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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.

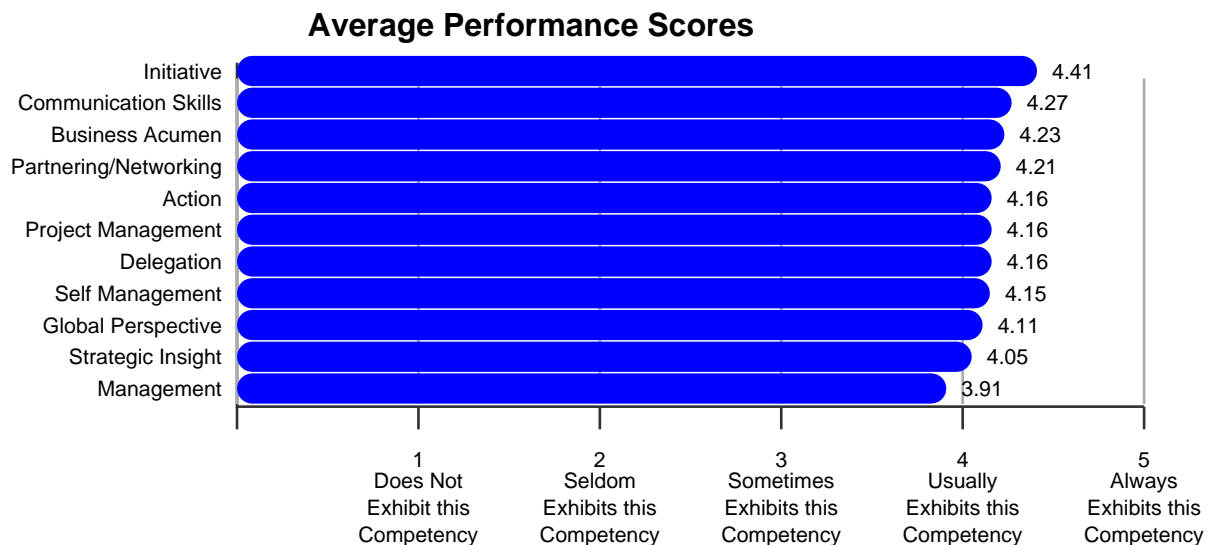
## What to Do with Your Feedback

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

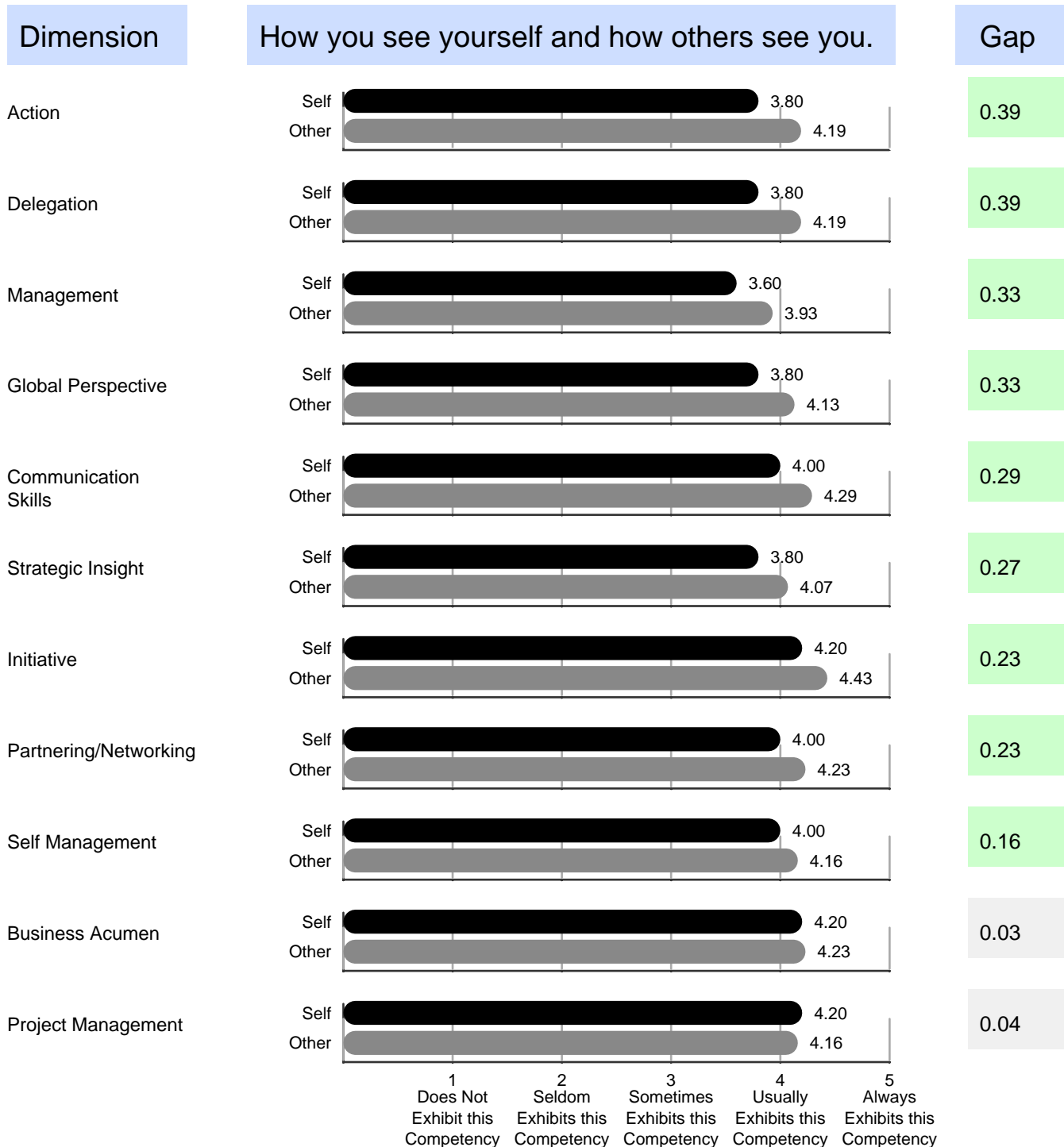
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



