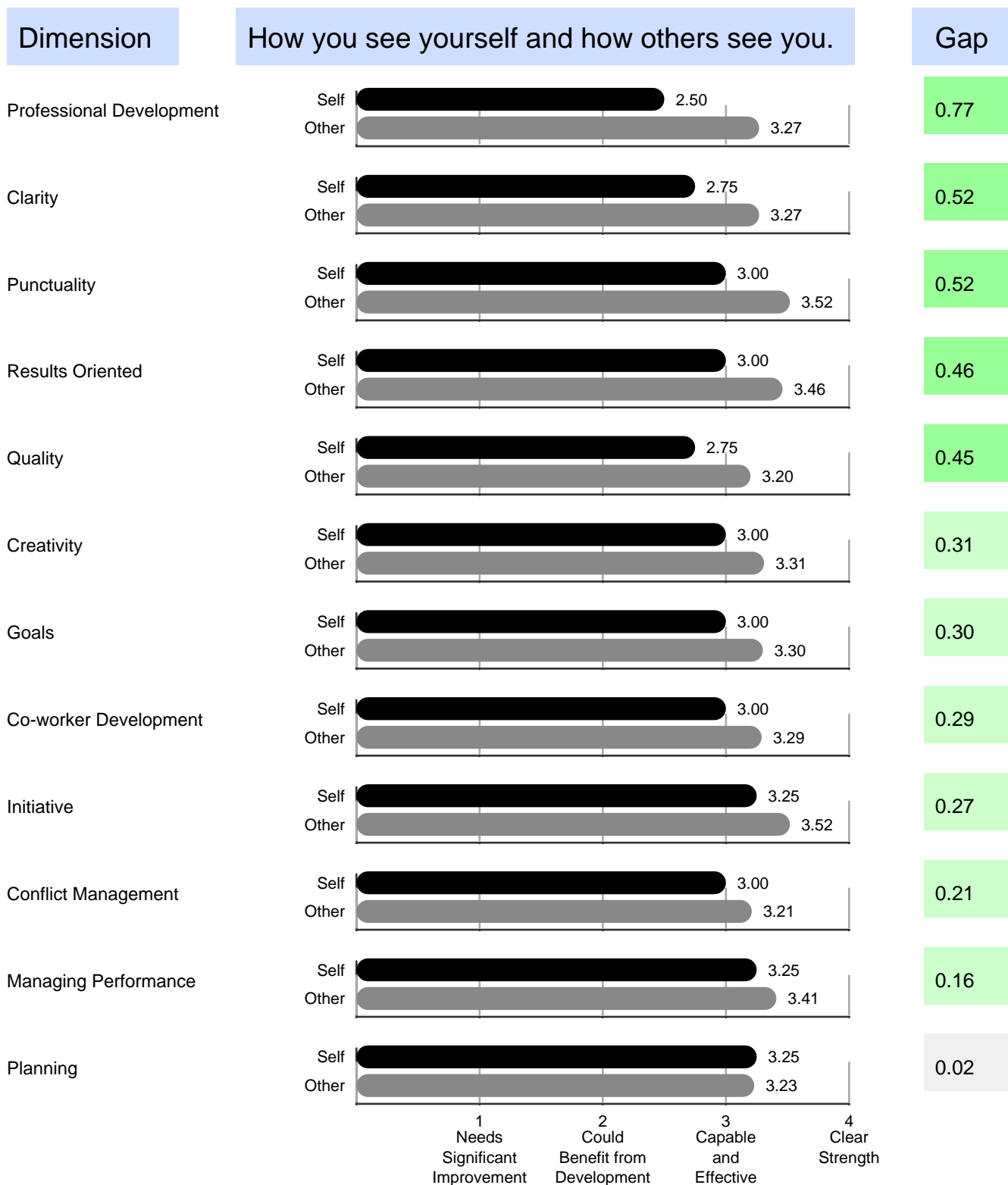
Summary

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

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.

