



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.

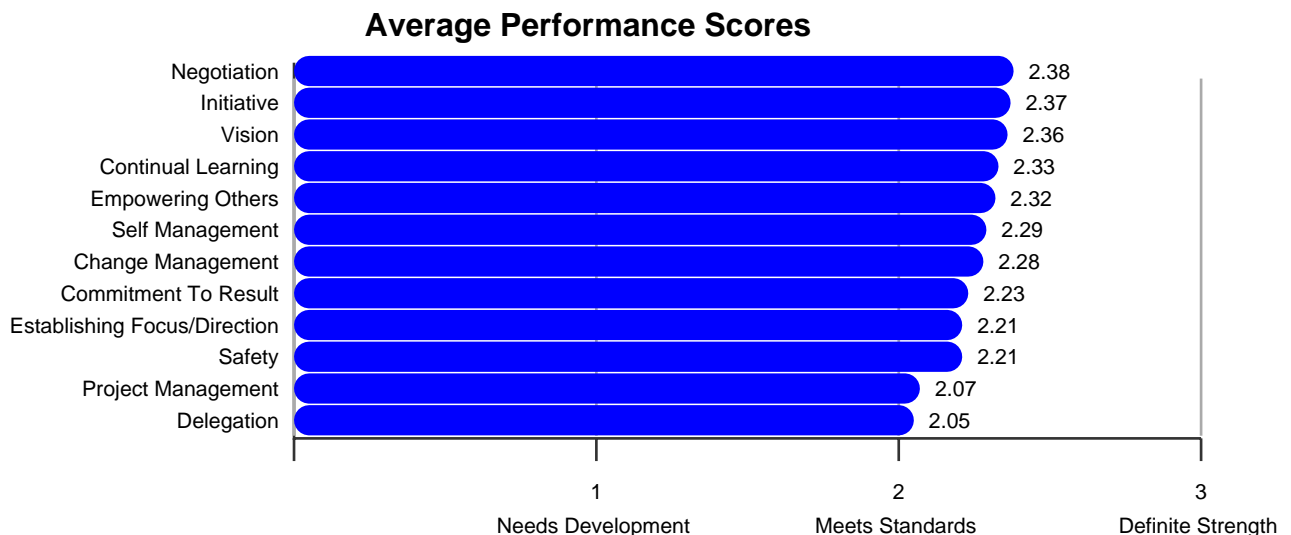
What to Do with Your Feedback

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

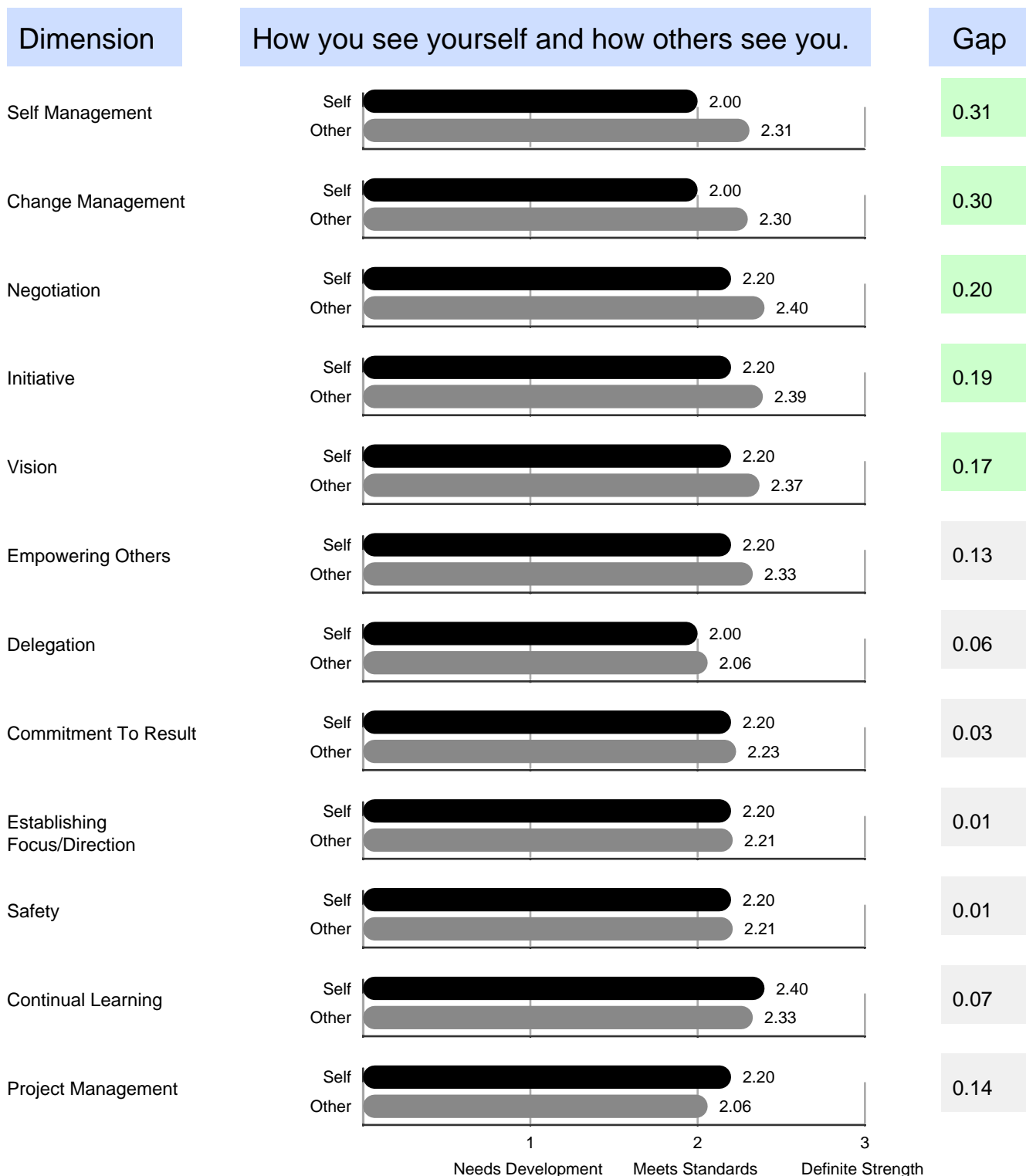
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



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

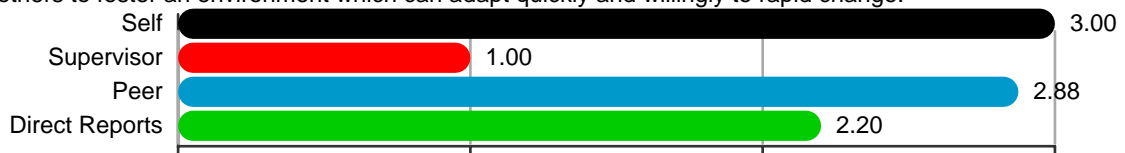
Summary Scores



1. Takes the initiative to change the direction or course of events.



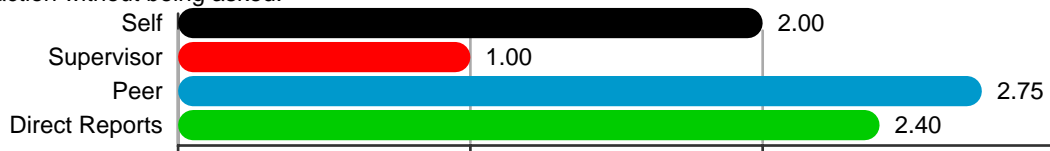
2. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



