



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

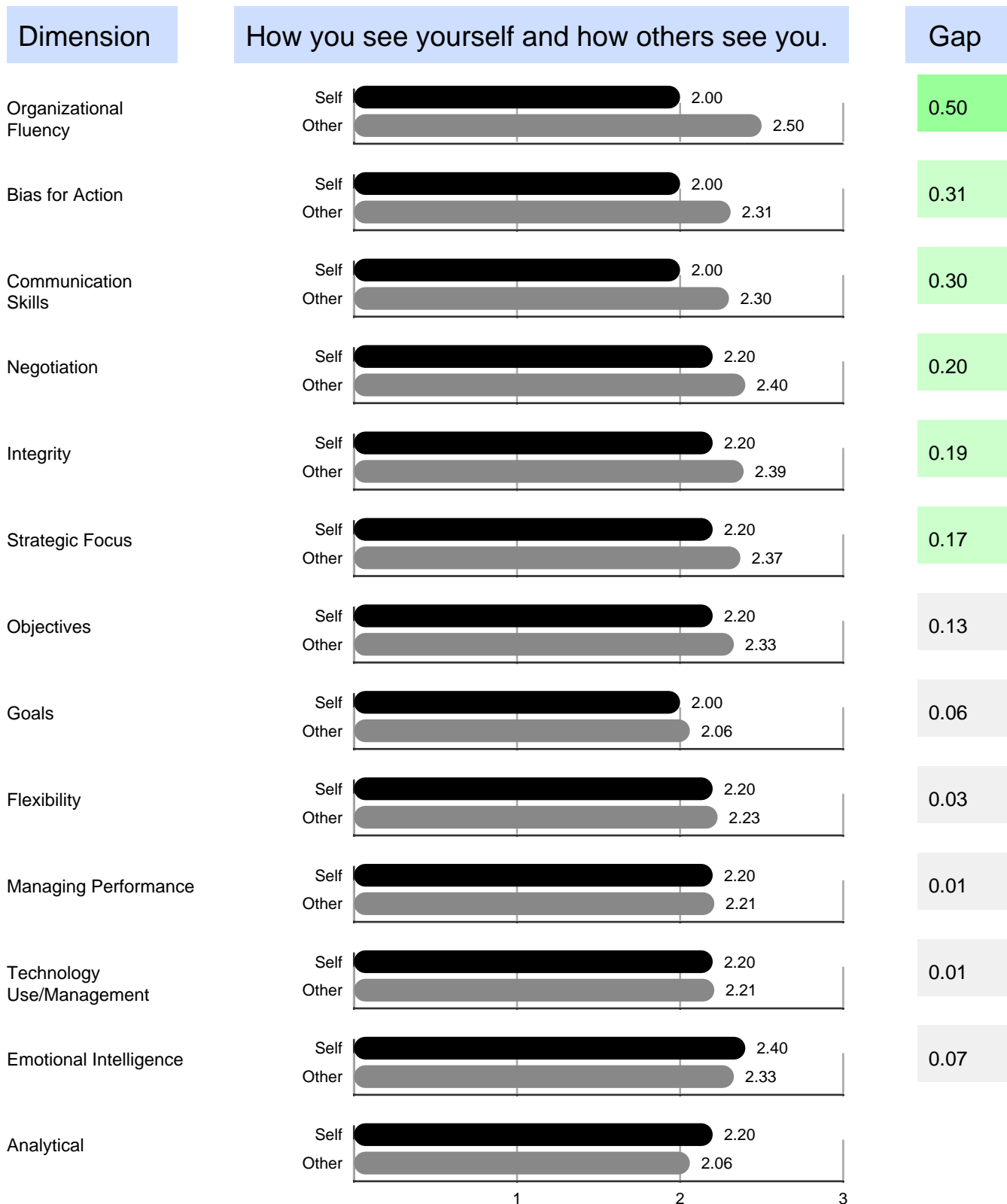
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 13 major dimensions of leadership.

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

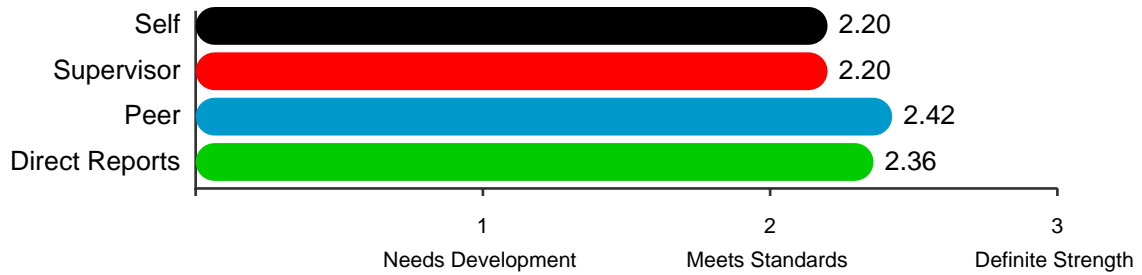
The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more 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.