# Initiative

## Summary Scores



1. You go above and beyond the stated goals.



2. You prepare for unexpected contingencies.



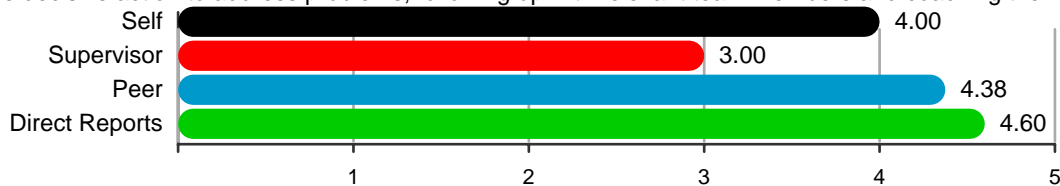
3. You coach others to foster an environment which can adapt quickly and willingly to rapid change.



4. You seek and utilize opportunities for continuous learning and self-development.



5. You take decisive action to address problems, following up with relevant team members and coaching them on how to improve.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. You go above and beyond the stated goals.	15	4.20	93.3	7%		67%		27%
2. You prepare for unexpected contingencies.	15	4.87	100.0	13%		87%		
3. You coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.27	93.3	7%		60%		33%
4. You seek and utilize opportunities for continuous learning and self-development.	15	4.40	86.7	13%	33%		53%	
5. You take decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	4.33	93.3	7%		53%		40%

### Comments:

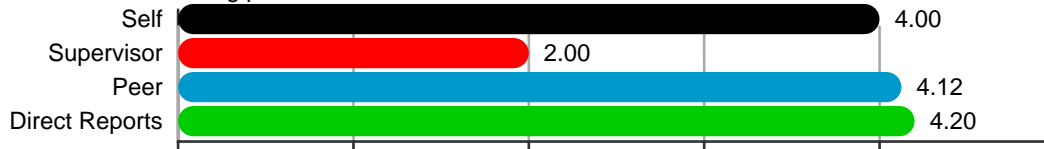
- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- He sets his expectations high, and delivers a high level of performance herself.
- \_\_\_\_\_ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- \_\_\_\_\_ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- \_\_\_\_\_ recently set a good example with staff in living out a key behavior he believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.

# Communication Skills

## Summary Scores



6. You give clear and convincing presentations.



7. You present issues, ideas, and strategy concisely and clearly.



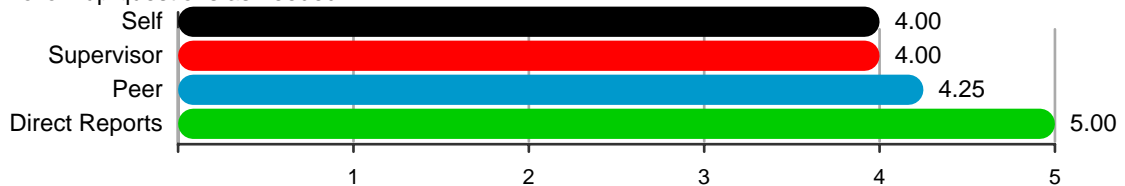
8. You communicate effectively with all levels of the organization.



