



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

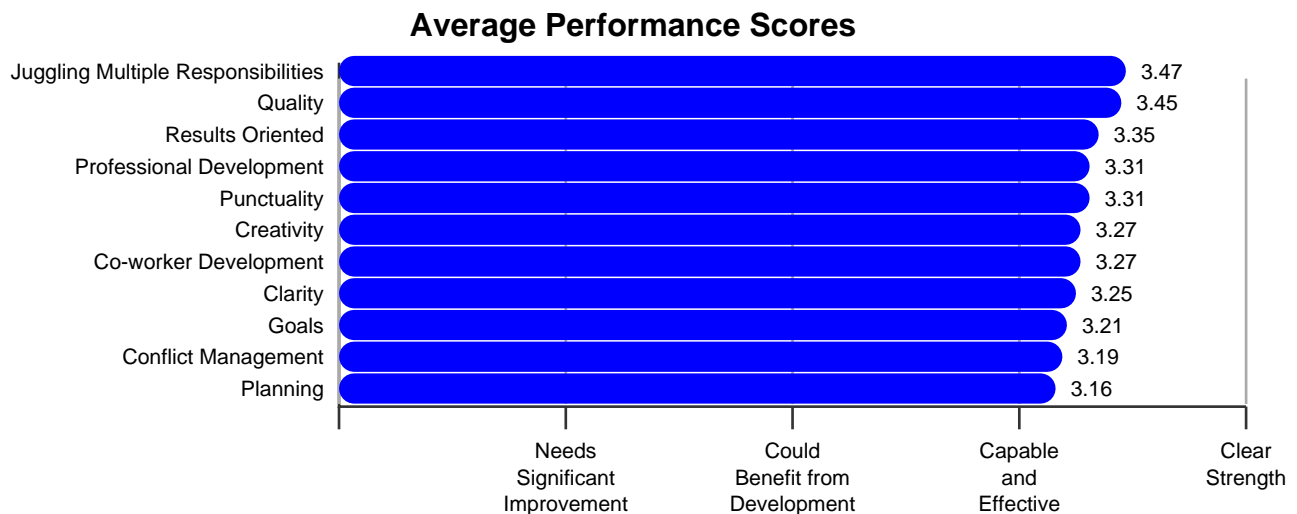
What to Do with Your Feedback

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

Summary

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

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



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Juggling Multiple Responsibilities

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Ranks the importance of tasks to make sure critical tasks are completed first.	15	3.20	93.3	7%	67%		27%
2. Coordinates the work of a team by assigning tasks to other team members.	15	3.87	100.0	13%	87%		
3. Switches attention to more urgent tasks when necessary.	15	3.33	93.3	7%	53%		40%
4. Keeps track of multiple assignments and deadlines.	15	3.60	93.3	7%	27%	67%	
5. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
1. Ranks the importance of tasks to make sure critical tasks are completed first.	3.29	3.20	-0.09 ▼
2. Coordinates the work of a team by assigning tasks to other team members.	3.65	3.87	+0.22 ▲
3. Switches attention to more urgent tasks when necessary.	3.18	3.33	+0.16 ▲
4. Keeps track of multiple assignments and deadlines.	3.41	3.60	+0.19 ▲
5. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	3.24	3.33	+0.10 ▲

Comments:

- From what I can see _____ meets or exceeds all of these leadership roles but remember he is not my manager.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- _____ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- Has a "go getter" attitude!
- _____ is very professional in dealing with his peers and the staff.
- _____ is a very effective communicator and I always felt very well informed as his direct report.

Results Oriented

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Stays focused on meeting the needs of customers.	15	3.20	93.3	7%	60%	33%	
7. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	3.20	86.7	13%	53%	33%	
8. Directs team in prioritizing daily work activities	15	3.40	93.3	7%	47%	47%	
9. Works toward achievement of goals even when confronted with obstacles.	15	3.47	93.3	7%	40%	53%	
10. Explains the "whys" behind organizational objectives	15	3.47	93.3	7%	40%	53%	

Time Comparisons by Item

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

Item	2022	2023	Change
6. Stays focused on meeting the needs of customers.	3.24	3.20	-0.04 ▼
7. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	3.41	3.20	-0.21 ▼
8. Directs team in prioritizing daily work activities	3.24	3.40	+0.16 ▲
9. Works toward achievement of goals even when confronted with obstacles.	3.18	3.47	+0.29 ▲
10. Explains the "whys" behind organizational objectives	3.35	3.47	+0.11 ▲

Comments:

- Is reliable and keeps the team focused on the delivery of outcomes.
- _____ 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.
- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- He has integrity, dependability, and a desire to constantly improve.
- He is an exceptionally effective communicator which enables here visions to be more easily carried out.
- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status.

