



---

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.

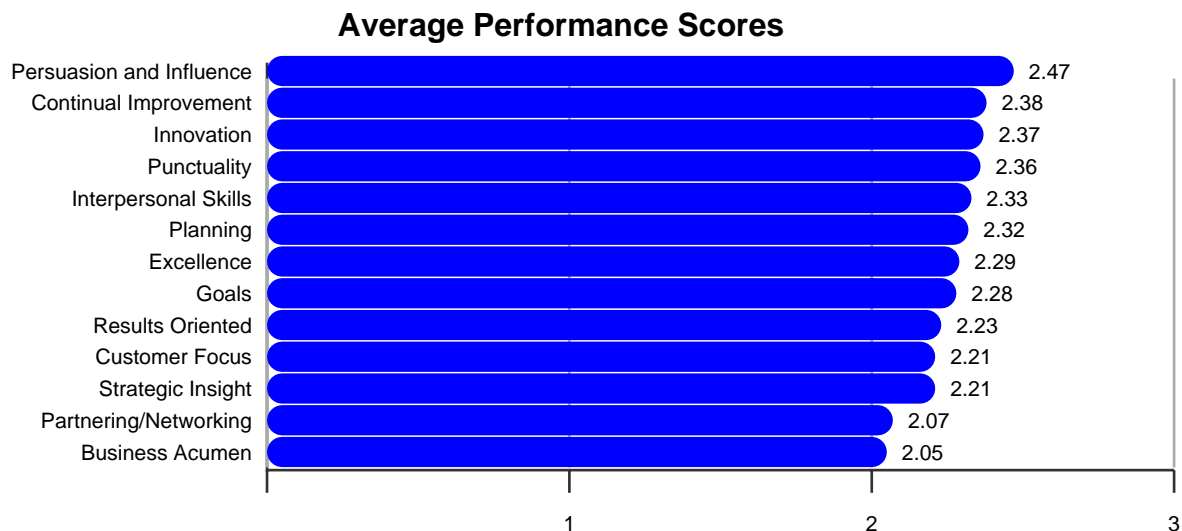
## What to Do with Your Feedback

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 13 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.



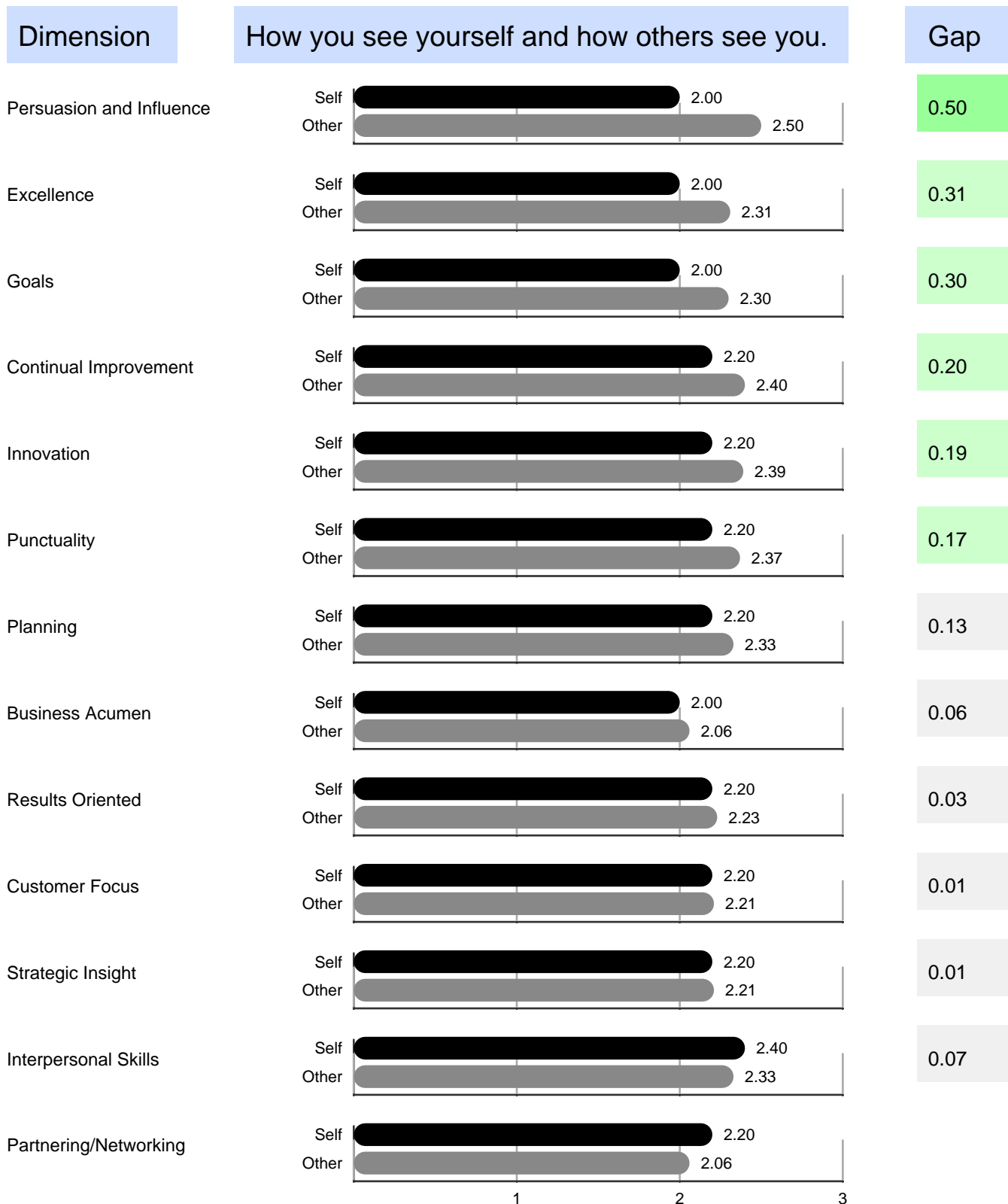






## Gap Analysis

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.