3. Goes above and beyond the stated goals.



4. Takes action without being asked.



5. Immediately works to complete goals well before their deadline.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Takes the initiative to change the direction or course of events.	15	2.27	33.3	7%	60%	33%
2. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.53	73.3	20%	7%	73%
3. Goes above and beyond the stated goals.	15	2.33	40.0	7%	53%	40%
4. Takes action without being asked.	15	2.47	53.3	7%	40%	53%
5. Immediately works to complete goals well before their deadline.	15	2.27	40.0	13%	47%	40%

Comments:

- I have witnessed his supporting and encouraging the strengths of his team while managing their weaknesses.
- _____ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- He won't settle for less.
- Appreciate _____'s calm approach
- 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.
- I appreciate that _____ reaches out to communicate expected changes and organizational impact.

Change Management

Summary Scores



6. Effective in implementing new organizational vision and values.



7. Supports new initiatives for organizational changes to improve effectiveness.



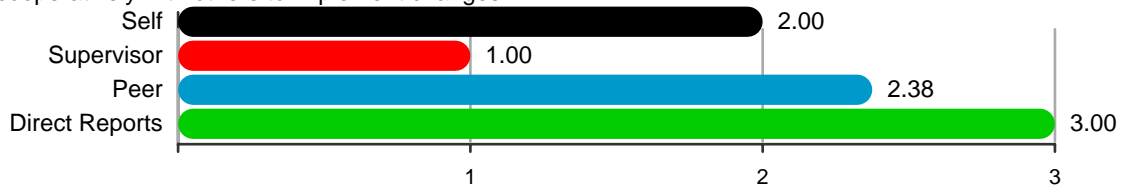
8. Addresses organizational and departmental resistance to changes.



9. Effective in dealing with ambiguous and challenging situations.



10. Works cooperatively with others to implement changes.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Effective in implementing new organizational vision and values.	15	2.13	33.3	20%	47%	33%
7. Supports new initiatives for organizational changes to improve effectiveness.	15	2.07	26.7	20%	53%	27%
8. Addresses organizational and departmental resistance to changes.	15	2.33	40.0	7%	53%	40%
9. Effective in dealing with ambiguous and challenging situations.	15	2.40	53.3	13%	33%	53%
10. Works cooperatively with others to implement changes.	15	2.47	60.0	13%	27%	60%

Comments:

- He is such a model for leaders throughout our organization.
- Great addition to the department!
- He has been and is a mentor for me.
- _____ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. _____ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- He is highly engaged in his work and passionate about connecting with others in a meaningful way.
- I believe I need to give him a chance to get into his position.

Commitment To Result

Summary Scores



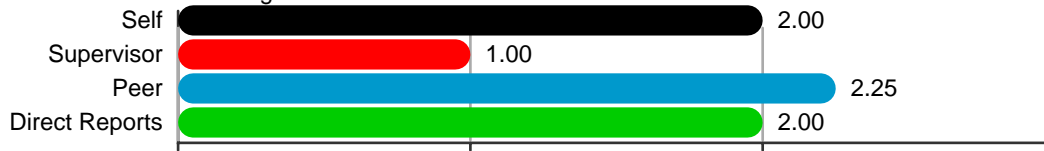
11. Creates a sense of urgency among the store team members to complete activities, which drive sales.



12. Coordinates all department activities into a cohesive team effort.



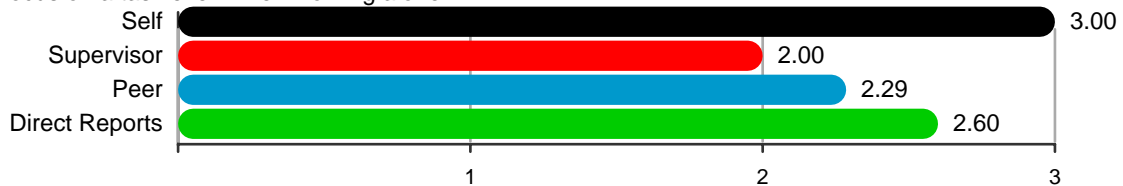
13. Takes immediate action toward goals.



14. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



15. Able to focus on a task even when working alone.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	2.33	40.0	7%	53%	40%
12. Coordinates all department activities into a cohesive team effort.	15	2.07	20.0	13%	67%	20%
13. Takes immediate action toward goals.	15	2.07	26.7	20%	53%	27%
14. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.27	40.0	13%	47%	40%
15. Able to focus on a task even when working alone.	14	2.43	50.0	7%	43%	50%

Comments:

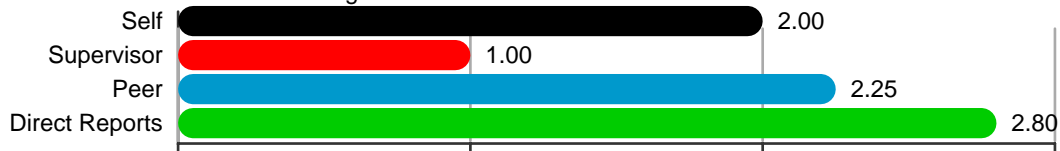
- He is highly engaged in his work and passionate about connecting with others in a meaningful way.
- He is a high energy individual, with a level of integrity that goes above and beyond.
- _____ routinely goes out of his way to make work a more engaging experience.
- _____ supports each security officer in such a way that you want to grow and improve in what you do.
- _____ is always focused on the customer, shares this philosophy with his team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- _____ is an outstanding manager.

Self Management

Summary Scores



16. Uses patience and self-control in working with customers and associates.



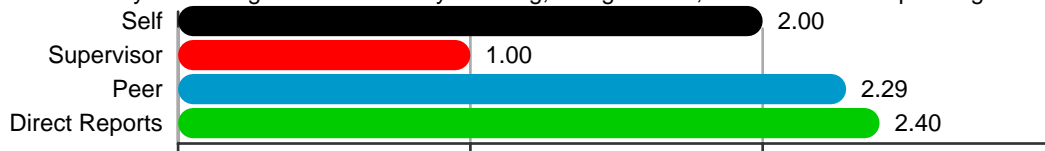
17. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.



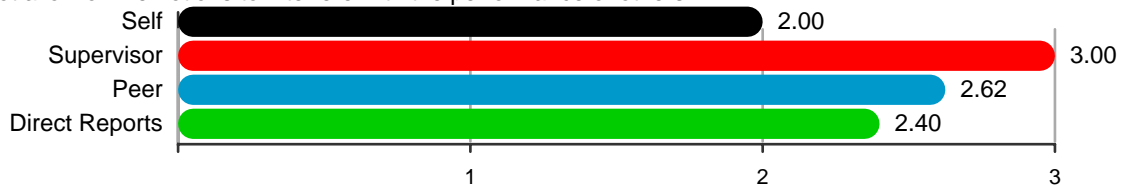
18. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.



19. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



20. Does not allow own emotions to interfere with the performance of others.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Uses patience and self-control in working with customers and associates.	15	2.33	46.7	13%	40%	47%
17. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	2.33	40.0	7%	53%	40%
18. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	14	2.00	14.3	14%	71%	14%
19. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	14	2.21	42.9	21%	36%	43%
20. Does not allow own emotions to interfere with the performance of others.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ has my back and breaks down the barriers when I let him know that need his support.
- He's very good at his job, Service and relationship development are talents at which he excels. My constructive feedback would be for _____ to speak up more in meetings and be more forthcoming in groups and with other leaders with his thoughts and opinions. I know he has them as he does share them with me aside, but but I would encourage him to share them more broadly.
- Timeliness and accountability of projects.
- He is quick and willing to aid.
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- He is very supportive of us and the job we do.