Average Performance Scores

Dimension	Score
Initiative	3.50
Punctuality	3.48
Results Oriented	3.43
Managing Performance	3.40
Creativity	3.29
Goals	3.28
Co-worker Development	3.27
Clarity	3.23
Planning	3.23
Professional Development	3.22
Conflict Management	3.20
Quality	3.17

Scale: Needs Significant Improvement — Could Benefit from Development — Capable and Effective — Clear Strength

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.

Dimension	How you see yourself and how others see you.		Gap
Professional Development	Self	2.50	0.77
	Other	3.27	
Clarity	Self	2.75	0.52
	Other	3.27	
Punctuality	Self	3.00	0.52
	Other	3.52	
Results Oriented	Self	3.00	0.46
	Other	3.46	
Quality	Self	2.75	0.45
	Other	3.20	
Creativity	Self	3.00	0.31
	Other	3.31	
Goals	Self	3.00	0.30
	Other	3.30	
Co-worker Development	Self	3.00	0.29
	Other	3.29	
Initiative	Self	3.25	0.27
	Other	3.52	
Conflict Management	Self	3.00	0.21
	Other	3.21	
Managing Performance	Self	3.25	0.16
	Other	3.41	
Planning	Self	3.25	0.02
	Other	3.23	

Scale:
- 1 Needs Significant Improvement
- 2 Could Benefit from Development
- 3 Capable and Effective
- 4 Clear Strength

Initiative

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. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	3.20	93.3	7%	67%		27%
2. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.87	100.0		13%	87%	
3. Goes above and beyond the stated goals.	15	3.33	93.3	7%	53%		40%
4. Takes the initiative to change the direction or course of events.	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. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	3.29	3.20	-0.09 ▼
2. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.65	3.87	+0.22 ▲
3. Goes above and beyond the stated goals.	3.18	3.33	+0.16 ▲
4. Takes the initiative to change the direction or course of events.	3.41	3.60	+0.19 ▲

Comments:
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- We have made improvements in our documentation and have decreased duplicate reporting.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- He is respectful of the people he works with regardless of the level in the organization.
- Very knowledgeable and always steps up if help is needed.
- Don't be afraid to ask questions when stuck on a task.

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
5. Conducts timely follow-up; keeps others informed on a need to know basis.	15	3.33	93.3	7%	53%		40%
6. Achieves goals.	15	3.20	93.3	7%	60%		33%
7. Understands & contributes to development of strategic goals.	15	3.20	86.7	13%	53%		33%
8. Goal Setting	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. Conducts timely follow-up; keeps others informed on a need to know basis.	3.24	3.33	+0.10	▲
6. Achieves goals.	3.24	3.20	-0.04	▼
7. Understands & contributes to development of strategic goals.	3.41	3.20	-0.21	▼
8. Goal Setting	3.24	3.40	+0.16	▲

Comments:
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- He is very supportive of cross training and learning new skills.
- _____ routinely goes out of his way to make work a more engaging experience.
- _____ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad _____ has joined the team.
- _____ is a great manager.   Very supportive of his staff.
- He is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.

Results Oriented

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. Directs team in prioritizing daily work activities	15	3.47	93.3	7%	40%		53%
10. Provides clear expectations for employees.	15	3.47	93.3	7%	40%		53%
11. Works toward achievement of goals even when confronted with obstacles.	15	3.53	100.0		47%		53%
12. Explains the "whys" behind organizational objectives	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. Directs team in prioritizing daily work activities	3.18	3.47	+0.29 ▲
10. Provides clear expectations for employees.	3.35	3.47	+0.11 ▲
11. Works toward achievement of goals even when confronted with obstacles.	3.47	3.53	+0.06 ▲
12. Explains the "whys" behind organizational objectives	3.47	3.27	-0.20 ▼

Comments:
- He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- His leadership skills make me jealous and consider him a mentor on how I would want to be in that position
- I have found that _____ takes feedback very well.   Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- _____ has stepped into the role of director and has provided great support to his managers and supervisors, not shying away from issues which need to be addressed.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- _____ is a wonderful collaborator and leader.   It is a treat to be able to work with him.