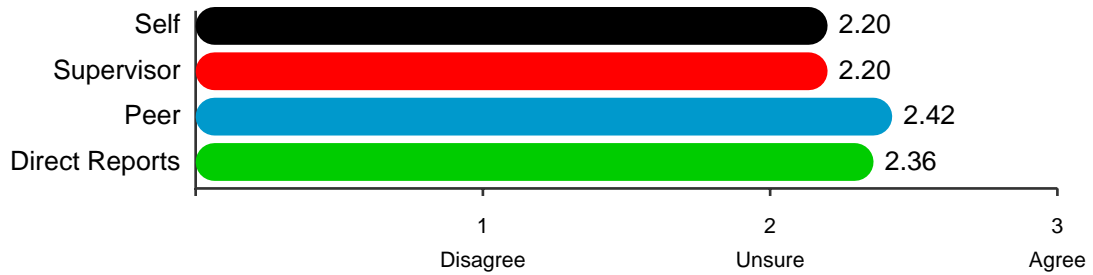




0.14

# Innovation

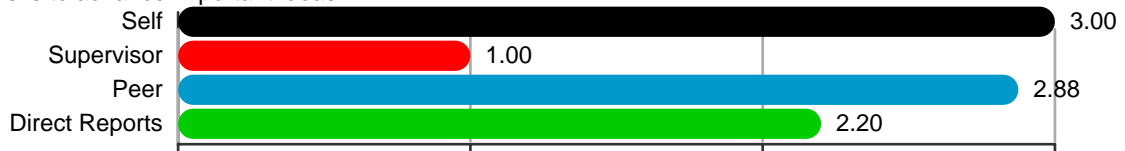
## Summary Scores



1. Creates improved methods or solutions for meeting goals and objectives.



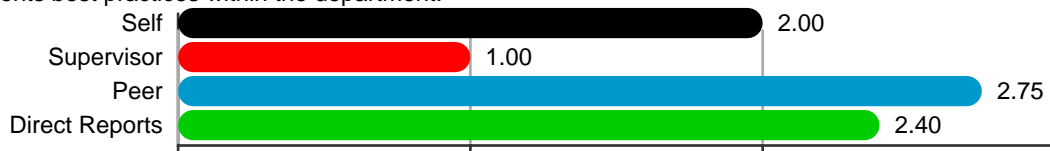
2. Takes risks to advance important ideas.



3. Challenges current procedures to develop other alternatives.



4. Implements best practices within the department.



5. Offers constructive improvements to existing systems.



## 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 (Disagree) to green (Agree).

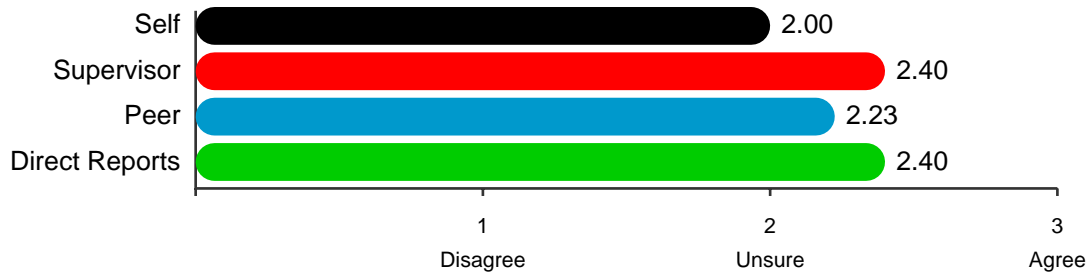
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Creates improved methods or solutions for meeting goals and objectives.	15	2.27	33.3	7%	60%	33%
2. Takes risks to advance important ideas.	15	2.53	73.3	20%	7%	73%
3. Challenges current procedures to develop other alternatives.	15	2.33	40.0	7%	53%	40%
4. Implements best practices within the department.	15	2.47	53.3	7%	40%	53%
5. Offers constructive improvements to existing systems.	15	2.27	40.0	13%	47%	40%

### Comments:

- He is someone that has proven he can be trusted to do what is right.
- \_\_\_\_\_ helped to keep us positively focus in the right direction, while keeping us well informed.
- \_\_\_\_\_ demonstrates respect, a calm personality and technical expertise that make him a role model for others in the organization.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- He is willing to fill in with daily workload when we are short staffed.
- \_\_\_\_\_ is a wonderful collaborator and leader. It is a treat to be able to work with him.