Continual Learning

Summary Scores



21. Grasps new ideas, concepts, technical, or business knowledge.



22. Takes the initiative to learn new skills.



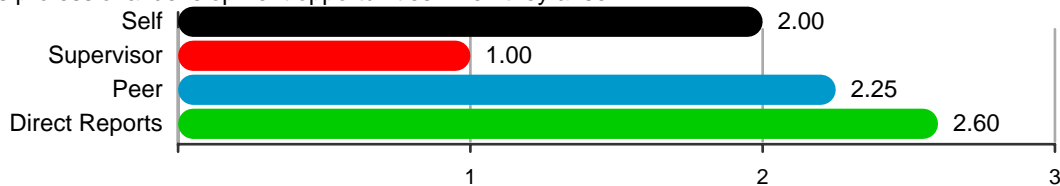
23. Pursues learning that will enhance job performance.



24. Improves on their skill sets.



25. Pursues professional development opportunities when they arise.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Grasps new ideas, concepts, technical, or business knowledge.	15	2.60	66.7	7%	27%	67%
22. Takes the initiative to learn new skills.	15	2.33	40.0	7%	53%	40%
23. Pursues learning that will enhance job performance.	15	2.07	20.0	13%	67%	20%
24. Improves on their skill sets.	15	2.40	53.3	13%	33%	53%
25. Pursues professional development opportunities when they arise.	15	2.27	53.3	27%	20%	53%

Comments:

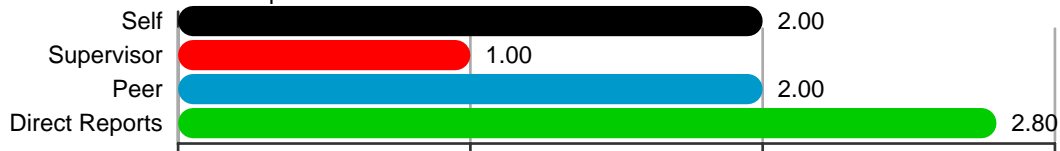
- Knowledge, experience, and the will to help when help is needed.
- I have appreciated _____'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- _____ is a role model for Transformational Leadership. He exceeds all of the above elements of performance by modeling his expertise in his decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect _____ as a visionary who pushes me further than I feel comfortable. Without him I might be too cautious to forge ahead. He has accomplished more in his 4 years as director of SCI than I have witnessed in the last 30 years.
- _____ addresses questions/concerns quickly and listens to staffs' needs.
- _____ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support _____ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by _____ without his bringing them before the team for discussion.
- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.

Establishing Focus/Direction

Summary Scores



26. Stays focused even when under pressure and stress.



27. Excellent at managing time.



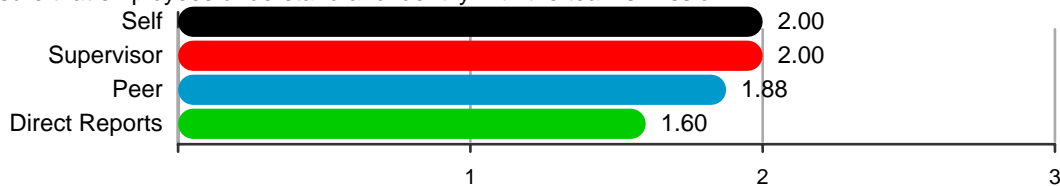
28. Maintains self-control when personally criticized.



29. Makes sure that employees understand how their work relates to organizational goals.



30. Makes sure that employees understand and identify with the team's mission.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Stays focused even when under pressure and stress.	15	2.20	33.3	13%	53%	33%
27. Excellent at managing time.	15	2.00	26.7	27%	47%	27%
28. Maintains self-control when personally criticized.	15	2.47	53.3	7%	40%	53%
29. Makes sure that employees understand how their work relates to organizational goals.	15	2.60	60.0		40%	60%
30. Makes sure that employees understand and identify with the team's mission.	15	1.80	13.3	33%	53%	13%

Comments:

- It has been a pleasure working with _____. His interactions with customers have improved over the last year.
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.
- There are two items above that will be part of my goals for the coming year.
- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.
- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.

