



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

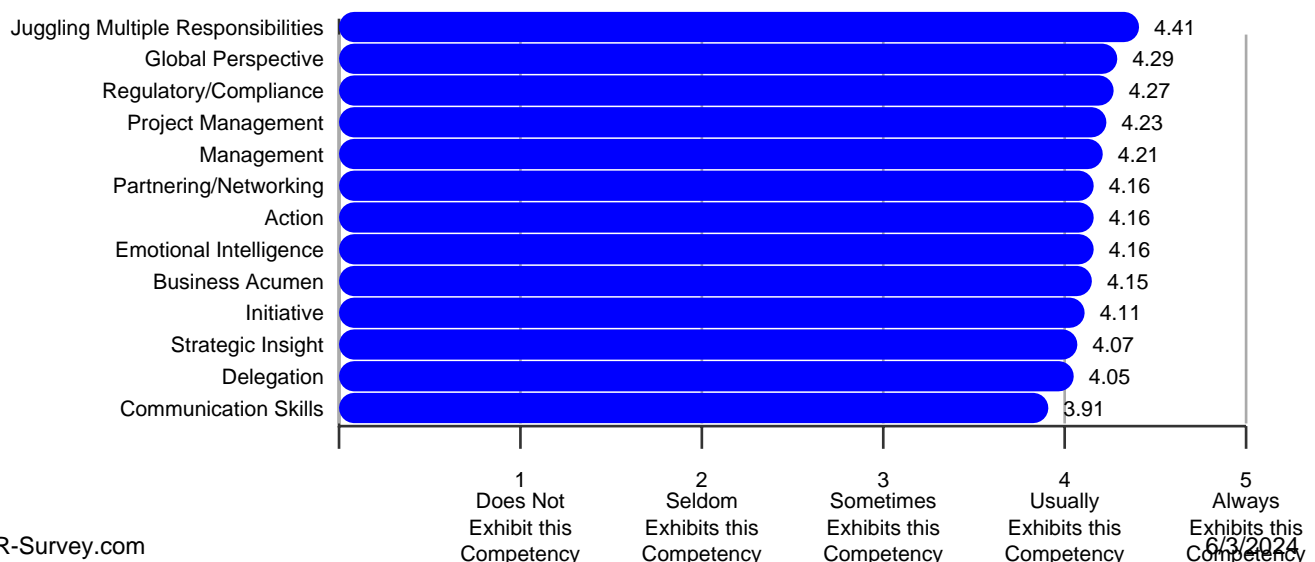
Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

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.