# Goals

## Summary Scores



### 6. Achieves goals.



### 7. Conducts timely follow-up; keeps others informed on a need to know basis.



### 8. Makes sure that I have a clear idea of our group's goals.



### 9. Sets high expectations and goals; encourages others to support the organization.



### 10. Achieves established 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 (Disagree) to green (Agree).

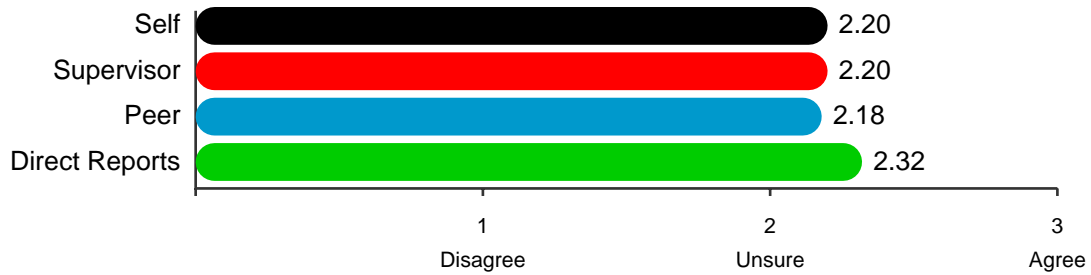
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Achieves goals.	15	2.13	33.3	20%	47%	33%
7. Conducts timely follow-up; keeps others informed on a need to know basis.	15	2.07	26.7	20%	53%	27%
8. Makes sure that I have a clear idea of our group's goals.	15	2.33	40.0	7%	53%	40%
9. Sets high expectations and goals; encourages others to support the organization.	15	2.40	53.3	13%	33%	53%
10. Achieves established goals.	15	2.47	60.0	13%	27%	60%

### Comments:

- He is a great teammate!
- He is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- \_\_\_\_\_ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- He is quick and willing to aid.
- \_\_\_\_\_ is always willing and routinely seeks opportunities to work with other departments.
- \_\_\_\_\_ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. \_\_\_\_\_ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.

# Results Oriented

## Summary Scores



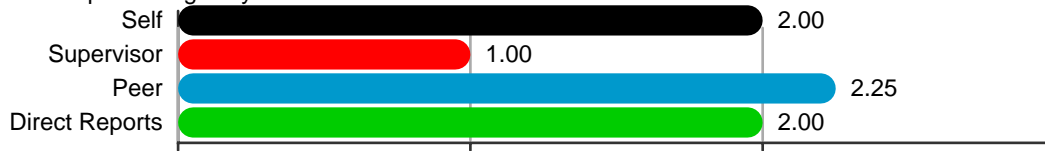
11. Does not become distracted by non-issues or interruptions.



12. Demonstrates the personal confidence to "stay the course," even when faced with difficulty



13. Directs team in prioritizing daily work activities



14. Helps others when free-time is available.



15. Encourages a high-energy, fun work environment and coaches others on how to do the same



## 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 (Disagree) to green (Agree).

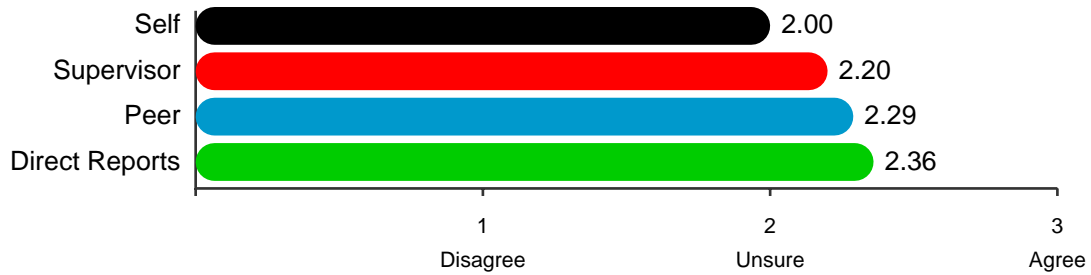
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Does not become distracted by non-issues or interruptions.	15	2.33	40.0	7%	53%	40%
12. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	2.07	20.0	13%	67%	20%
13. Directs team in prioritizing daily work activities	15	2.07	26.7	20%	53%	27%
14. Helps others when free-time is available.	15	2.27	40.0	13%	47%	40%
15. Encourages a high-energy, fun work environment and coaches others on how to do the same	14	2.43	50.0	7%	43%	50%

### Comments:

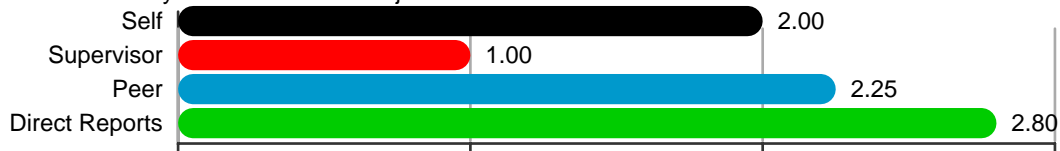
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- He has been a great addition to the department in this area.
- \_\_\_\_\_ exceeds in above in all he does.
- I was excited to come on board under \_\_\_\_\_'s leadership when he hired me, and I began working here in March of this year.
- \_\_\_\_\_ promotes and encourages teambuilding throughout the entire department.
- \_\_\_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.

# Excellence

## Summary Scores



16. Demonstrates the analytical skills to do their job.



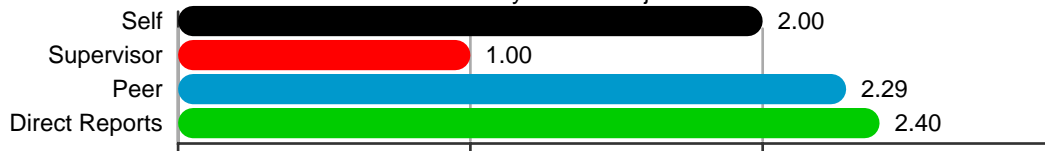
17. Can be counted on to add value wherever they are involved.