Project Management

Summary Scores



31. Regularly reviews project performance and goals.



32. Organizes work and sets priorities as needed.



33. Able to adjust project schedule as needed to accommodate unforeseen issues.



34. Develops action items, workplans, timelines, and criteria for projects.



35. Maintains costs and expenses within budget limits.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Regularly reviews project performance and goals.	15	2.13	33.3	20%	47%	33%
32. Organizes work and sets priorities as needed.	15	2.13	33.3	20%	47%	33%
33. Able to adjust project schedule as needed to accommodate unforeseen issues.	15	2.07	33.3	27%	40%	33%
34. Develops action items, workplans, timelines, and criteria for projects.	15	2.13	26.7	13%	60%	27%
35. Maintains costs and expenses within budget limits.	15	1.87	20.0	33%	47%	20%

Comments:

- _____ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.
- _____ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- _____'s office staff each have their own personalities and he effectively communicates with all of them.
- _____'s diverse professional experiences allow him to bring new ideas to programs, as well as share past successes with others. He is not afraid to tackle change and strives to improve processes for organizational growth. His engaging communication style is welcomed by customers and the interdisciplinary team members.
- I think _____ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.
- He makes sure we work together as a manager team when it comes to the Fleet scheduling.

Delegation

Summary Scores



36. Allows employees to decide how they wish to complete the tasks.



37. Entrusts subordinates with important tasks.



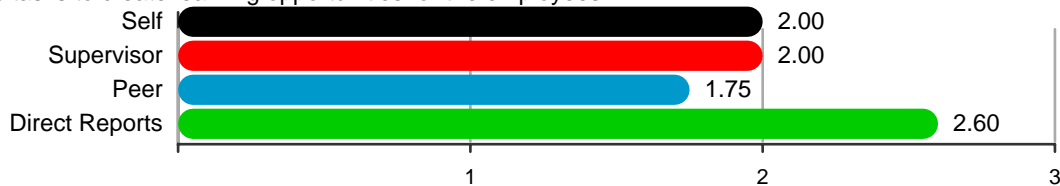
38. Delegates authority and responsibility to subordinates and holds them accountable for their actions.



39. Allows subordinates to use their own methods and procedures.



40. Assigns tasks to create learning opportunities for the employees.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Allows employees to decide how they wish to complete the tasks.	15	1.87	20.0	33%	47%	20%
37. Entrusts subordinates with important tasks.	15	1.93	13.3	20%	67%	13%
38. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	2.07	33.3	27%	40%	33%
39. Allows subordinates to use their own methods and procedures.	15	2.33	33.3		67%	33%
40. Assigns tasks to create learning opportunities for the employees.	15	2.07	33.3	27%	40%	33%

Comments:

- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- _____ is incredibly talented and very smart. His attention to detail is unparalleled.
- _____ is an outstanding leader. He offers great communication and staff allows know what is expected of them.
- _____ is very supportive, knowledgeable, and a consummate professional. He leads by example and has no problem rolling up his sleeves and providing support when needed.
- He communicates clearly, and is always willing to listen attentively.
- His knowledge of what's needed to take us to the next level (designation) is to be commended.

Safety

Summary Scores



41. Encourages others to work safely.



42. Is not afraid to question a potential safety issue observed in the workplace.



43. Mitigates hazards and safety issues that arise.



44. Encourages others to attend safety training.



45. Keeps accurate safety records.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Encourages others to work safely.	15	2.00	26.7	27%	47%	27%
42. Is not afraid to question a potential safety issue observed in the workplace.	15	2.13	33.3	20%	47%	33%
43. Mitigates hazards and safety issues that arise.	15	2.20	40.0	20%	40%	40%
44. Encourages others to attend safety training.	15	2.20	26.7	7%	67%	27%
45. Keeps accurate safety records.	15	2.53	60.0	7%	33%	60%

Comments:

- _____ 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.
- He is very supportive of us and the job we do.
- _____ is a great leader and understands when he is needed the most. He is fair in his changes and tries his hardest to be equal to everyone.
- He involves our team and holds us accountable out of respect.
- I value and appreciate _____ very much.
- _____ is a tremendous leader in our organization.