Clarity

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. Seeks to reduce ambiguity in messaging and documents.	15	3.33	100.0		67%		33%
14. Communicates with clarity and efficiency.	15	3.13	86.7	13%	60%		27%
15. Attends to the important details of a job or task.	15	3.07	80.0	20%	53%		27%
16. Checks details thoroughly.	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. Seeks to reduce ambiguity in messaging and documents.	3.35	3.33	-0.02 ▼
14. Communicates with clarity and efficiency.	3.18	3.13	-0.04 ▼
15. Attends to the important details of a job or task.	3.00	3.07	+0.07 ▲
16. Checks details thoroughly.	3.65	3.40	-0.25 ▼

Comments:
- We are so lucky to have his a Manager. He is so attentive when anyone needs to talk to her, he is quick to respond to the needs of our unit or the individual.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- _____ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- _____ is a very good leader.
- _____ 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.
- _____ is a dynamic and busy individual. At times he over commits himself and then has to cancel his participation as he cannot be in two places at once.   It can inadertently give off the aura that he is not engaged in the project meeting that was missed.

Creativity

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. Conceives, implements and evaluates ideas.	15	3.27	93.3	7%	60%		33%
18. Develops solutions to challenging problems.	14	3.00	92.9	7%	79%		14%
19. Creates a lot of new ideas.	15	3.47	100.0		53%		47%
20. Is creative.	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. Conceives, implements and evaluates ideas.	3.47	3.27	-0.20 ▼
18. Develops solutions to challenging problems.	3.12	3.00	-0.12 ▼
19. Creates a lot of new ideas.	3.59	3.47	-0.12 ▼
20. Is creative.	3.29	3.40	+0.11 ▲

Comments:
- Committment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet his current and future needs.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.
- _____ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- Always approachable no matter how busy he is.

Professional 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
21. Allows employees to fully participate in employee training and professional development.	15	3.53	100.0		47%	53%	
22. Quickly acquire and apply new knowledge and skills when needed	15	3.00	80.0	20%	60%		20%
23. Contributing fully to the extent of their skills	15	2.87	80.0	20%	73%		7%
24. Encourages employees to take courses relevant to their job.	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. Allows employees to fully participate in employee training and professional development.	3.35	3.53	+0.18 ▲
22. Quickly acquire and apply new knowledge and skills when needed	3.00	3.00	
23. Contributing fully to the extent of their skills	2.88	2.87	-0.02 ▼
24. Encourages employees to take courses relevant to their job.	3.00	3.47	+0.47 ▲

Comments:
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- _____ 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.
- He is the model of a true leader.   He will never ask his staff to do something he wouldn't do himself.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- He is willing to fill in with daily workload when we are short staffed.
- Uses his people skills to change negative situations into positive.

Punctuality

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
25. Starts meetings on time.	15	3.67	100.0		33%		67%
26. Maintains an efficient schedule of activities.	15	3.40	93.3	7%	47%		47%
27. Avoids making personal phone calls during working hours.	15	3.33	93.3	7%	53%		40%
28. Arrives to meetings on time.	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. Starts meetings on time.	3.76	3.67	-0.10 ▼
26. Maintains an efficient schedule of activities.	3.53	3.40	-0.13 ▼
27. Avoids making personal phone calls during working hours.	3.12	3.33	+0.22 ▲
28. Arrives to meetings on time.	3.41	3.53	+0.12 ▲

Comments:
- 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 is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- I feel _____ is really listening when you talk to him. He always repeats back what he thinks he's hearing, so there is no misunderstanding.
- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- _____ has a way of bringing out the best in people, by modeling how to be a hard worker who knows his stuff and is supportive of his colleagues and able to create a fun atmosphere that makes us all want to work hard.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.