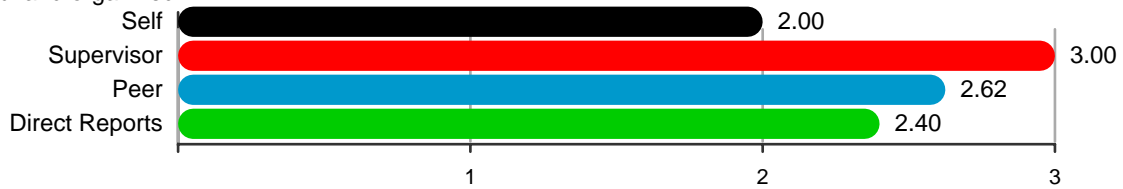
18. Takes a lot of pride in their work.



19. Demonstrates the functional or technical skills necessary to do their job.



20. Is planful and organized.





## 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 (Disagree) to green (Agree).

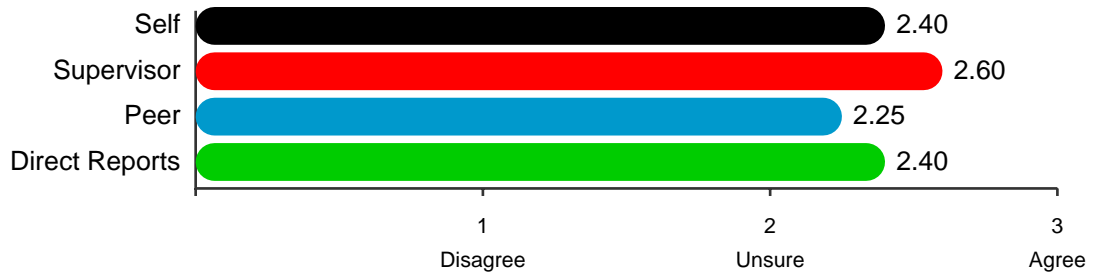
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Demonstrates the analytical skills to do their job.	15	2.33	46.7	13%	40%	47%
17. Can be counted on to add value wherever they are involved.	15	2.33	40.0	7%	53%	40%
18. Takes a lot of pride in their work.	14	2.00	14.3	14%	71%	14%
19. Demonstrates the functional or technical skills necessary to do their job.	14	2.21	42.9	21%	36%	43%
20. Is planful and organized.	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_\_\_ has also come down to help our department when we have been very busy and needed help.
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.
- Appreciate \_\_\_\_\_'s willingness to participate on leadership in expanding research activity.
- Be being better organized. It would help with prioritizing.
- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- \_\_\_\_\_ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.

# Interpersonal Skills

## Summary Scores



### 21. Anticipates the concerns of other employees.



### 22. Is a role model for others



### 23. Demonstrates willingness to work with others.



### 24. Strives for win/win solutions



### 25. Is trusted by peers and co-workers; others are willing to confide in him/her



## 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 (Disagree) to green (Agree).

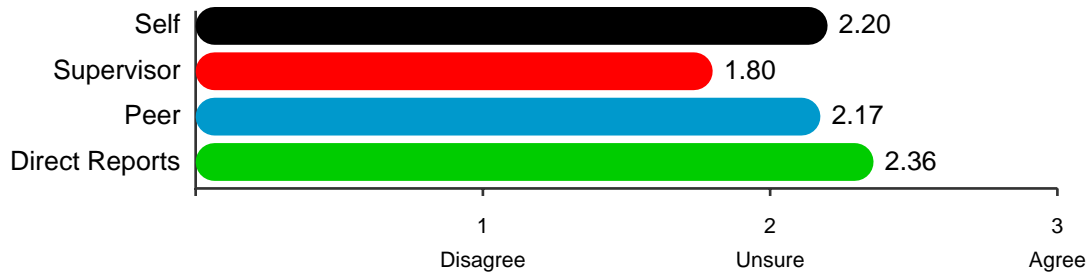
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Anticipates the concerns of other employees.	15	2.60	66.7	7%	27%	67%
22. Is a role model for others	15	2.33	40.0	7%	53%	40%
23. Demonstrates willingness to work with others.	15	2.07	20.0	13%	67%	20%
24. Strives for win/win solutions	15	2.40	53.3	13%	33%	53%
25. Is trusted by peers and co-workers; others are willing to confide in him/her	15	2.27	53.3	27%	20%	53%

### Comments:

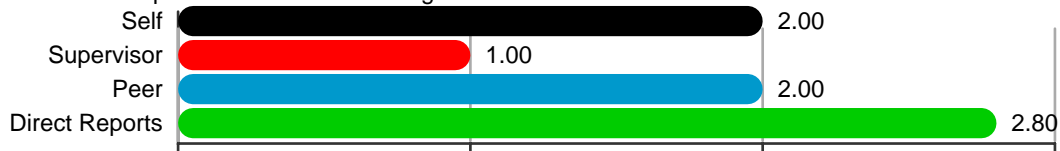
- He listens to the team.
- \_\_\_\_\_ is trusting his team, and expecting high standards of behavior from all employees.
- He is fully engaged in his work and shares his professional goals and projects so his team is aware of what he is working on and how the work of each team members fits within the departmental goals.
- \_\_\_\_\_ needs to make sure and pass on company information he gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- \_\_\_\_\_'s office staff each have their own personalities and he effectively communicates with all of them.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.

# Customer Focus

## Summary Scores



26. Considers customers point of view when making decisions.



27. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.