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Integrity

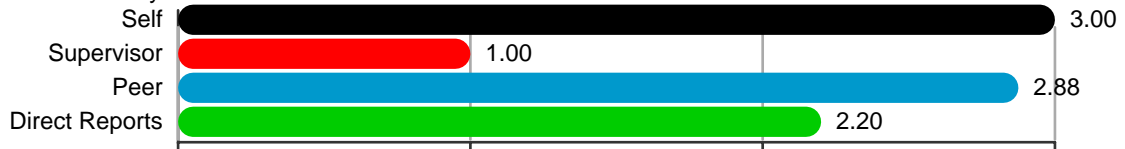
Summary Scores



1. Demonstrates sincerity in actions with others.



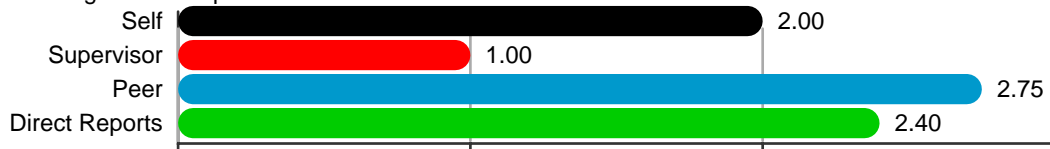
2. Demonstrates honesty and truthfulness at all times.



3. Fosters a high standard of ethics and integrity.



4. Maintains strong relationships with others.



5. Accepts responsibility for mistakes.



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).

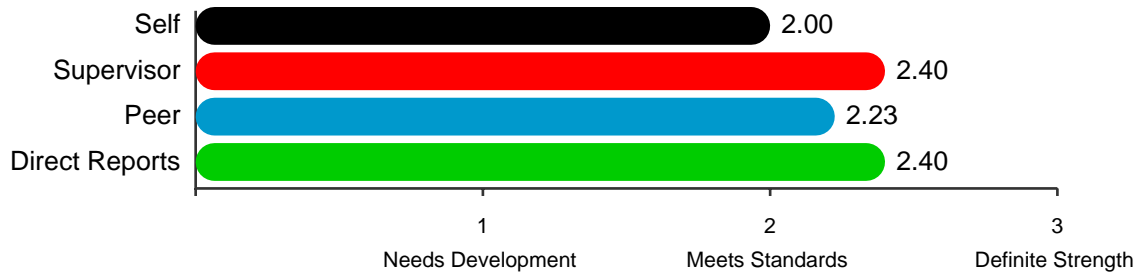
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Demonstrates sincerity in actions with others.	15	2.27	33.3	7%	60%	33%
2. Demonstrates honesty and truthfulness at all times.	15	2.53	73.3	20%	7%	73%
3. Fosters a high standard of ethics and integrity.	15	2.33	40.0	7%	53%	40%
4. Maintains strong relationships with others.	15	2.47	53.3	7%	40%	53%
5. Accepts responsibility for mistakes.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ supports each security officer in such a way that you want to grow and improve in what you do.
- _____ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- He has established credibility and trust with all the directors and managers.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- He is someone that has proven he can be trusted to do what is right.
- I garner ideas from his regularly and look to him as a mentor.

Communication Skills

Summary Scores



6. Delivers well-prepared, informed, poised and succinct presentations.



7. Able to demonstrate persuasiveness in pursuit of objectives.



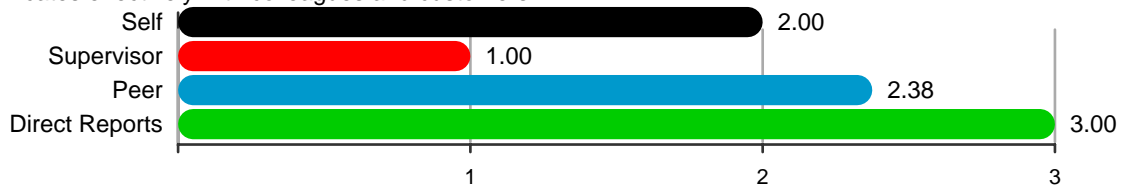
8. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)



9. Checks for understanding throughout conversations or group presentations/discussions



10. Communicates effectively with colleagues and customers



Level of Skill

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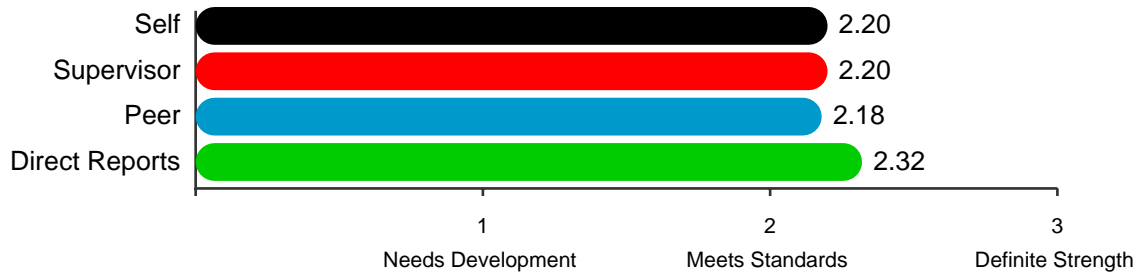
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Delivers well-prepared, informed, poised and succinct presentations.	15	2.13	33.3	20%	47%	33%
7. Able to demonstrate persuasiveness in pursuit of objectives.	15	2.07	26.7	20%	53%	27%
8. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	2.33	40.0	7%	53%	40%
9. Checks for understanding throughout conversations or group presentations/discussions	15	2.40	53.3	13%	33%	53%
10. Communicates effectively with colleagues and customers	15	2.47	60.0	13%	27%	60%