Managing Performance

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
29. Establishes standards for expected performance.	15	3.67	100.0		33%	67%	
30. Acknowledges employee contributions that support the bottom line.	15	3.33	100.0		67%	33%	
31. Continuously measures performance and provides feedback to employees regularly.	15	3.20	86.7	13%	53%	33%	
32. Ensures employees understand their performance expectations.	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. Establishes standards for expected performance.	3.59	3.67	+0.08 ▲
30. Acknowledges employee contributions that support the bottom line.	3.41	3.33	-0.08 ▼
31. Continuously measures performance and provides feedback to employees regularly.	3.18	3.20	+0.02 ▲
32. Ensures employees understand their performance expectations.	3.35	3.40	+0.05 ▲

Comments:
- _____ is willing to understand how a current process works before wanting to incorporate changes.
- He is very collaborative and always attempts to work with others.
- I have observed that _____ has made some very good decisions with his leadership team this year.   He values his team and sets clear expectations.   He is a team player when working on projects or issues and he always responds promptly to requests for assitance.
- _____ excels in defining outcomes and expectations. He isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. He is very effective in his communication. The thing I most appreciate about _____ is his enthusiasm about work, his dedication to teach others, and his passion to improve processes.
- He is an outstanding manager.
- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.

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
33. Corrects issues in a timely manner.	15	3.20	86.7	13%	53%		33%
34. Encourages others to achieve high quality standards.	15	3.27	93.3	7%	60%		33%
35. Encourages employees to produce the best quality products.	15	3.00	80.0	20%	60%		20%
36. Encourages others to produce the highest quality work products.	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. Corrects issues in a timely manner.	3.18	3.20	+0.02 ▲
34. Encourages others to achieve high quality standards.	2.88	3.27	+0.38 ▲
35. Encourages employees to produce the best quality products.	3.18	3.00	-0.18 ▼
36. Encourages others to produce the highest quality work products.	3.18	3.20	+0.02 ▲

Comments:
- _____ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- Again, he has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- I would encourage him to share with others the work going on in his area in this regard.   It deserves to be recognized and shared.
- I think _____ is off to a very good start with the new division.   He is engaging key players and helping form vision with his leadership team.
- He's a very hard worker and always helping out when needed.
- Don't work with him enough to observe the vast majority of these items.

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
37. Takes immediate action on poor performance	15	3.27	93.3	7%	60%		33%
38. Provides ongoing feedback to co-workers on their development progress	15	3.27	86.7	13%	47%		40%
39. Gives others development opportunities through project assignments and increased job responsibilities	15	3.13	86.7	13%	60%		27%
40. Sets and clearly communicates expectations, performance goals, and measurements to others	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. Takes immediate action on poor performance	3.35	3.27	-0.09 ▼
38. Provides ongoing feedback to co-workers on their development progress	3.24	3.27	+0.03 ▲
39. Gives others development opportunities through project assignments and increased job responsibilities	3.59	3.13	-0.45 ▼
40. Sets and clearly communicates expectations, performance goals, and measurements to others	3.29	3.40	+0.11 ▲

Comments:
- Does well in most technical skills and is willing to learn anything that is new
- _____ established an environment in which teamwork and creativity flourished.
- _____ is always professional and demonstrates integrity in his daily work.   He is consistently respectful and values other members of the team.
- He has always encouraged others and provided tools for the employee to do so.
- _____ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. He has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- I have found _____ to be very competent and professional. He delivers when and what he says he will and his work is always complete and accurate.

Conflict 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
41. Deals effectively with employee grievances.	15	3.33	93.3	7%	53%		40%
42. Assists team members by helping them see the other point of view.	15	3.33	93.3	7%	53%		40%
43. Helps employees to think through alternative ways to resolve conflict situations.	15	3.13	86.7	13%	60%		27%
44. Clearly expresses expectations to others.	15	3.00	86.7	13%	73%		13%

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

Item	2022	2023	Change
41. Deals effectively with employee grievances.	3.29	3.33	+0.04 ▲
42. Assists team members by helping them see the other point of view.	3.41	3.33	-0.08 ▼
43. Helps employees to think through alternative ways to resolve conflict situations.	3.35	3.13	-0.22 ▼
44. Clearly expresses expectations to others.	3.18	3.00	-0.18 ▼

Comments:
- _____ is very cognizant of areas for improvement.   He has made a huge impact on how the department functions.
- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- Uses his people skills to change negative situations into positive.
- He can fall behind on projects without providing timely feedback.
- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- _____ is a very effective leader and excellent communicator.