9. You deliver influential presentations.



10. You ask follow-up questions as needed.



## Level of Skill

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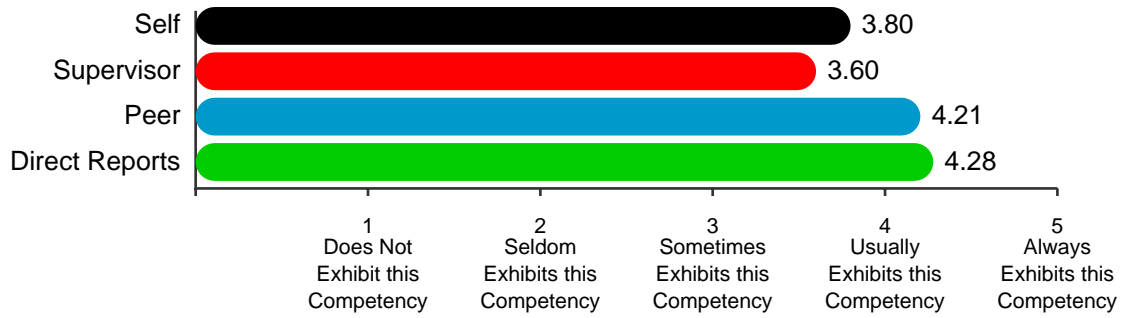
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. You give clear and convincing presentations.	15	4.00	80.0	7%	13%	53%	27%	
7. You present issues, ideas, and strategy concisely and clearly.	15	4.07	80.0		20%	53%	27%	
8. You communicate effectively with all levels of the organization.	15	4.33	93.3	7%	47%		47%	
9. You deliver influential presentations.	15	4.47	93.3	7%	40%		53%	
10. You ask follow-up questions as needed.	15	4.47	93.3	7%	40%		53%	

### Comments:

- \_\_\_\_\_ is a great director, knows his scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- \_\_\_\_\_ encourages collaboration between departments. He has done a great job leading our monthly supervisor/manager meetings.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- \_\_\_\_\_ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- He is very responsive when asked for input or his assistance is requested.

# Action

## Summary Scores



### 11. You make effective decisions



### 12. You display high energy and enthusiasm on consistent basis.



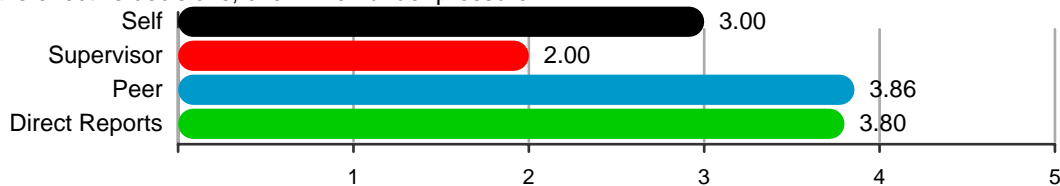
### 13. You are not afraid to take corrective action when necessary.



### 14. You drive and mobilizes others progress toward goals.



### 15. You make effective decisions, even when under pressure.





## Level of Skill

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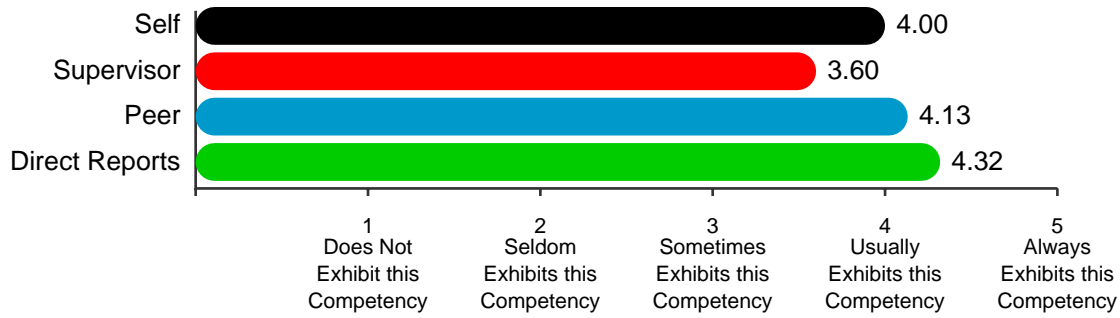
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. You make effective decisions	15	4.60	100.0			40%	60%	
12. You display high energy and enthusiasm on consistent basis.	15	4.27	100.0			73%	27%	
13. You are not afraid to take corrective action when necessary.	15	4.33	100.0			67%	33%	
14. You drive and mobilizes others progress toward goals.	15	3.93	73.3	27%		53%	20%	
15. You make effective decisions, even when under pressure.	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- Strive for excellence. Willing to learn. Implement advice from others.
- I was excited to come on board under \_\_\_\_\_'s leadership when he hired me, and I began working here in March of this year.
- He solicits input and involves front line staff in his everyday work and is admired for his holistic, humble view.
- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.
- He has always encouraged others and provided tools for the employee to do so.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.

# Self Management

## Summary Scores



16. You step away from a situation to process appropriate response.



17. You use patience and self-control in working with customers and associates.



18. You do not allow own emotions to interfere with the performance of others.



19. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.



20. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.