Comments:

- _____ has been particularly helpful to me as I transition into my new role. He provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- Provide regular updates on the progress of work/tasks/projects.
- I have participated in multiple interviews with _____ and he is always clear that the individual selected be one with the right talents- not just skills.
- _____ is an outstanding manager.
- He has never said he was too busy for me or stated come back later. I think [CompanyName] is very lucky to have him as a manager.
- _____ is a very good leader. Detail oriented and conscientious about his team. These are two skills that help lead a team and stay on task of the data that is so central to our business.

Flexibility

Summary Scores



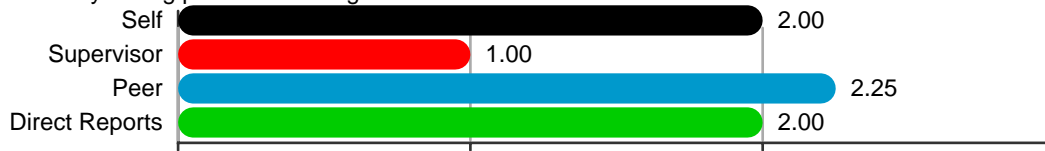
11. Adapts to circumstances as needed.



12. Effective in incorporating new ideas.



13. Works effectively during periods of change.



14. Acts decisively in frequently changing and uncertain environment.



15. Open to the perspectives/viewpoints of others.



Level of Skill

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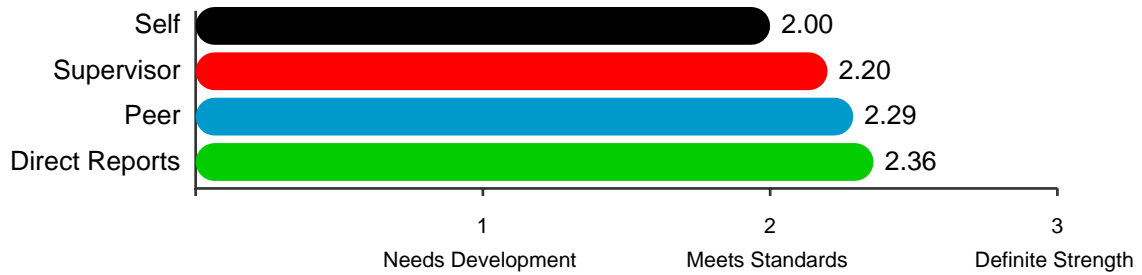
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Adapts to circumstances as needed.	15	2.33	40.0	7%	53%	40%
12. Effective in incorporating new ideas.	15	2.07	20.0	13%	67%	20%
13. Works effectively during periods of change.	15	2.07	26.7	20%	53%	27%
14. Acts decisively in frequently changing and uncertain environment.	15	2.27	40.0	13%	47%	40%
15. Open to the perspectives/viewpoints of others.	14	2.43	50.0	7%	43%	50%

Comments:

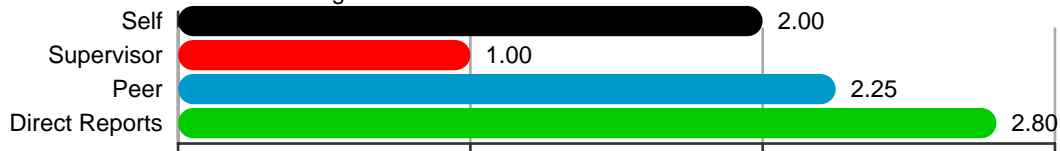
- _____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- When _____ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- Employees were not encouraged to do anything besides come to work.
- I think _____ works really hard to engage with everyone of us.
- Seek and provide critical feedback.

Bias for Action

Summary Scores



16. Motivates others to achieve or exceed goals



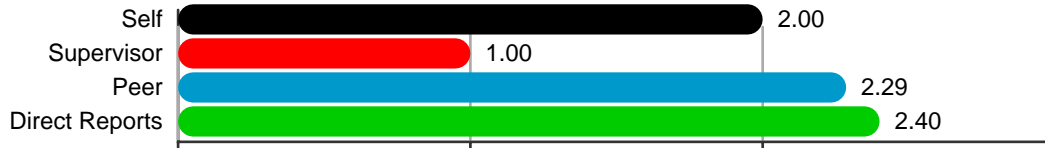
17. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).



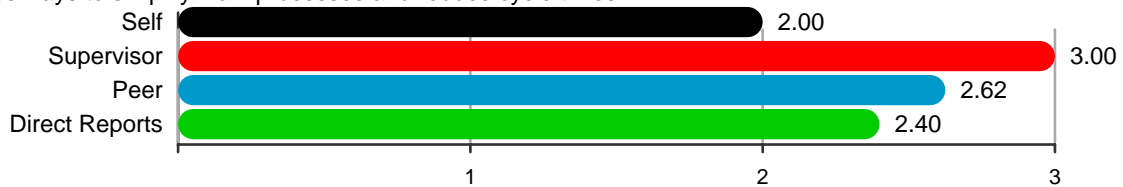
18. Displays high energy and enthusiasm on consistent basis.