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
45. Anticipates obstacles and ways to overcome them.	15	3.53	100.0		47%	53%	
46. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	3.00	86.7	13%	73%		13%
47. Delegates role to team members to accomplish goals.	15	3.20	93.3	7%	60%	33%	
48. Works in an organized manner	15	3.20	93.3	7%	67%	27%	

Time Comparisons by Item

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

Item	2022	2023	Change
45. Anticipates obstacles and ways to overcome them.	3.35	3.53	+0.18 ▲
46. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	3.24	3.00	-0.24 ▼
47. Delegates role to team members to accomplish goals.	3.00	3.20	+0.20 ▲
48. Works in an organized manner	3.18	3.20	+0.02 ▲

Comments:
- _____ does an exceptional job at running the department.
- I know I can always count on _____ to consistently encourage collaboration and system perspective.
- _____ is a great listener and leader for the department.
- _____ is always professional and demonstrates integrity in his daily work.   He is consistently respectful and values other members of the team.
- _____ communicates his expectations of the team well and involves them in the process improvement plans.
- _____ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff.   This helps in understanding the needs of our lab while developing teamwork within our system.   He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.

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?

- Under his leadership, the department teams have become very cohesive.
- _____ is not always clear in communicating desired outcomes and expectation. He sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- _____ is extremely supportive of his staff with their assigned directors/managers.   Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process.   He supported me by making time to go to the meetings with myself and the director.   I greatly appreciated this.
- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- I feel safe and comfortable going to him for any reason.   I am very glad to have him for a Director, and also as a partner and teammate.
- _____ is the best supervisor I've ever had; he leads by example, and is always clear on his expectations of his employees.

What do you like best about working with this individual?

- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.
- _____ is an experienced, skilled leader.   He maintains focus on goals and core values in the most challenging situations.   His extensive experience in operations has been a huge asset for the department.   He has been a wonderful teacher for members of the team who lack management experience.
- In every interaction that I have had with _____, I have found him to be professional, reliable, and engaged in the process.
- _____ is a hands on leader in our program.
- 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.
- I truly appreciate _____'s knowledge, his professionalism, and his reliability.

What do you like least about working with this individual?

- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- _____ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.
- _____ is excellent at providing positive feedback in the moment while in meetings.
- _____ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.
- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- _____ is a great team player for our organization as a whole and for the Department itself.

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

- I believe that if more staff members in [CompanyName] had the opportunity to directly work with _____, our customer satisfaction scores will be out of the charts, because his expectations are clear, his communication is superb and there is a lot to learn from him.
- I have never known _____ to not hire for talent.
- I appreciate _____'s calm demeanor, his listening skills, and that he typically demonstrates that I have his full attention when we are in meetings.
- Outstanding leader.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- _____ has done an excellent job as the VP of Operations. He engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.

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

*   I sit back and listen to _____'s approach and communication skills and love to glean things from him.
*   I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.
*   I think _____ works really hard to engage with everyone of us.
*   _____ is very supportive and knows his area of expertise.   He is a pleasure to work with.
*   He is someone that has proven he can be trusted to do what is right.
*   _____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.

Any final comments?

*   I would like to see his expand personal long-term goals at the company.
*   I thoroughly enjoy working with _____ and he has been very helpful with the rework IS did with their job descriptions.
*   I was impressed with the time he spent both working on the issue and with the individual.   I believe these efforts will pay off.
*   He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
*   This has been a challenging year for _____ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
*   Confidence is the only thing I think he needs to improve on.