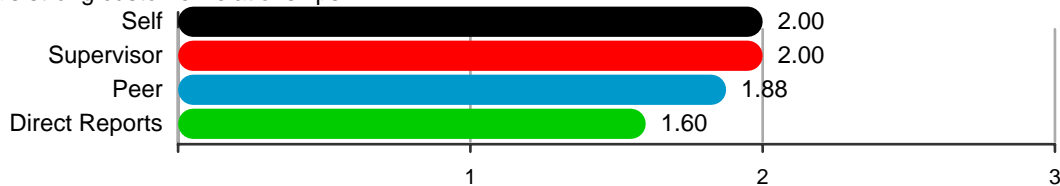
28. Develops good rapport and trust with the customer.



29. Consistently models positive customer service attitudes.



30. Develops strong customer relationships.



## 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 (Disagree) to green (Agree).

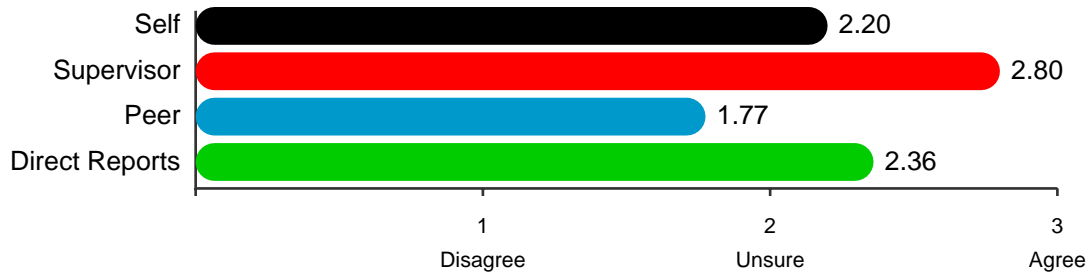
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Considers customers point of view when making decisions.	15	2.20	33.3	13%	53%	33%
27. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	2.00	26.7	27%	47%	27%
28. Develops good rapport and trust with the customer.	15	2.47	53.3	7%	40%	53%
29. Consistently models positive customer service attitudes.	15	2.60	60.0		40%	60%
30. Develops strong customer relationships.	15	1.80	13.3	33%	53%	13%

### Comments:

- I think \_\_\_\_\_ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- I think \_\_\_\_\_ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.
- He has also greatly improved his communication.
- \_\_\_\_\_ provides opportunities for his staff to grow professionally and encourages them.
- \_\_\_\_\_ has demonstrated the ability to manage significant changes in his area with great skill.

# Partnering/Networking

## Summary Scores



31. Forges mutually beneficial relationships between individuals with diverse backgrounds.



32. Supports and encourages relationships that are created by diverse team members.



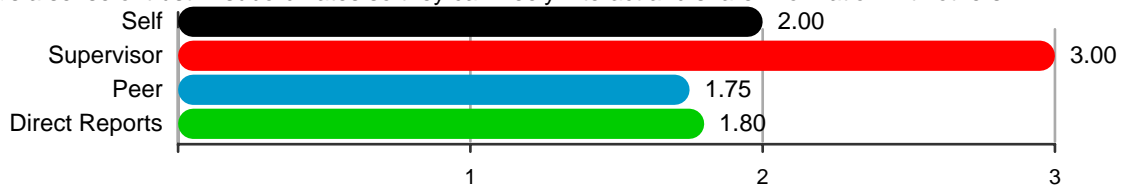
33. Seeks an understanding of diverse functions within the Company.



34. Maintains infrastructure to support partnerships and networks.



35. Develops a sense of trust in subordinates so they can freely interact and share information with 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 (Disagree) to green (Agree).

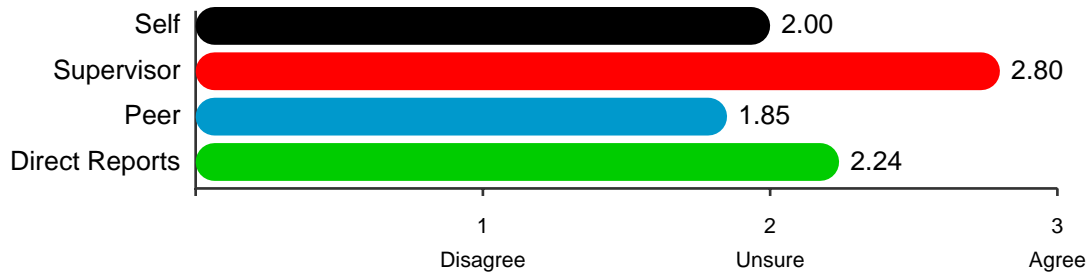
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Forges mutually beneficial relationships between individuals with diverse backgrounds.	15	2.13	33.3	20%	47%	33%
32. Supports and encourages relationships that are created by diverse team members.	15	2.13	33.3	20%	47%	33%
33. Seeks an understanding of diverse functions within the Company.	15	2.07	33.3	27%	40%	33%
34. Maintains infrastructure to support partnerships and networks.	15	2.13	26.7	13%	60%	27%
35. Develops a sense of trust in subordinates so they can freely interact and share information with others.	15	1.87	20.0	33%	47%	20%

### Comments:

- \_\_\_\_\_ exceeds in above in all he does.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- He can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- 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.
- \_\_\_\_\_ needs no improvement
- The only area I feel \_\_\_\_\_ needs improvement is that when he gives a project he often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.