19. Completes work on time



20. Identifies ways to simplify work processes and reduce cycle times



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).

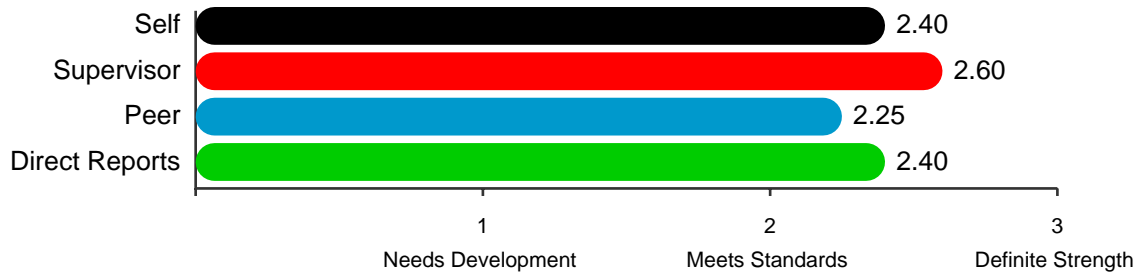
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Motivates others to achieve or exceed goals	15	2.33	46.7	13%	40%	47%
17. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	2.33	40.0	7%	53%	40%
18. Displays high energy and enthusiasm on consistent basis.	14	2.00	14.3	14%	71%	14%
19. Completes work on time	14	2.21	42.9	21%	36%	43%
20. Identifies ways to simplify work processes and reduce cycle times	15	2.53	60.0	7%	33%	60%

Comments:

- He works diligently with our supplier to ensure the inventory is cost effective.
- _____ enjoys sharing knowledge and teaching his subordinates about their roles in the department. He regularly would spend 30 minutes sharing his insights on a topic. He also facilitated numerous training sessions when I started my job a year ago.
- 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].
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- His decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- _____ is an outstanding leader. He offers great communication and staff allows know what is expected of them.

Emotional Intelligence

Summary Scores



21. Is able to express themselves clearly.



22. Accurately perceives the emotional reactions of others.



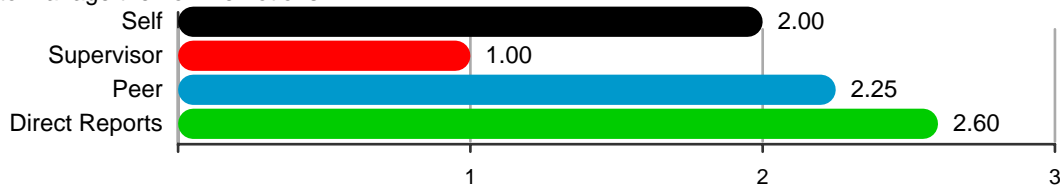
23. Is attentive to emotional cues and interprets others' feelings correctly.



24. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



25. Is able to manage their own emotions.



Level of Skill

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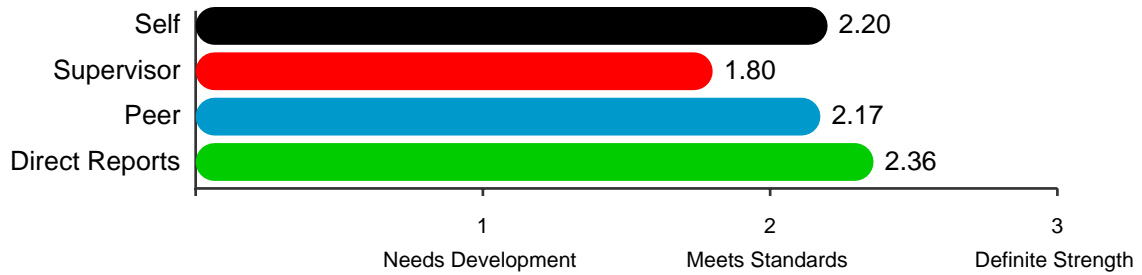
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Is able to express themselves clearly.	15	2.60	66.7	7%	27%	67%
22. Accurately perceives the emotional reactions of others.	15	2.33	40.0	7%	53%	40%
23. Is attentive to emotional cues and interprets others' feelings correctly.	15	2.07	20.0	13%	67%	20%
24. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.40	53.3	13%	33%	53%
25. Is able to manage their own emotions.	15	2.27	53.3	27%	20%	53%

Comments:

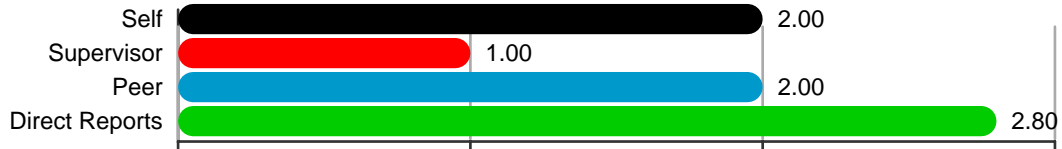
- _____ is a "One of a kind" He is a great manager.
- _____ is an impressive performer.
- _____ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. His high standards for excellence are admirable and inspiring.
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- _____ demonstrates a vast amount of knowledge and wisdom as a leader.
- _____'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.