Creativity

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Develops solutions to challenging problems.	15	3.53	100.0	47%	53%		
12. Creates a lot of new ideas.	15	3.27	100.0	73%	27%		
13. Conceives, implements and evaluates ideas.	15	3.33	100.0	67%	33%		
14. Is creative.	15	3.13	86.7	13%	60%	27%	
15. Adds value to the department/organization.	15	3.07	80.0	20%	53%	27%	

Time Comparisons by Item

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

Item	2022	2023	Change
11. Develops solutions to challenging problems.	3.47	3.53	+0.06 ▲
12. Creates a lot of new ideas.	3.47	3.27	-0.20 ▼
13. Conceives, implements and evaluates ideas.	3.35	3.33	-0.02 ▼
14. Is creative.	3.18	3.13	-0.04 ▼
15. Adds value to the department/organization.	3.00	3.07	+0.07 ▲

Comments:

- Knowledge, experience, and the will to help when help is needed.
- _____ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- I look forward to working with his in his new role.
- _____'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate _____'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- 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.
- He consistently conducts himself with professionalism and represents our unit well.

Professional Development

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Seeks opportunities for continuous learning.	15	3.40	93.3	7%	47%	47%	
17. Quickly acquire and apply new knowledge and skills when needed	15	3.27	93.3	7%	60%	33%	
18. Seeks opportunities for professional development.	14	3.00	92.9	7%	79%	14%	
19. Keep themselves up-to-date of technical/professional issues	15	3.47	100.0		53%	47%	
20. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

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

Item	2022	2023	Change
16. Seeks opportunities for continuous learning.	3.65	3.40	-0.25 ▼
17. Quickly acquire and apply new knowledge and skills when needed	3.47	3.27	-0.20 ▼
18. Seeks opportunities for professional development.	3.12	3.00	-0.12 ▼
19. Keep themselves up-to-date of technical/professional issues	3.59	3.47	-0.12 ▼
20. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.29	3.40	+0.11 ▲

Comments:

- Dependability, with whatever is needed.
- I feel that _____ has skills that are underutilized because he is a content expert in one function of the organization; however, his skills are far beyond human resources and should be used to help push the organization forward.
- He is very relatable and I believe it helps with the initial contact with the prospects.
- _____ has been instrumental in the working relationship of our department.
- _____ 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.
- _____ 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.

Punctuality

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Responds to requests for information in a timely manner.	15	3.53	100.0	47%	53%		
22. Conducts appointments at scheduled start time.	15	3.00	80.0	20%	60%	20%	
23. Arrives to meetings on time.	15	2.87	80.0	20%	73%	7%	
24. Starts the workday when scheduled.	15	3.47	100.0	53%	47%		
25. Avoids making personal phone calls during working hours.	15	3.67	100.0	33%	67%		

Time Comparisons by Item

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

Item	2022	2023	Change
21. Responds to requests for information in a timely manner.	3.35	3.53	+0.18 ▲
22. Conducts appointments at scheduled start time.	3.00	3.00	
23. Arrives to meetings on time.	2.88	2.87	-0.02 ▼
24. Starts the workday when scheduled.	3.00	3.47	+0.47 ▲
25. Avoids making personal phone calls during working hours.	3.76	3.67	-0.10 ▼

Comments:

- I so appreciate that _____ is so on top of everything that we do in payroll.
- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- Building relationships of trust to enhance safety is an important part of our approach.
- I admire _____ for his vision and ability to think outside the box to better meet our organization's needs.
- I think he is doing really good work and I found that to be one area I could list that might help.
- His great communication style allows him to draw in floor staff, other departments and individuals easily.