# Business Acumen

## Summary Scores



36. Exhibits behavior that is consistent with the vision, mission, and core values of the organization



37. Understands complex issues and problems.



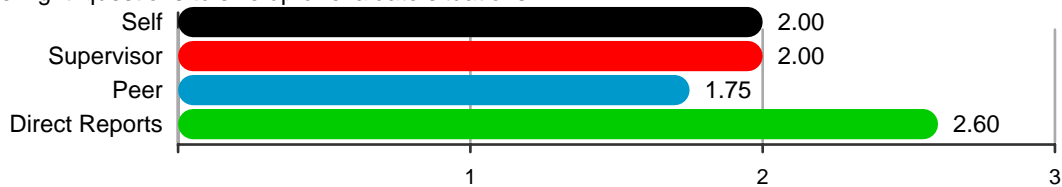
38. Considers impact of actions on other areas of the organization.



39. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance



40. Asks the 'right' questions to size up or evaluate situations.





## 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 (Disagree) to green (Agree).

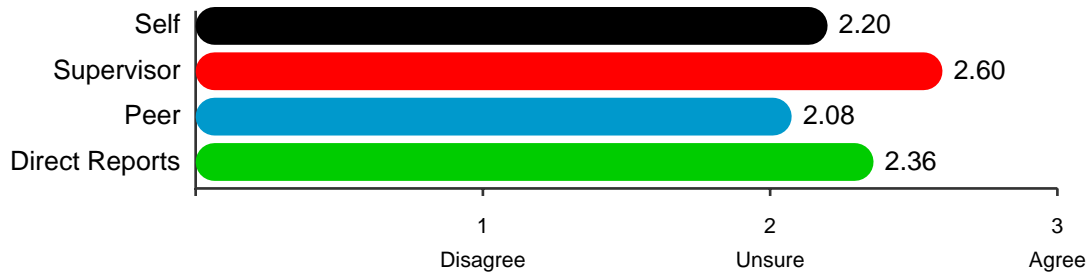
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	1.87	20.0	33%	47%	20%
37. Understands complex issues and problems.	15	1.93	13.3	20%	67%	13%
38. Considers impact of actions on other areas of the organization.	15	2.07	33.3	27%	40%	33%
39. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	2.33	33.3		67%	33%
40. Asks the 'right' questions to size up or evaluate situations.	15	2.07	33.3	27%	40%	33%

### Comments:

- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- Allocates resources in advance to ensure the required work can be completed.
- \_\_\_\_\_ is a tremendous leader in our organization.
- He is open to feedback, but I haven't seen noticeable changes in his behavior as a result.
- I look to him for guidance and support. It seems his responsibilities and work load are not at a managerial level but Director. If he had the additional support of experienced employees this would help lighten his load.
- Over the past year I've noticed that \_\_\_\_\_ doesn't seem to be as focused or organized as he used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting he's too preoccupied with his phone and this causes the leader of the meeting to repeat his/her self.

# Strategic Insight

## Summary Scores



41. Formulates policies and strategies for addressing the Company's important challenges.



42. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.



43. Communicates vision for the department and company.



44. Maintains knowledge of current trends in the industry.



45. Implements long-term solutions to problems.



## 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 (Disagree) to green (Agree).

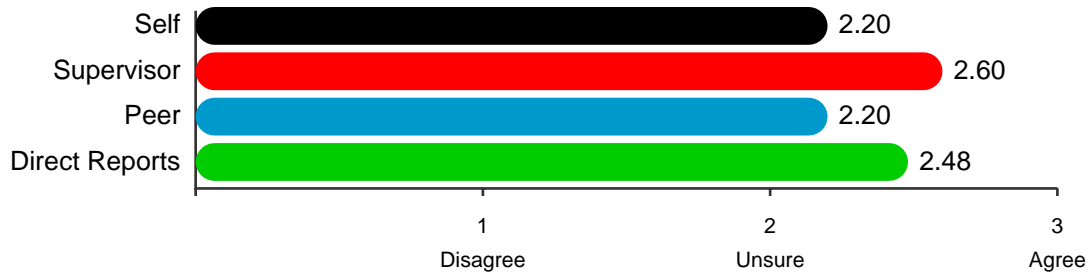
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Formulates policies and strategies for addressing the Company's important challenges.	15	2.00	26.7	27%	47%	27%
42. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	2.13	33.3	20%	47%	33%
43. Communicates vision for the department and company.	15	2.20	40.0	20%	40%	40%
44. Maintains knowledge of current trends in the industry.	15	2.20	26.7	7%	67%	27%
45. Implements long-term solutions to problems.	15	2.53	60.0	7%	33%	60%

### Comments:

- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- Engagement is an area where \_\_\_\_\_ has improved by being more in-tune with department needs. He listens more and asks great questions.
- From what I can see \_\_\_\_\_ meets or exceeds all of these leadership roles but remember he is not my manager.
- \_\_\_\_\_ is a great team player for our organization as a whole and for the Department itself.
- \_\_\_\_\_ is a great listener and leader for the department.
- Don't be afraid to ask questions when stuck on a task.

# Planning

## Summary Scores



46. Able to look ahead (beyond the present) when addressing the work/needs of the department.



47. Works in an organized manner



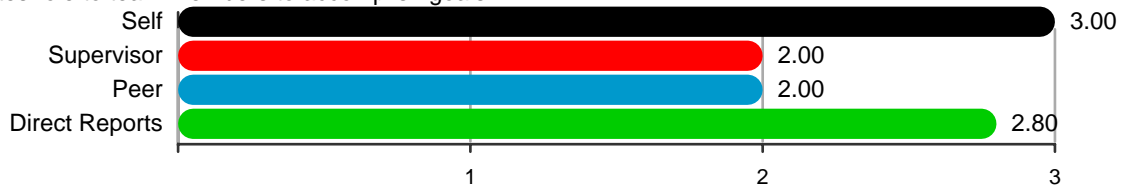
48. Anticipates obstacles and ways to overcome them.



49. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.



50. Delegates role to team members to accomplish 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 (Disagree) to green (Agree).

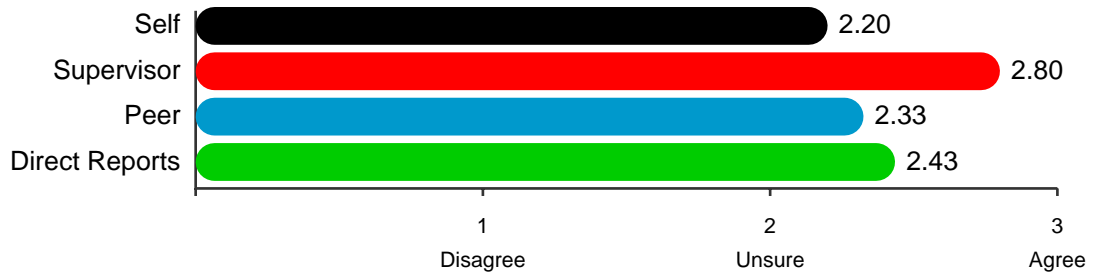
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	2.27	26.7		73%	27%
47. Works in an organized manner	15	2.13	26.7	13%	60%	27%
48. Anticipates obstacles and ways to overcome them.	15	2.40	40.0		60%	40%
49. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	2.47	46.7		53%	47%
50. Delegates role to team members to accomplish goals.	15	2.33	46.7	13%	40%	47%

### Comments:

- \_\_\_\_\_ could also improve his ability to work with the framework of a team. \_\_\_\_\_ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- \_\_\_\_\_ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about \_\_\_\_\_ is that he is very supportive and allows me to work autonomously and yet he is available whenever I need his assistance.
- \_\_\_\_\_ is excellent at providing positive feedback in the moment while in meetings.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- \_\_\_\_\_ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- Always conducts himself in a professional manner.

# Continual Improvement

## Summary Scores



51. Looks for ways to expand current job responsibilities.



52. Encourages an employee culture of continuous improvement to seek out better ways of doing things.



53. Promotes training and development opportunities to enhance job performance.



54. Open to the suggestions from others.



55. Looks for ways to improve work processes and procedures.



## 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 (Disagree) to green (Agree).

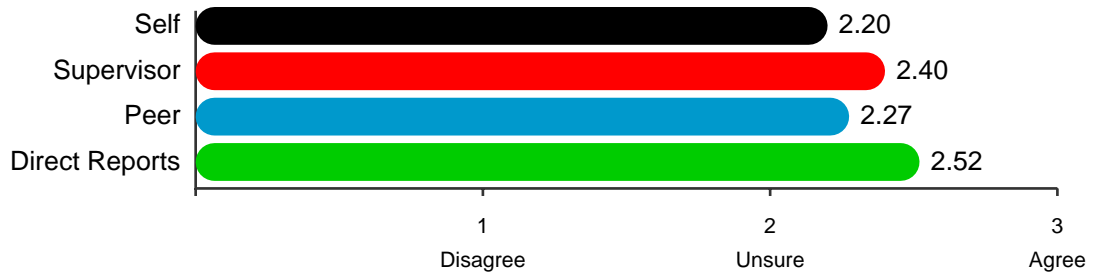
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. Looks for ways to expand current job responsibilities.	14	2.21	28.6	7%	64%	29%
52. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	14	2.29	42.9	14%	43%	43%
53. Promotes training and development opportunities to enhance job performance.	15	2.53	53.3		47%	53%
54. Open to the suggestions from others.	15	2.47	46.7		53%	47%
55. Looks for ways to improve work processes and procedures.	15	2.40	40.0		60%	40%

### Comments:

- He is quick and willing to aid.
- \_\_\_\_\_'s goes above and beyond in the areas of Professional Growth and Professionalism.
- \_\_\_\_\_ is an outstanding leader in this organization. He has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments he leads.
- A willingness and flexibility to pitch in help where needed is important.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.
- \_\_\_\_\_ has a good perspective on the organization as a whole.

# Punctuality

## Summary Scores



56. Conducts appointments at scheduled start time.



57. Starts meetings on time.



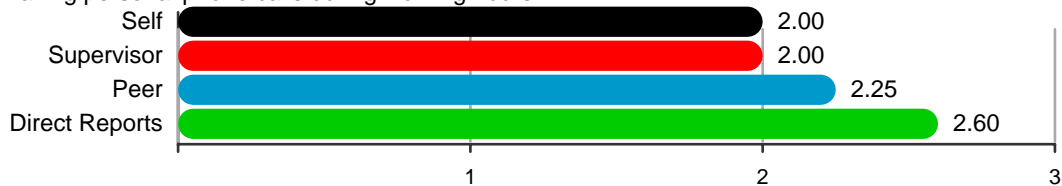
58. Arrives to meetings on time.