### Level of Skill

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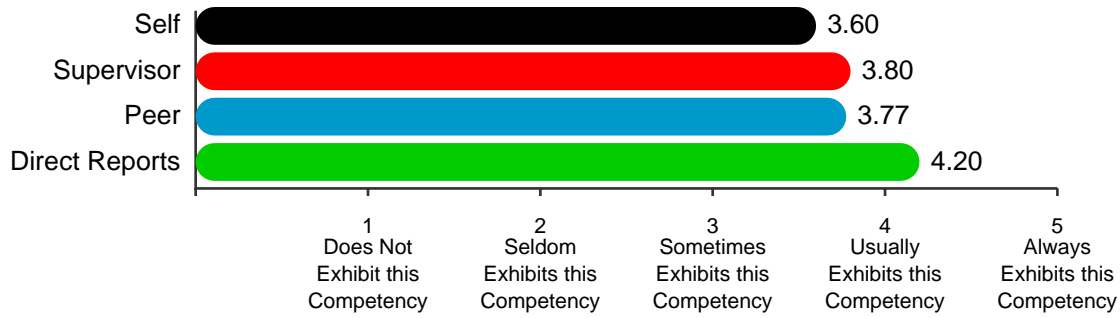
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. You step away from a situation to process appropriate response.	15	4.33	86.7	13%		40%	47%	
17. You use patience and self-control in working with customers and associates.	15	4.27	93.3	7%		60%	33%	
18. You do not allow own emotions to interfere with the performance of others.	14	4.00	92.9	7%		86%		7%
19. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.	14	4.14	85.7	7%	7%	50%		36%
20. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- He always involves others in decisions ensuring a well rounded approach.
- \_\_\_\_\_ also takes feedback well. When he expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, he is able to listen and alter his approach for consideration to staff's views.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- \_\_\_\_\_'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase his strengths and [CompanyName] has not capitalized on them.
- I know that \_\_\_\_\_ cares about me as a total individual not just as a professional.
- \_\_\_\_\_ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.

# Management

## Summary Scores



### 21. You set an example for others to follow



### 22. You keep staff informed about what is happening in the company



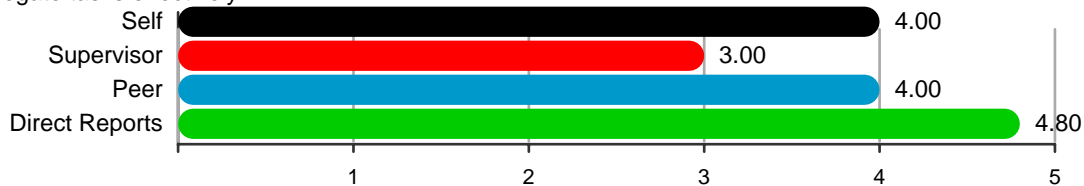
### 23. You are ready to offer help



### 24. You make others feel enthusiastic about your work



### 25. You delegate tasks effectively



## Level of Skill

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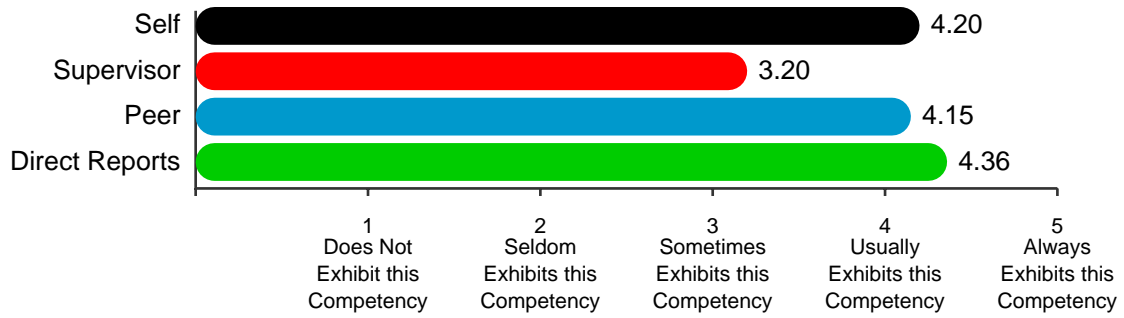
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. You set an example for others to follow	15	4.00	66.7	13%	20%	20%	47%	
22. You keep staff informed about what is happening in the company	15	3.47	53.3	13%	33%		47%	7%
23. You are ready to offer help	15	3.60	66.7	13%	20%		60%	7%
24. You make others feel enthusiastic about your work	15	4.27	86.7	7%	7%	40%	47%	
25. You delegate tasks effectively	15	4.20	80.0	7%	13%	33%	47%	

### Comments:

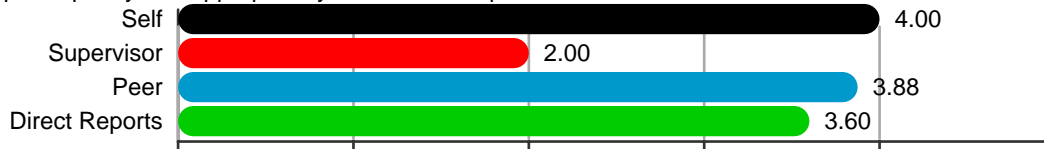
- I have found \_\_\_\_\_ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.
- \_\_\_\_\_ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- He has made improvements in organizing my time and meeting deadlines. However, he still sometimes get bogged down in process and needs to just make decisions.
- He is such a model for leaders throughout our organization.
- The department is lucky to have him.
- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!