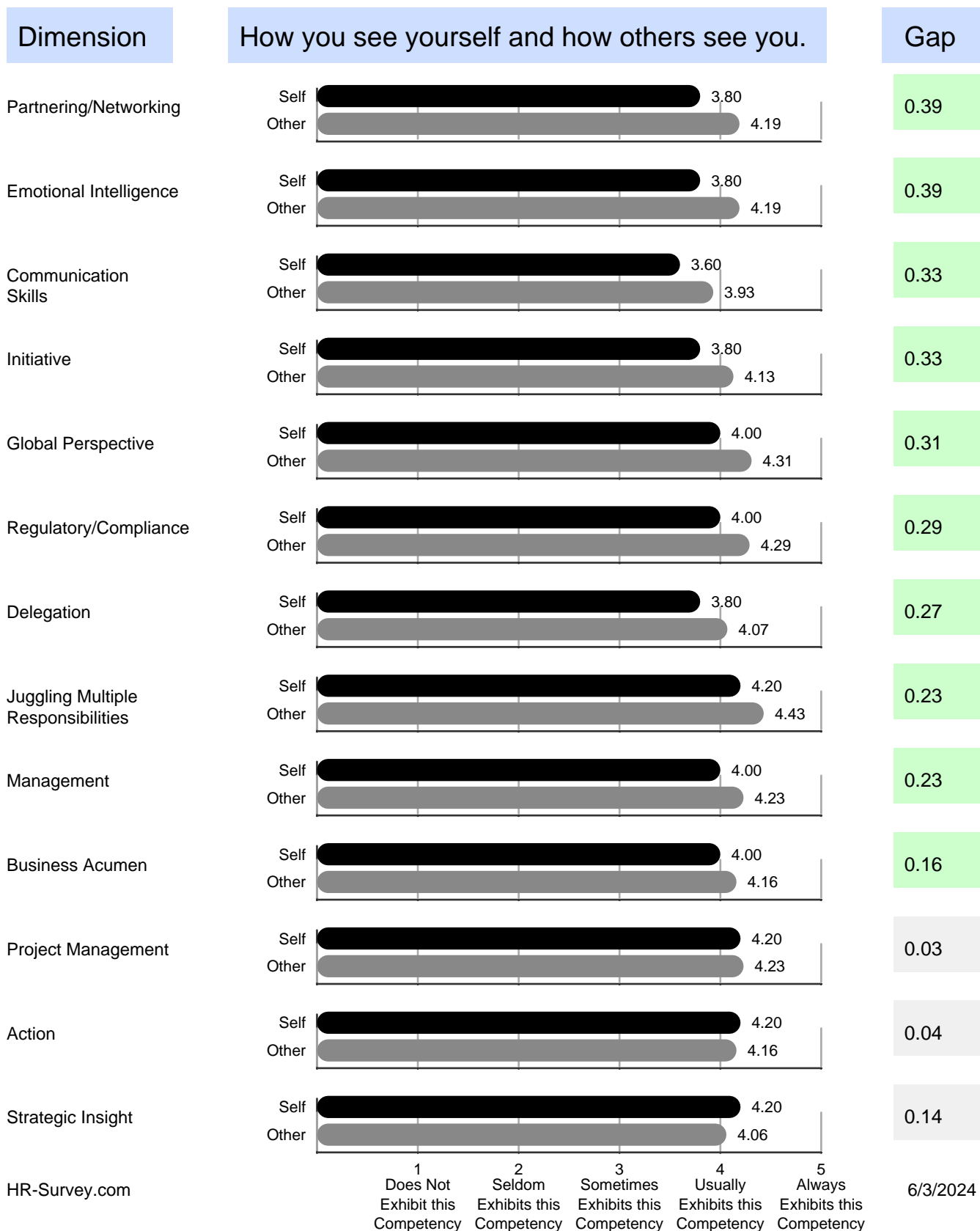
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.

Average Performance Scores



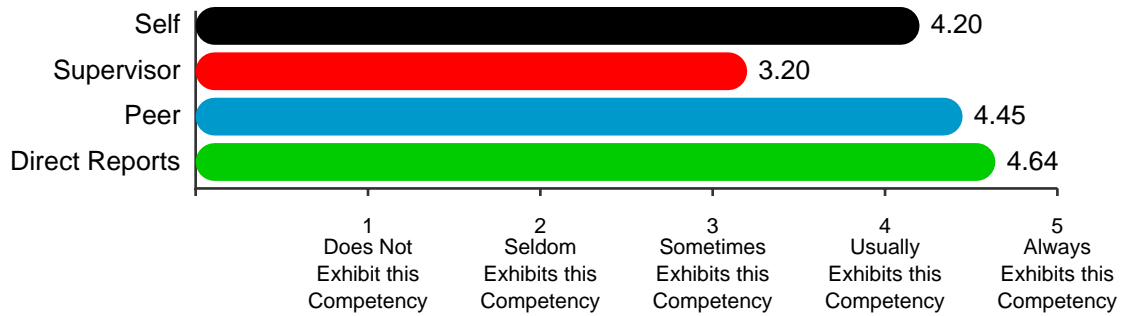
Gap Analysis

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

Summary Scores



1. Organizes tasks for the most efficient order of completion.



2. Builds in extra time in the schedule for unplanned events/occurrences.



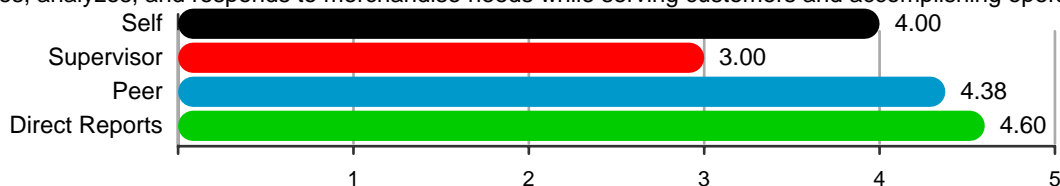
3. Determines which tasks are critical and which tasks are optional.



4. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.



5. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

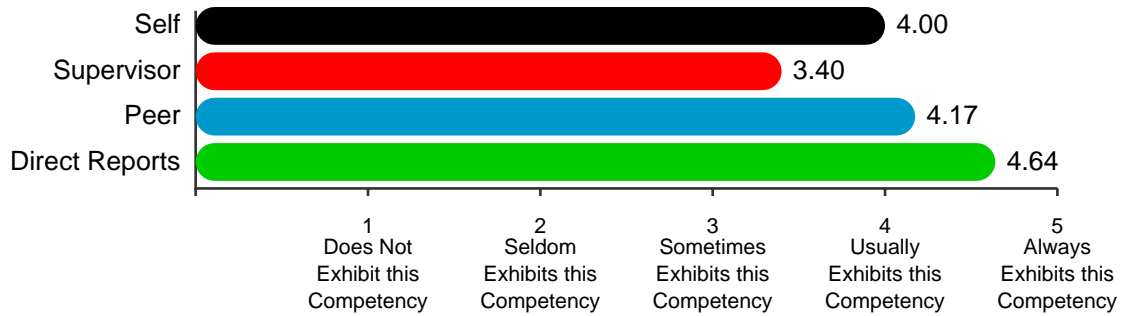
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Organizes tasks for the most efficient order of completion.	15	4.20	93.3	7%		67%		27%
2. Builds in extra time in the schedule for unplanned events/occurrences.	15	4.87	100.0		13%		87%	
3. Determines which tasks are critical and which tasks are optional.	15	4.27	93.3	7%		60%		33%
4. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	15	4.40	86.7	13%		33%		53%
5. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	15	4.33	93.3	7%		53%		40%

Comments:

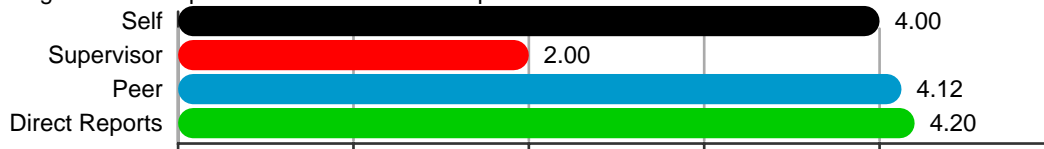
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- He collaborates with all departments and operates under shared governance.

Regulatory/Compliance

Summary Scores



6. Explains regulations and procedures to others as required.



7. Is aware of the documents and reports needed to maintain compliance with regulations.



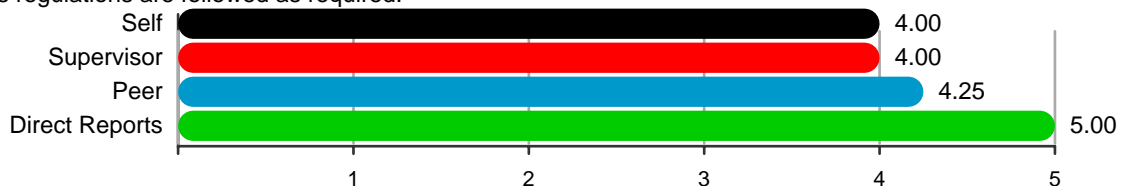
8. Maintains compliance with federal, state, and local laws.