Quality

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Holds employees accountable for their quality of work.	15	3.40	93.3	7%	47%	47%	
27. Encourages others to produce the highest quality work products.	15	3.33	93.3	7%	53%	40%	
28. Corrects issues in a timely manner.	15	3.53	100.0		47%	53%	
29. Always strives to produce the highest quality work products.	15	3.67	100.0		33%	67%	
30. Encourages others to achieve high quality standards.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
26. Holds employees accountable for their quality of work.	3.53	3.40	-0.13 ▼
27. Encourages others to produce the highest quality work products.	3.12	3.33	+0.22 ▲
28. Corrects issues in a timely manner.	3.41	3.53	+0.12 ▲
29. Always strives to produce the highest quality work products.	3.59	3.67	+0.08 ▲
30. Encourages others to achieve high quality standards.	3.41	3.33	-0.08 ▼

Comments:

- He quickly addresses any challenges that may arise.
- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- I know I can always count of _____ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.
- I have not seen a lot of shared decision making. What I have see is his telling them what he needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again he has not had a lot of time to do this.
- _____ has been eager to learn his new position and is transitioning well.

Goals

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Goal Setting	15	3.20	86.7	13%	53%	33%	
32. Establishes and documents goals and objectives.	15	3.40	100.0		60%	40%	
33. Achieves goals.	15	3.20	86.7	13%	53%	33%	
34. Makes sure that team members have a clear idea of our group's goals.	15	3.27	93.3	7%	60%	33%	
35. Makes sure that I have a clear idea of our group's goals.	15	3.00	80.0	20%	60%	20%	

Time Comparisons by Item

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

Item	2022	2023	Change
31. Goal Setting	3.18	3.20	+0.02 ▲
32. Establishes and documents goals and objectives.	3.35	3.40	+0.05 ▲
33. Achieves goals.	3.18	3.20	+0.02 ▲
34. Makes sure that team members have a clear idea of our group's goals.	2.88	3.27	+0.38 ▲
35. Makes sure that I have a clear idea of our group's goals.	3.18	3.00	-0.18 ▼

Comments:

- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- He does not ask for anything from his team that he is not willing to do, or has done himeself.
- His work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- _____ has been very helpful to me as a new manager this year.
- You can count on _____ to be honest and stay true to committments.

Clarity

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Makes sure goals and objectives are clearly and thoroughly explained and understood.	15	3.20	93.3	7%	67%		27%
37. Seeks to reduce ambiguity in messaging and documents.	15	3.27	93.3	7%	60%		33%
38. Is clear about the roles and duties of team members.	15	3.27	86.7	13%	47%		40%
39. Clearly explains the vision and goals of the company.	15	3.13	86.7	13%	60%		27%
40. Checks details thoroughly.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
36. Makes sure goals and objectives are clearly and thoroughly explained and understood.	3.18	3.20	+0.02 ▲
37. Seeks to reduce ambiguity in messaging and documents.	3.35	3.27	-0.09 ▼
38. Is clear about the roles and duties of team members.	3.24	3.27	+0.03 ▲
39. Clearly explains the vision and goals of the company.	3.59	3.13	-0.45 ▼
40. Checks details thoroughly.	3.29	3.40	+0.11 ▲

Comments:

- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- _____ is a great role model and leader. Others could learn from his style.
- _____ has improved in his interaction with other departments. But this is an area that he could continue to work on.
- _____ is a great director, knows his scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- _____ treats all employees with respect and in a very professional manner.

Co-worker Development

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Takes immediate action on poor performance	15	3.33	93.3	7%	53%	40%	
42. Works to identify root causes of performance problems	15	3.33	93.3	7%	53%	40%	
43. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.13	86.7	13%	60%	27%	
44. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.00	86.7	13%	73%	13%	
45. Provides ongoing feedback to co-workers on their development progress	15	3.53	100.0		47%	53%	

Time Comparisons by Item

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

Item	2022	2023	Change
41. Takes immediate action on poor performance	3.29	3.33	+0.04 ▲
42. Works to identify root causes of performance problems	3.41	3.33	-0.08 ▼
43. Sets and clearly communicates expectations, performance goals, and measurements to others	3.35	3.13	-0.22 ▼
44. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.18	3.00	-0.18 ▼
45. Provides ongoing feedback to co-workers on their development progress	3.35	3.53	+0.18 ▲

Comments:

- _____ has done a great job of continuing to grow and refine the service lines.
- _____ is respected by the team and they openly seek out his advise or opinion.
- _____ is a great team player for our organization as a whole and for the Department itself.
- _____ works with a very diverse group and treats everyone the same while respecting that diversity.
- He relies heavily on his team to seek front line input and opinions and is always great about communicating upcoming changes.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].