# Project Management

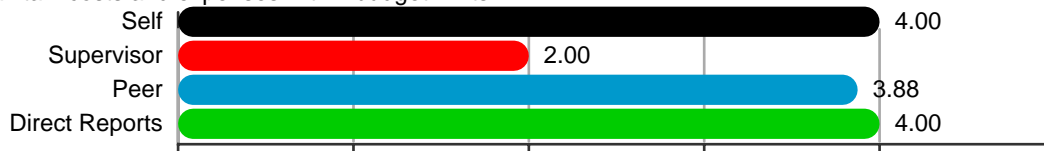
## Summary Scores



26. You respond quickly and appropriately to unforeseen problems.



27. You maintain costs and expenses within budget limits.



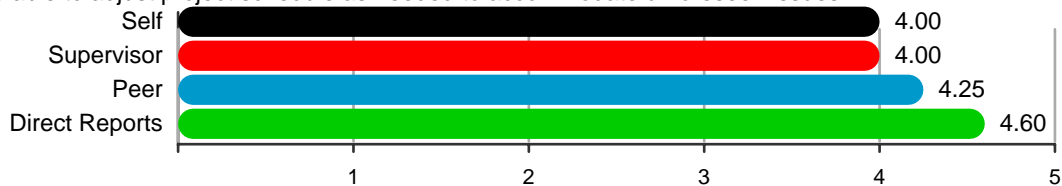
28. You develop performance measures for various aspects of the project.



29. You inspire others to accomplish goals and objectives.



30. You are able to adjust project schedule as needed to accommodate unforeseen issues.



## Level of Skill

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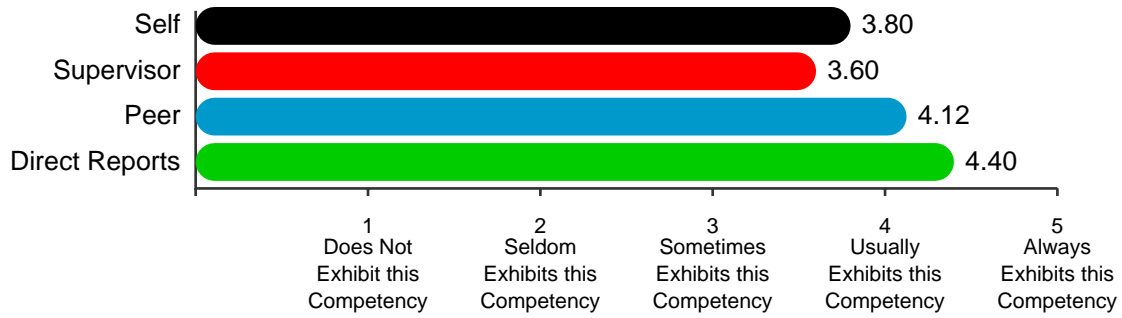
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. You respond quickly and appropriately to unforeseen problems.	15	3.67	66.7	20%	13%	47%	20%	
27. You maintain costs and expenses within budget limits.	15	3.80	73.3	20%	7%	47%	27%	
28. You develop performance measures for various aspects of the project.	15	4.33	86.7	13%	40%	47%		
29. You inspire others to accomplish goals and objectives.	15	4.67	100.0		33%	67%		
30. You are able to adjust project schedule as needed to accommodate unforeseen issues.	15	4.33	100.0		67%	33%		

### Comments:

- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- He is also an excellent resource to other managers and will take the time to offer information and support.
- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- 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.
- Your initiative influences others in a positive way.
- As a leader, I can clearly see that \_\_\_\_\_ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.

# Delegation

## Summary Scores



31. You define the roles, responsibilities, required actions, and deadlines for team members.



32. You set clear and reasonable expectations for others and follows through on your progress.



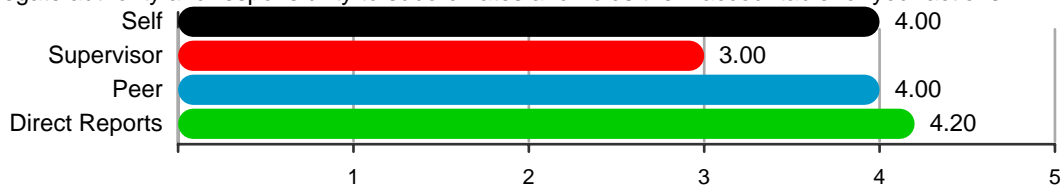
33. You tell subordinates what to do, not how to do it.