Managing Performance

Summary Scores



26. Prioritizes the work of others.



27. Addresses grievances sooner rather than later.



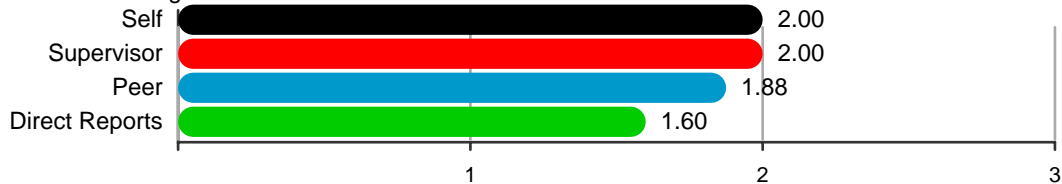
28. Ensures that team goals are met 85 percent of the time.



29. Sets and maintains high standards for self and others.



30. Makes sure the team's goals are met.



Level of Skill

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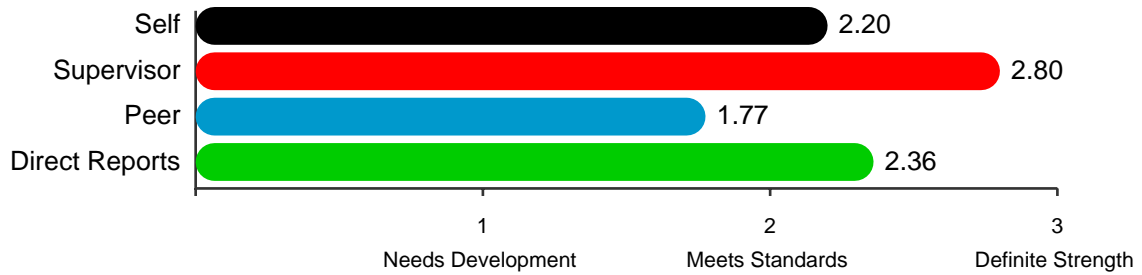
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Prioritizes the work of others.	15	2.20	33.3	13%	53%	33%
27. Addresses grievances sooner rather than later.	15	2.00	26.7	27%	47%	27%
28. Ensures that team goals are met 85 percent of the time.	15	2.47	53.3	7%	40%	53%
29. Sets and maintains high standards for self and others.	15	2.60	60.0		40%	60%
30. Makes sure the team's goals are met.	15	1.80	13.3	33%	53%	13%

Comments:

- He is an outstanding manager.
- At times I feel that _____ presents things in meetings that he's not well versed in. I would encourage him to be very familiar with the items he's presenting as his credibility, at times, suffers when he attempts to address something in meetings in his area that he's not well versed in.
- _____ has made great strides with increasing communication and teamwork within his reports.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- Provides coaching for developing team leaders to help them meet their goals.

Analytical

Summary Scores



31. Selects the appropriate techniques for analysis.



32. Asks the "right" questions to size up or evaluate situations.



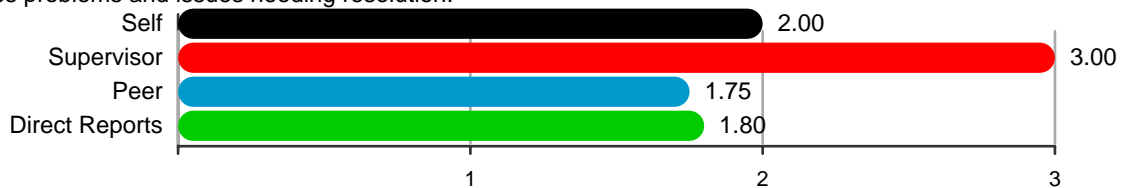
33. Uses appropriate techniques to solve problems.



34. Identifies the root cause of a problem.



35. Identifies problems and issues needing resolution.



Level of Skill

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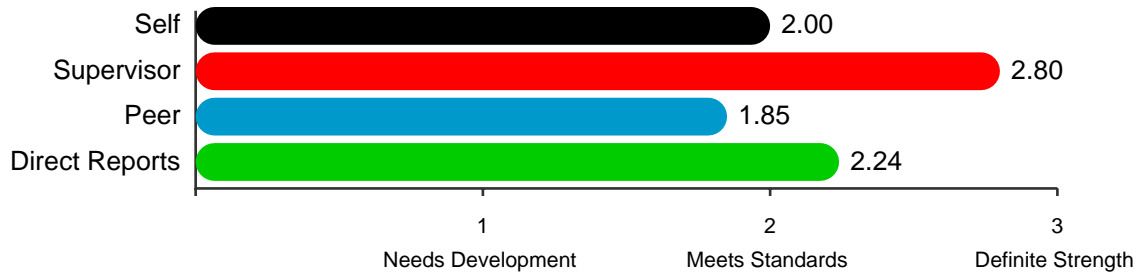
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Selects the appropriate techniques for analysis.	15	2.13	33.3	20%	47%	33%
32. Asks the "right" questions to size up or evaluate situations.	15	2.13	33.3	20%	47%	33%
33. Uses appropriate techniques to solve problems.	15	2.07	33.3	27%	40%	33%
34. Identifies the root cause of a problem.	15	2.13	26.7	13%	60%	27%
35. Identifies problems and issues needing resolution.	15	1.87	20.0	33%	47%	20%

Comments:

- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- He has grown as a manager in the last few months and it shows.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- I think we have a great team. _____ does his best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- _____ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- He checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.