59. Invoices clients on a timely basis.



60. Avoids making personal phone calls during working hours.





## 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 (Disagree) to green (Agree).

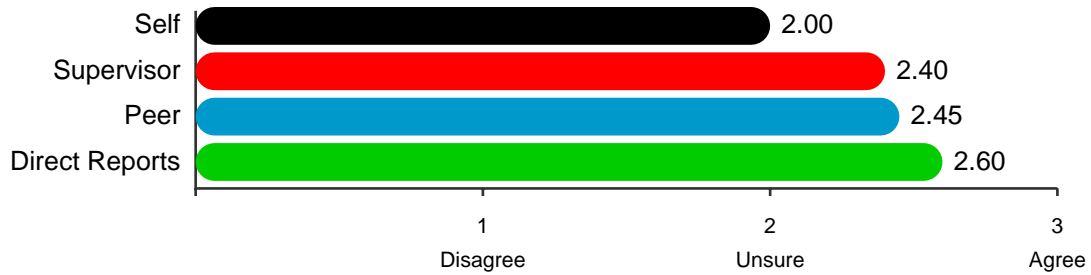
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
56. Conducts appointments at scheduled start time.	15	2.53	53.3	47%	53%	
57. Starts meetings on time.	15	2.33	33.3	67%	33%	
58. Arrives to meetings on time.	15	2.33	33.3	67%	33%	
59. Invoices clients on a timely basis.	15	2.27	26.7	73%	27%	
60. Avoids making personal phone calls during working hours.	15	2.33	33.3	67%	33%	

### Comments:

- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- I think \_\_\_\_\_ should learn to be more concise and focused in his comments. He can consume a lot of meeting time with commentary that is lengthy and not always on point.
- \_\_\_\_\_ defines outcomes clearly and sets expectations/timelines with regards to results. He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. He is very customer and system focused.
- I've only had the pleasure of working with \_\_\_\_\_ for a short while but I have to say he is one of the most helpful people that I've run into at [CompanyName].
- Sometimes I feel like I need to check on \_\_\_\_\_ and make sure that read an email/understands that I need his input on a project.
- I have been most impressed by \_\_\_\_\_ in the last year. His leadership and intervention into the roles and responsibilities of his staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from \_\_\_\_\_.

# Persuasion and Influence

## Summary Scores



61. Able to express own goals and needs.



62. Ensures stakeholders are involved in the decision making process.



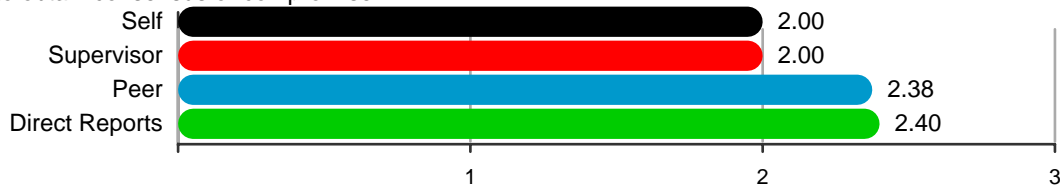
63. Attempts to persuade others rather than simply control them.



64. Understanding what others need.



65. Seeks to obtain consensus or compromise.



## 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
61. Able to express own goals and needs.	15	2.47	46.7	53%	47%	
62. Ensures stakeholders are involved in the decision making process.	15	2.47	46.7	53%	47%	
63. Attempts to persuade others rather than simply control them.	15	2.47	46.7	53%	47%	
64. Understanding what others need.	15	2.60	60.0	40%	60%	
65. Seeks to obtain consensus or compromise.	15	2.33	40.0	7%	53%	40%

### Comments:

- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- I think staff would respect \_\_\_\_\_ more as a leader in the department if he would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging him to finish something.
- \_\_\_\_\_'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- He encourages each staff member to understand each other and to work together in a very positive manner.
- I envy his versatility in working with a wide variety of issues and topics.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.

## 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?

- Improve on providing feedback.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of him and areas that our work touches.
- \_\_\_\_\_ 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.
- One of the things that I most appreciate about \_\_\_\_\_ is his willingness to mentor and grow new talent.
- I enjoy working with \_\_\_\_\_; whenever I need to communicate an issue or problem regarding the department he is very receptive and responsive to the needs.
- I think that \_\_\_\_\_ is making good strides in setting expectations through clear communication.

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

- We are very blessed to have \_\_\_\_\_ for our manager! Best one we've EVER had. We appreciate his very much.
- Unfortunately there has been inconsistency in actions and results.
- I garner ideas from his regularly and look to him as a mentor.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- \_\_\_\_\_ delegates very effectively.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what \_\_\_\_\_ is trying to communicate with them, I also understand why \_\_\_\_\_ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that \_\_\_\_\_ does a good job.

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

- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.
- \_\_\_\_\_ has been a consistent resource to the Operations teams as we work in improving our scores.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ does not shy away from making the tough calls and is respected by many members of our team.
- \_\_\_\_\_ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.

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

- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- Good leadership style.
- I have worked on several performance improvement projects with \_\_\_\_\_ and have appreciated his knowledge and reliability with collaboration.
- \_\_\_\_\_ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- Don't be afraid to ask questions when stuck on a task.
- Norm made an excellent choice by selecting \_\_\_\_\_ to lead [CompanyName].

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

- On occasion \_\_\_\_\_'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- \_\_\_\_\_ is a wonderful person to work for.
- I can depend on him with whatever is needed.
- \_\_\_\_\_ is fully engaged in his unit. He took on the position and jumped in with both feet.
- I like \_\_\_\_\_, he's fun and when he's focused the wealth of knowledge he has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.

### Any final comments?

- He is committed to modeling anything that he would like to see implemented in our work environment.
- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- \_\_\_\_\_ is an impressive performer.
- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- \_\_\_\_\_ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- He has an open door policy and is available when needed.