34. You encourage and empower subordinates to use initiative in achieving goals and objectives.



35. You delegate authority and responsibility to subordinates and holds them accountable for your actions.





## Level of Skill

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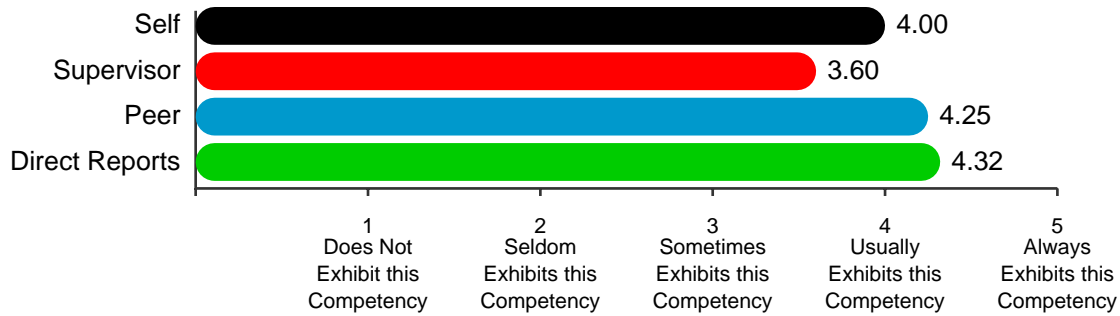
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. You define the roles, responsibilities, required actions, and deadlines for team members.	15	4.07	80.0	20%		53%		27%
32. You set clear and reasonable expectations for others and follows through on your progress.	15	4.47	100.0		53%		47%	
33. You tell subordinates what to do, not how to do it.	15	4.13	80.0	20%		47%		33%
34. You encourage and empower subordinates to use initiative in achieving goals and objectives.	15	4.13	86.7	13%		60%		27%
35. You delegate authority and responsibility to subordinates and holds them accountable for your actions.	15	4.00	80.0	20%		60%		20%

### Comments:

- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!
- He will always be able to state that he did everything he could, he gives this job his all!
- Always has the company's best interest at heart.
- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- he continues to make improvements in core competencies.
- \_\_\_\_\_ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.

# Partnering/Networking

## Summary Scores



36. You forge mutually beneficial relationships between individuals with diverse backgrounds.



37. You create value within the Company by building networks.



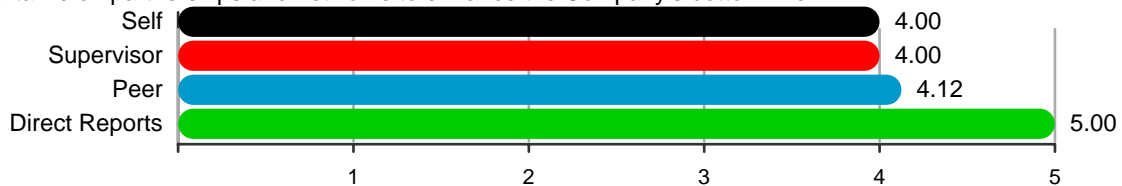
38. You build alliances between departments and teams.



39. You support and encourage relationships that are created by diverse team members.



40. You capitalize on partnerships and networks to enhance the Company's bottom line.



### Level of Skill

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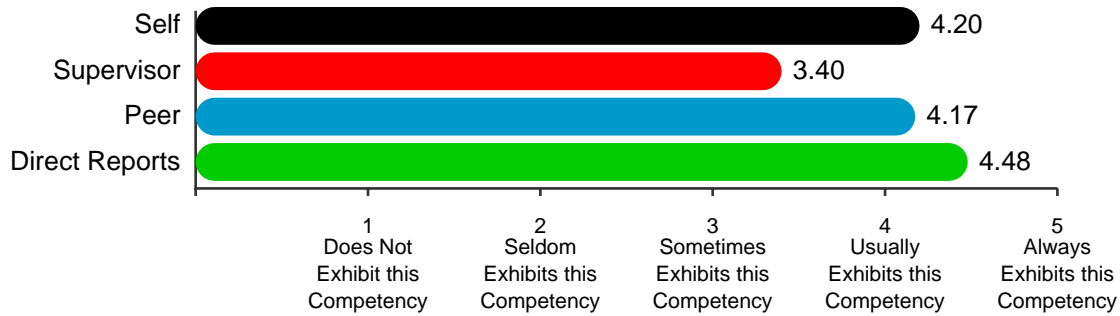
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. You forge mutually beneficial relationships between individuals with diverse backgrounds.	15	4.33	100.0			67%	33%	
37. You create value within the Company by building networks.	15	3.93	80.0	13%	7%	53%	27%	
38. You build alliances between departments and teams.	15	4.27	86.7		13%	47%	40%	
39. You support and encourage relationships that are created by diverse team members.	15	4.13	86.7		13%	60%	27%	
40. You capitalize on partnerships and networks to enhance the Company's bottom line.	15	4.40	93.3		7%	47%	47%	

Comments:

- \_\_\_\_\_ has nothing but [CompanyName]'s best interest at heart.
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- \_\_\_\_\_ is an outstanding leader. He has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- He consistently conducts himself with professionalism and represents our unit well.
- Good Team Player! Good decision making skills. A hard worker.
- \_\_\_\_\_ wants what is best for the organization and Security team and as a manager he expects the best the each have to offer.