Empowering Others

Summary Scores



46. Lets employees make their own decisions.



47. Expresses confidence in the abilities of others.



48. Sets clear goals for others to accomplish.



49. Set clear goals for assignments.



50. Supports the decisions of others.



Level of Skill

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

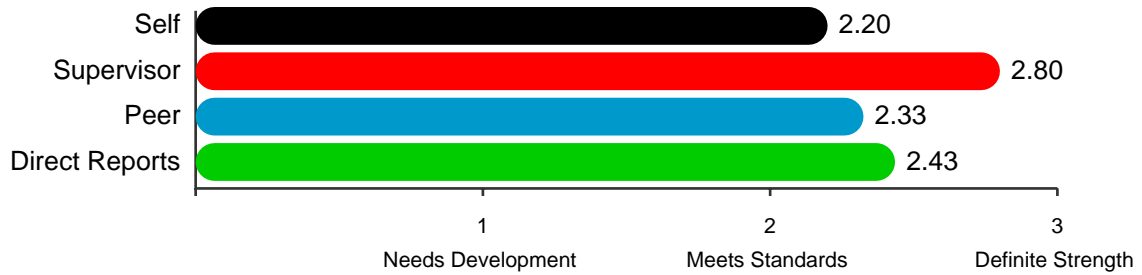
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Lets employees make their own decisions.	15	2.27	26.7		73%	27%
47. Expresses confidence in the abilities of others.	15	2.13	26.7	13%	60%	27%
48. Sets clear goals for others to accomplish.	15	2.40	40.0		60%	40%
49. Set clear goals for assignments.	15	2.47	46.7		53%	47%
50. Supports the decisions of others.	15	2.33	46.7	13%	40%	47%

Comments:

- _____ is a great Manager. He is extremely talented at what he does and invests a great amount of effort into developing his staff. He is very supportive of staff growth, while also caring a great deal about each of his employees.
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
- 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.
- _____ 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.
- _____ has continued to have some bumps this year along the lines of teamwork and collaboration.

Negotiation

Summary Scores



51. Changes communication styles to meet the listener's needs.



52. Conducts necessary preparations before engaging in negotiations.



53. Able to say "no" when it is essential to maintaining quality and high standards.



54. Influences others through rational argument and persuasion.



55. Stays calm and focuses on the core issues to be discussed.



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 Development) to green (Definite Strength).

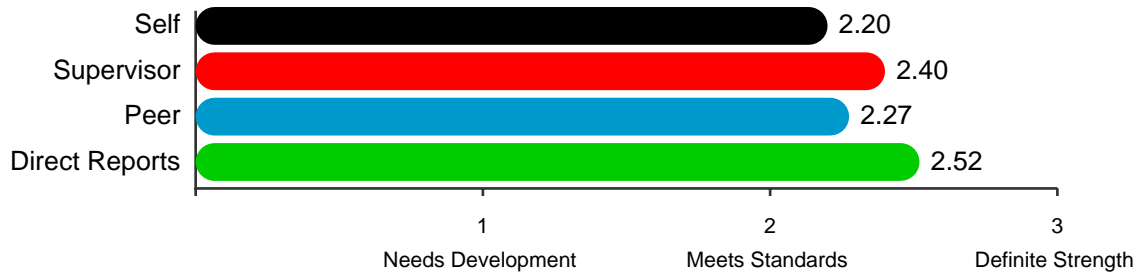
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. Changes communication styles to meet the listener's needs.	14	2.21	28.6	7%	64%	29%
52. Conducts necessary preparations before engaging in negotiations.	14	2.29	42.9	14%	43%	43%
53. Able to say "no" when it is essential to maintaining quality and high standards.	15	2.53	53.3		47%	53%
54. Influences others through rational argument and persuasion.	15	2.47	46.7		53%	47%
55. Stays calm and focuses on the core issues to be discussed.	15	2.40	40.0		60%	40%

Comments:

- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- As a new manager he is progressing very well.