Goals

Summary Scores



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



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



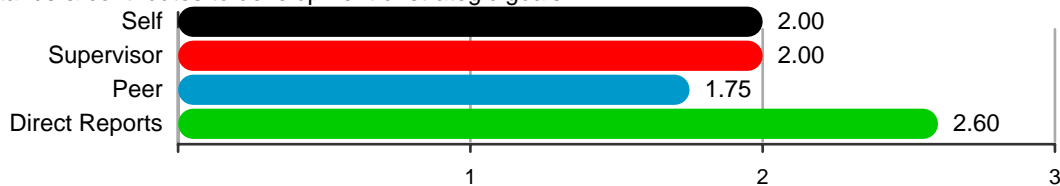
38. Achieves established goals.



39. Goal Setting



40. Understands & contributes to development of strategic goals.



Level of Skill

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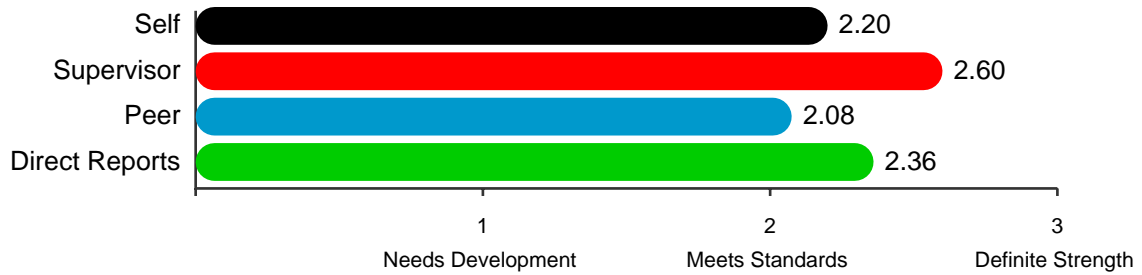
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Sets high expectations and goals; encourages others to support the organization.	15	1.87	20.0	33%	47%	20%
37. Conducts timely follow-up; keeps others informed on a need to know basis.	15	1.93	13.3	20%	67%	13%
38. Achieves established goals.	15	2.07	33.3	27%	40%	33%
39. Goal Setting	15	2.33	33.3		67%	33%
40. Understands & contributes to development of strategic goals.	15	2.07	33.3	27%	40%	33%

Comments:

- It shows that _____ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- _____ is one of the most honest, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- His great communication style allows him to draw in floor staff, other departments and individuals easily.
- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- _____ is by far a leader in the service area.

Technology Use/Management

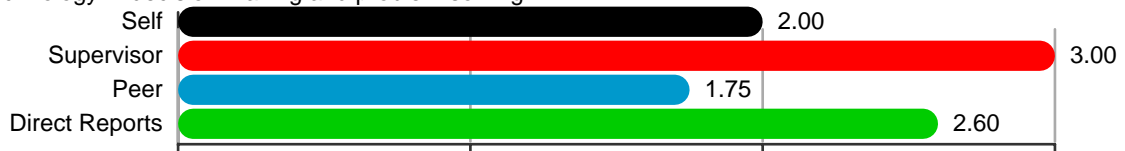
Summary Scores



41. Supports employee training and development initiatives regarding implementation of technology.



42. Uses technology in decision making and problem solving.



43. Maximizes the use of new technology to deliver products and services.



44. Supports technical training and development of employees.



45. Understands and is committed to implementing new technologies.



Level of Skill

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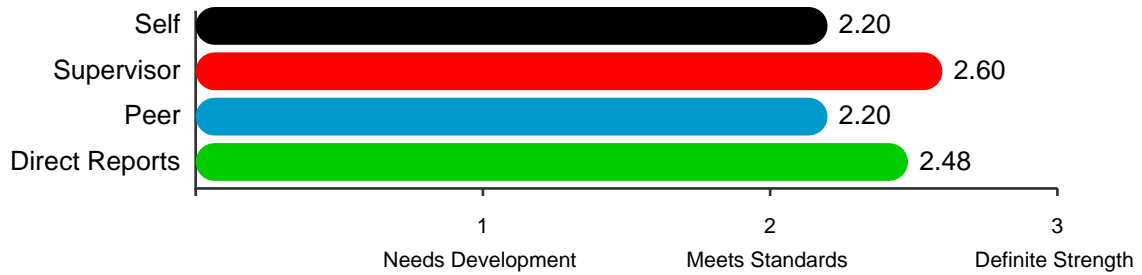
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Supports employee training and development initiatives regarding implementation of technology.	15	2.00	26.7	27%	47%	27%
42. Uses technology in decision making and problem solving.	15	2.13	33.3	20%	47%	33%
43. Maximizes the use of new technology to deliver products and services.	15	2.20	40.0	20%	40%	40%
44. Supports technical training and development of employees.	15	2.20	26.7	7%	67%	27%
45. Understands and is committed to implementing new technologies.	15	2.53	60.0	7%	33%	60%

Comments:

- I have not had any issues with _____ since I have been working for him.
- He is an excellent problem solver.
- I feel as though I have a shared decision making relationship with _____ which makes me feel valued. He supports me and values my opinion.
- I admire _____ for showing courage, compassion and commitment during his recent team sessions.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- _____ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.