# Business Acumen

## Summary Scores



41. You effectively develop and use resources (people, time, money, supplies, equipment, and space) to improve organizational performance



42. You apply the knowledge of work processes to influence the achievement of business goals



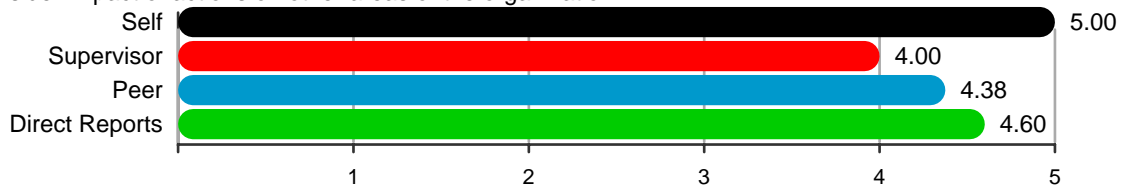
43. You understand complex issues and problems.



44. You are able to align resources to meet the business needs of the company.



45. You consider impact of actions on other areas of the organization.



### 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

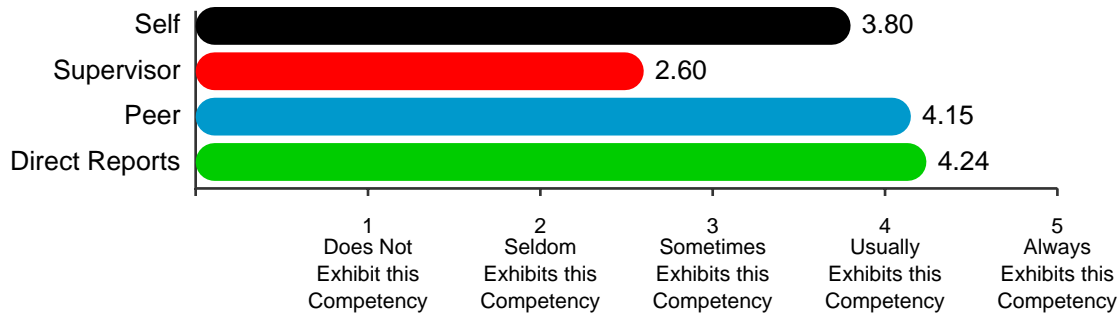
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. You effectively develop and use resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	4.33	93.3	7%		53%	40%	
42. You apply the knowledge of work processes to influence the achievement of business goals	15	4.20	80.0	20%		40%	40%	
43. You understand complex issues and problems.	15	4.13	86.7	13%		60%		27%
44. You are able to align resources to meet the business needs of the company.	15	4.00	86.7	13%		73%		13%
45. You consider impact of actions on other areas of the organization.	15	4.47	93.3	7%		40%	53%	

Comments:

- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- \_\_\_\_\_ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- He is a real advocate for the customers. Excellent department and computer skills
- I truly enjoy working with \_\_\_\_\_ on a daily basis.
- We are a department in need of structure and I feel he has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.

# Strategic Insight

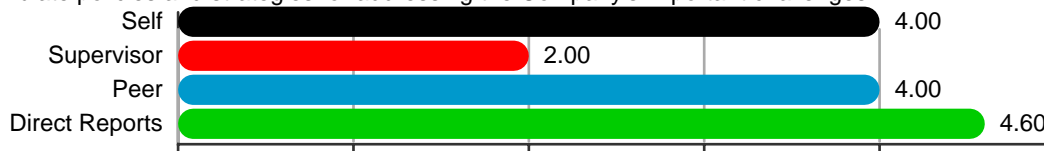
## Summary Scores



46. You identify root causes of problems.



47. You formulate policies and strategies for addressing the Company's important challenges.



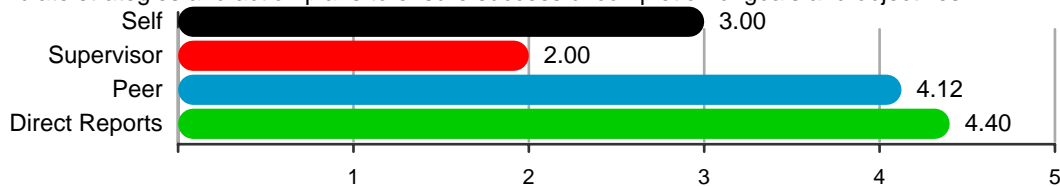
48. You understand the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.