Vision

Summary Scores



56. Develops action plans to align his/her work with the goals of the organization



57. Leads employees in new directions.



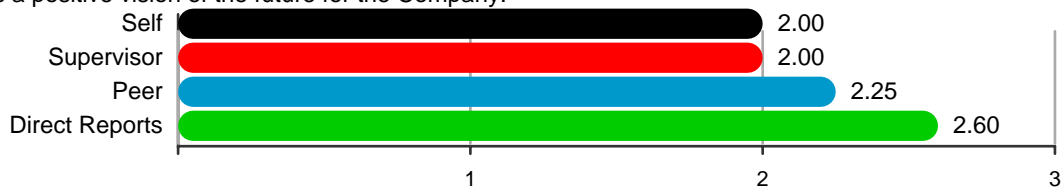
58. Demonstrates consistency between words and actions



59. Expresses the Company vision in a way that is easily understood and adopted by employees.



60. Creates a positive vision of the future for the Company.



Level of Skill

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

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
56. Develops action plans to align his/her work with the goals of the organization	15	2.53	53.3	47%	53%	
57. Leads employees in new directions.	15	2.33	33.3	67%	33%	
58. Demonstrates consistency between words and actions	15	2.33	33.3	67%	33%	
59. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	2.27	26.7	73%	27%	
60. Creates a positive vision of the future for the Company.	15	2.33	33.3	67%	33%	

Comments:

- Provides coaching for developing team leaders to help them meet their goals.
- _____ has brought a much needed positive change to [CompanyName].
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.
- Having very minimum one-on-one discussion.
- _____ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- _____ is a knowledgeable professional committed to improvement and quality. _____ shows his expertise in meetings and conversations, is helpful and solves problems effectively.

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?

- _____ has the technical skills: such as the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.
- Overall _____ is highly competent and brings a fresh perspective to the Engineering department.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- I really enjoy working with _____. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- The advice and direction I receive from _____ is often on point and helps to provide positive outcomes. Over the last year as I have grown _____ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.

What do you like best about working with this individual?

- _____ exceeds in above in all he does.
- _____ is very visible on the unit. Spending many hours with staff.
- He is becoming more comfortable to deliver critical feedback.
- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- He has been challenging us to find other ways to communicate that would be effective, other than email.
- This year _____ was responsible for hiring the line staff. Throughout this process he engaged his management team, staff and team members to ensure the right candidate was picked.

What do you like least about working with this individual?

- _____ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- Uses visual aids to communicate progress to your team.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- _____ manages quite effectively by allowing his supervisors to manage the day to day operations rather than doing it for them.
- _____ is a wonderful partner to work with. He has been consistently responsive to issues or requests from my team. He is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- I have never known _____ to not hire for talent.

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

- My interaction with _____ is very limited, but when I have requested time with him, he makes time for me.
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.
- His calm demeanor when the pressure's the greatest, his ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- _____ has a keen ability to focus in on what needs to be done and to drive for resolution. He is able to see new and innovative options for driving operational performance.
- _____ knows his team very well and is gaining the same knowledge in regards to his team

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

- _____ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- _____ relies on his direct reports to solicit input and involve front line staff in everyday work.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.
- He has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- He is willing to fill in with daily workload when we are short staffed.

Any final comments?

- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- I have worked with _____ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- I think at times his dedication to his team can sometimes come off like he is not thinking about a system perspective, I know that _____ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.
- He is always first to share what's on the horizon. At conclusion of a project, he shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- _____ offers support to his managers in a style that is engaging, consistent, and motivating.