Conflict Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Discusses conflict situations with supervisor.	15	3.00	86.7	13%	73%		13%
47. Tries to understand others' point of view before making judgments	15	3.20	93.3	7%	60%		33%
48. Assists team members by helping them see the other point of view.	15	3.20	93.3	7%	67%		27%
49. Deals effectively with employee grievances.	15	3.40	93.3	7%	47%		47%
50. Identifies and takes steps to prevent potential confrontations.	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

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

Item	2022	2023	Change
46. Discusses conflict situations with supervisor.	3.24	3.00	-0.24 ▼
47. Tries to understand others' point of view before making judgments	3.00	3.20	+0.20 ▲
48. Assists team members by helping them see the other point of view.	3.18	3.20	+0.02 ▲
49. Deals effectively with employee grievances.	3.35	3.40	+0.05 ▲
50. Identifies and takes steps to prevent potential confrontations.	3.29	3.13	-0.16 ▼

Comments:

- I've appreciated his attempt to work collaboratively with others and demonstrate the organizational value of teamwork in his daily work. _____ demonstrates a high level of personal integrity in his daily work and is honest and ethical in his interactions with others.
- I enjoy working with _____ very much.
- _____ has made good judgements in hiring top notch employees.
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- _____ 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.
- _____ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone else's department, he is willing to help in any capacity he can to help reach goals.

Planning

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
51. Works in an organized manner	14	3.14	92.9	7%	71%		21%
52. Anticipates obstacles and ways to overcome them.	14	3.21	85.7	14%	50%		36%
53. Able to identify the needs of the department before a major change.	15	3.27	86.7	13%	47%		40%
54. Makes plans and follows through.	15	3.13	86.7	13%	60%		27%
55. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.07	86.7	13%	67%		20%

Time Comparisons by Item

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

Item	2022	2023	Change
51. Works in an organized manner	3.24	3.14	-0.09 ▼
52. Anticipates obstacles and ways to overcome them.	3.06	3.21	+0.16 ▲
53. Able to identify the needs of the department before a major change.	3.59	3.27	-0.32 ▼
54. Makes plans and follows through.	2.94	3.13	+0.19 ▲
55. Able to look ahead (beyond the present) when addressing the work/needs of the department.	2.88	3.07	+0.18 ▲

Comments:

- He exhibits vision, compassion and high integrity in all of his work.
- He is such a model for leaders throughout our organization.
- _____ 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.
- _____ is a knowledgeable professional committed to improvement and quality. _____ shows his expertise in meetings and conversations, is helpful and solves problems effectively.
- _____ has a strong work ethic and is consistently working with the mindset that customers come first.
- I admire _____ for showing courage, compassion and commitment during his recent team sessions.

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?

- _____ is an excellent listener. He is HIGHLY respected by his staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- _____ is a great team player with an employee safety and satisfaction focus.
- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- _____ is professional, collaborative. . .a great team member.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- _____ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. _____ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.

What do you like best about working with this individual?

- _____ could improve his awareness of his employees strengths and delegate work that utilizes those talents.
- _____ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance he may receive from his peers.
- He makes sure we work together as a manager team when it comes to the Fleet scheduling.
- I believe his hands are tied regarding some of the hiring/retention decisions that are made, but, he always works well with whatever situations that arise.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- I have appreciated _____'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.

What do you like least about working with this individual?

- _____ always remains professional in his interactions and I appreciate his direct style of communication.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.
- By applying vision, strategy and activation in his day to day decisions he aspires us to be the best leaders we can be.
- _____ exemplifies all of these qualities.
- _____, more than most, takes what we've learned and implements changes.

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

- _____ is very knowledgeable, honest, and consistent in his leadership decisions.
- 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 covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- While encouraging folks to continue with their education, he is also continuing with his education.
- Provide regular updates on the progress of work/tasks/projects.
- _____ has been here a short time, but I have believe from attending meeting with him and by his actions in the department, he is the right person to lead us forward in our growth and changes.

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

- 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.
- I appreciate that _____ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- I think he is the kind of manager our department has needed and will continue to need.
- He really wants the best for [CompanyName] and I see him consistently use that as a decision-making barometer.
- _____ has done an excellent job as the VP of Operations. He engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- I can not say enough good things about _____ he has been an asset to our department from day one.

Any final comments?

- From what I can see _____ meets or exceeds all of these leadership roles but remember he is not my manager.
- _____ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. _____ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. _____ is a great mentor and example to those he supervises.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.