49. You analyze unique issues or problems impacting the Company.



50. You formulate strategies and action plans to ensure successful completion of goals and objectives.



### Level of Skill

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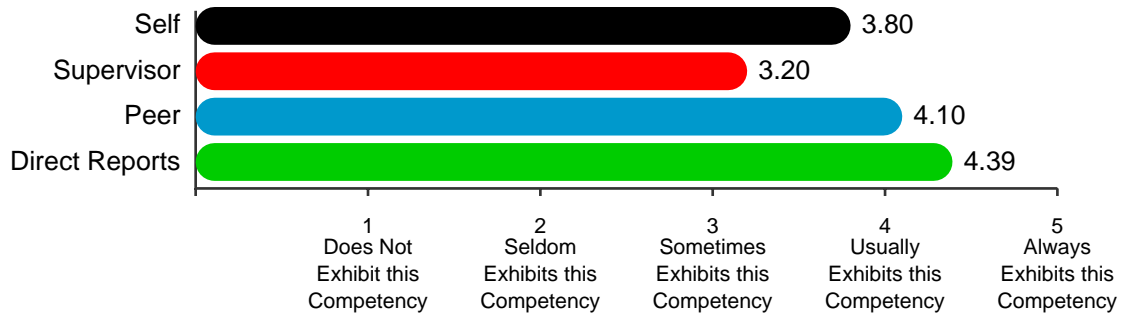
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. You identify root causes of problems.	15	3.87	80.0	7%	13%	67%	13%	
47. You formulate policies and strategies for addressing the Company's important challenges.	15	4.07	86.7	13%		53%	33%	
48. You understand the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	4.13	86.7		13%	60%	27%	
49. You analyze unique issues or problems impacting the Company.	15	4.20	86.7	7%	7%	47%	40%	
50. You formulate strategies and action plans to ensure successful completion of goals and objectives.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- \_\_\_\_\_ sometimes communicates in a way that makes it difficult to tell if he is asking a question, for help, or for clarification.
- He is the only manager in the department to help us when we are short.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- \_\_\_\_\_ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- I have worked on several performance improvement projects with \_\_\_\_\_ and have appreciated his knowledge and reliability with collaboration.
- He has been both a great co-worker and mentor to me.

# Global Perspective

## Summary Scores



51. You have positive interactions with individuals from different cultures and backgrounds.



52. You exemplify the skills of a global worker.



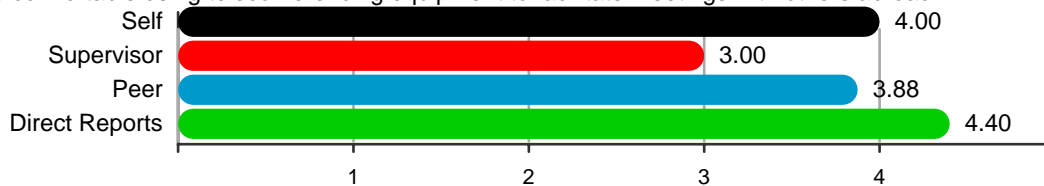
53. You attend training seminars and conferences to increase skills in working with others globally.



54. You communicate effectively on a multi-lingual basis.



55. You are comfortable using teleconferencing equipment to facilitate meetings with others abroad.





## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. You have positive interactions with individuals from different cultures and backgrounds.	14	4.14	92.9	7%		71%		21%
52. You exemplify the skills of a global worker.	14	4.21	85.7	14%		50%		36%
53. You attend training seminars and conferences to increase skills in working with others globally.	15	4.13	80.0	20%		47%		33%
54. You communicate effectively on a multi-lingual basis.	15	4.07	80.0	20%		53%		27%
55. You are comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	4.00	80.0	20%		60%		20%

### Comments:

- Set clear expectations for others.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- When in meetings in \_\_\_\_\_'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring their is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.
- He would benefit from soliciting more feedback and pushing others to do more.
- \_\_\_\_\_ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- \_\_\_\_\_ has a clear process for hiring which has aided his in building an amazing team.

## 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?

- He has great sense of vision and purpose for the division and organization as a whole.
- Information is given concisely at meetings, and his explanations of all information is very clear.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- I think \_\_\_\_\_ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- Has the experience needed.
- He is organized, kind, and extremely approachable.

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

- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- \_\_\_\_\_ has an incredible vision for our organization's strategy and improvement efforts.
- Is a great teammate and valuable resource for the company. it is obvious he cares for the team
- \_\_\_\_\_'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- I think \_\_\_\_\_ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- \_\_\_\_\_ treats all employees with respect and in a very professional manner.

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

- I feel that \_\_\_\_\_ has skills that are underutilized because he is a content expert in one function of the organization; however, his skills are far beyond human resources and should be used to help push the organization forward.
- He demonstrates a high level of personal integrity in his daily work and is honest and ethical in interactions.
- \_\_\_\_\_ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- I truly enjoy working with \_\_\_\_\_ on a daily basis.
- \_\_\_\_\_ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.
- Manager is always interested in our views, and continually works at implementing our suggestions.

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

- \_\_\_\_\_ is a very effective communicator and I always felt very well informed as his direct report.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- \_\_\_\_\_ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. \_\_\_\_\_ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. \_\_\_\_\_ is a great mentor and example to those he supervises.
- 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.
- He is very effective.
- \_\_\_\_\_ is trusting his team, and expecting high standards of behavior from all employees.

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

- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- \_\_\_\_\_ offers support to his managers in a style that is engaging, consistent, and motivating.
- \_\_\_\_\_ sets high standards for those he works with and expects the same of herself.
- He includes appropriate people in his decisions and follows through on decisions made.
- \_\_\_\_\_ is a great director, knows his scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.

### Any final comments?

- He knows his material and obviously loves the continued learning that defines best practices.
- I admire \_\_\_\_\_ and look up to his wisdom, he is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- \_\_\_\_\_ is very approachable and always willing to listen.
- I have not observed \_\_\_\_\_'s interaction with the members of his team. \_\_\_\_\_ consistently communicates openly in my interactions with him.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- He always involves others in decisions ensuring a well rounded approach.