Objectives

Summary Scores



46. Works toward achieving established goals and objectives.



47. Effectively organizes resources and plans



48. Assures [Company] principles are understood, employed & pursued.



49. Establishes goals and objectives.



50. Communicates goals and objectives to employees.



Level of Skill

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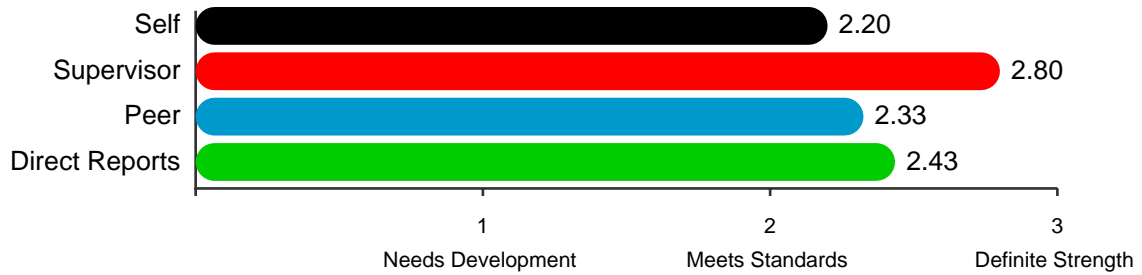
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Works toward achieving established goals and objectives.	15	2.27	26.7		73%	27%
47. Effectively organizes resources and plans	15	2.13	26.7	13%	60%	27%
48. Assures [Company] principles are understood, employed & pursued.	15	2.40	40.0		60%	40%
49. Establishes goals and objectives.	15	2.47	46.7		53%	47%
50. Communicates goals and objectives to employees.	15	2.33	46.7	13%	40%	47%

Comments:

- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.
- I have seen improvement and will try to encourage even more growth.
- _____ is a true asset to [CompanyName].
- I feel safe and comfortable going to him for any reason. I am very glad to have him for a Director, and also as a partner and teammate.
- He has been a great addition to the department in this area.

Negotiation

Summary Scores



51. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.



52. Establishes good working relationships with others.



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



54. Actively listens to conversations to be able to recall important details later.



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



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).

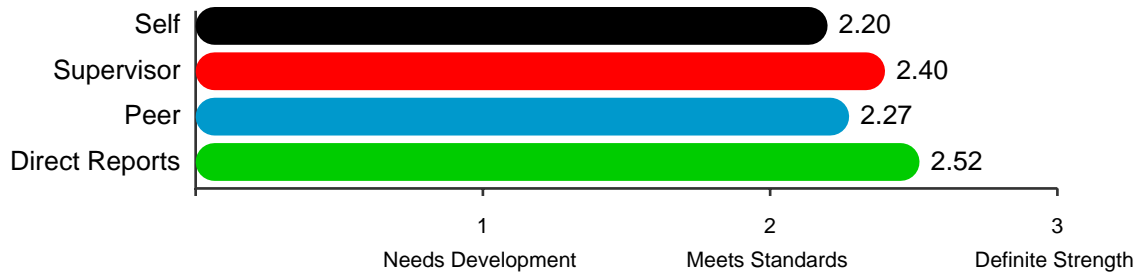
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	14	2.21	28.6	7%	64%	29%
52. Establishes good working relationships with others.	14	2.29	42.9	14%	43%	43%
53. Able to say "no" when it is essential to maintaining quality and high standards.	15	2.53	53.3		47%	53%
54. Actively listens to conversations to be able to recall important details later.	15	2.47	46.7		53%	47%
55. Changes communication styles to meet the listener's needs.	15	2.40	40.0		60%	40%

Comments:

- He is a great manager and person to work for/with.
- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.
- _____ is an excellent leader. He seeks input from everyone involved to solve an issue.
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.
- I truly enjoy working with _____. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.
- He walks the walk and talks the talk.

Strategic Focus

Summary Scores



56. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.



57. Looks for opportunities to enhance contributions to the bottom line.



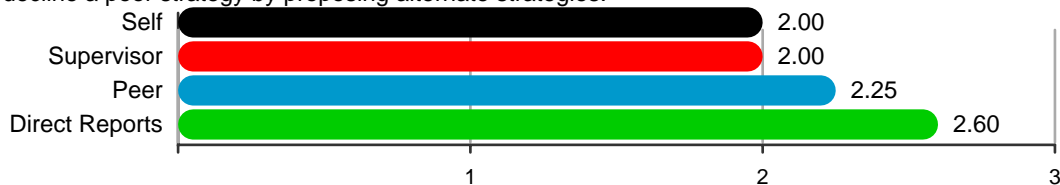
58. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.



59. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.



60. Able to decline a poor strategy by proposing alternate strategies.



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).

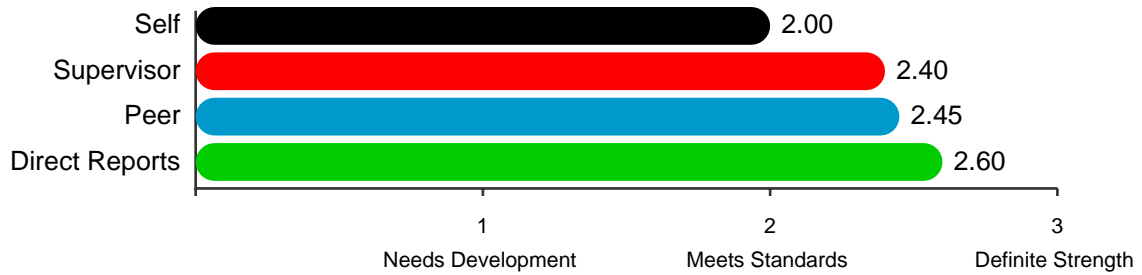
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
56. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	15	2.53	53.3	47%	53%	
57. Looks for opportunities to enhance contributions to the bottom line.	15	2.33	33.3	67%	33%	
58. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	2.33	33.3	67%	33%	
59. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	2.27	26.7	73%	27%	
60. Able to decline a poor strategy by proposing alternate strategies.	15	2.33	33.3	67%	33%	

Comments:

- He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- He has great sense of vision and purpose for the division and organization as a whole.
- 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.
- Whenever _____ has assigned one of his staff to a project the quality and commitment of that staff person has been of a high caliber (as if _____ was there). He also participated in interviews within my department and was a valuable member.
- _____ has high expectations of himself and his employees. He does an excellent job of managing the department.
- He leads by example.

Organizational Fluency

Summary Scores



61. Able to use corporate politics to advance department objectives.



62. Gets things done through the department.



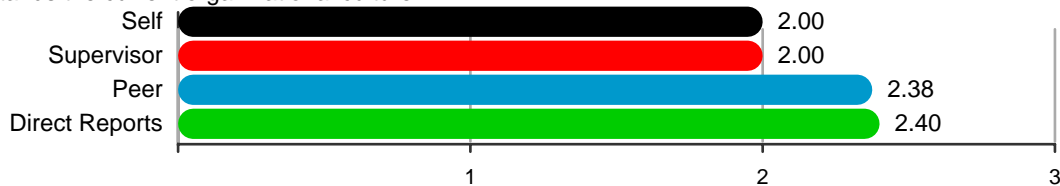
63. Adept at navigating within the culture of the department.



64. Effective in communicating with others within the organization.



65. Understands the current organizational culture.



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
61. Able to use corporate politics to advance department objectives.	15	2.47	46.7	53%		47%
62. Gets things done through the department.	15	2.47	46.7	53%		47%
63. Adept at navigating within the culture of the department.	15	2.47	46.7	53%		47%
64. Effective in communicating with others within the organization.	15	2.60	60.0	40%		60%
65. Understands the current organizational culture.	15	2.33	40.0	7%	53%	40%

Comments:

- _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- _____ is a great manager to work for.
- Collaboration and dissemination of information and projects is something _____ does well.
- He's done a good job this year of addressing some difficult issues in his area (i.e. Budgeting and Finance leadership challenges).
- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.

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?

- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- _____ is highly professional in his everyday work.
- _____ is always willing and routinely seeks opportunities to work with other departments.
- People come and go in this organization and I can say with no reservation that _____ is a colleague I will miss the most when he retires.
- Delegates often with little to no direction.

What do you like best about working with this individual?

- I think we have a great team. _____ does his best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- _____ is a strong advocate for both the customer and staff.
- _____ is an excellent Director.
- He provided coaching and support to improve this individual's performance.
- He is a great leader.

What do you like least about working with this individual?

- I appreciate that _____ reaches out to communicate expected changes and organizational impact.
- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- He believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.
- _____ is a great boss and director. _____ has been a great resource to me with my struggles as I grow professionally. _____ is respected greatly by myself and the staff I work with. He is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.

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

- Demonstrates an ability to remain focused on outcomes.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- In his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- _____ is a pleasure to work with; he is a valued resource and is constantly seeking to improve our operations.
- I honestly cannot think of anything to recommend that would help him to improve at this point.
- He checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.

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

- _____ came to [CompanyName] and has done a wonderful job of getting the message out.
- He could improve with a take charge attitude.
- _____ is always looking for ways to improve our workflow and values input from the team members. On a personal note, he has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- _____ 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.
- He walks the walk and talks the talk.
- _____ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.

Any final comments?

- he remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- I think _____ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.
- _____ 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.
- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.
- Employees were not encouraged to do anything besides come to work.
- He has a high level of integrity and expects the same from those around him regardless of one's education level.