9. Keeps track of changes in legislation affecting regulatory compliance.



10. Ensures regulations are followed as required.



Level of Skill

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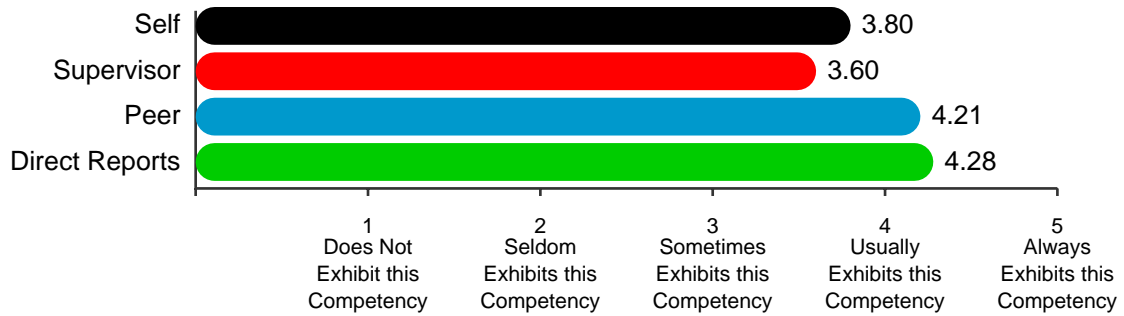
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Explains regulations and procedures to others as required.	15	4.00	80.0	7%	13%	53%	27%	
7. Is aware of the documents and reports needed to maintain compliance with regulations.	15	4.07	80.0		20%	53%	27%	
8. Maintains compliance with federal, state, and local laws.	15	4.33	93.3	7%	47%		47%	
9. Keeps track of changes in legislation affecting regulatory compliance.	15	4.47	93.3	7%	40%		53%	
10. Ensures regulations are followed as required.	15	4.47	93.3	7%	40%		53%	

Comments:

- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- _____ is a pleasure to work with. He takes the time to understand a situation before jumping in with a solution or answer. _____ continues to work to improve his departments and improve the engagement of his employees.
- I appreciate his receptiveness and openness and his sense of humor.
- He always makes a point to make sure he has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- He had done amazingly well considering all of the global threats to the product line.
- _____ is an excellent communicator and is very open and supportive to his staff.

Partnering/Networking

Summary Scores



11. Partners with peers to obtain influence within the Company.



12. Capitalizes on partnerships and networks to enhance the Company's bottom line.



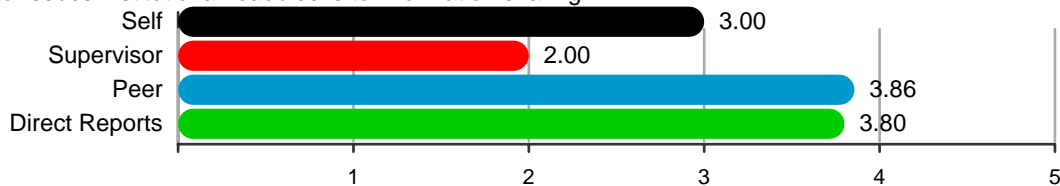
13. Supports a partnering/networking culture.



14. Creates value within the Company by building networks.



15. Seeks to reduce institutional roadblocks to information sharing.



Level of Skill

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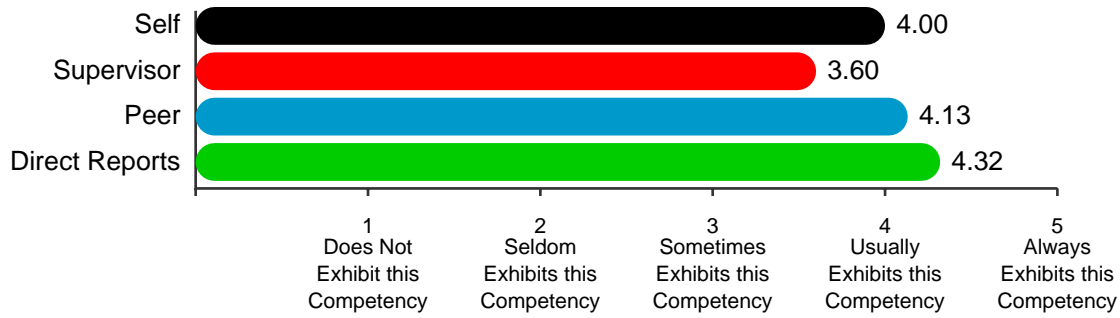
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Partners with peers to obtain influence within the Company.	15	4.60	100.0			40%	60%	
12. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	4.27	100.0			73%		27%
13. Supports a partnering/networking culture.	15	4.33	100.0			67%	33%	
14. Creates value within the Company by building networks.	15	3.93	73.3	27%		53%		20%
15. Seeks to reduce institutional roadblocks to information sharing.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- _____ is an excellent role model. He received the Employee Excellence Award this past year and also advanced certification, so he obvious is very motivated! Thank you for allowing me to participate in his evaluation.
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- I thoroughly enjoy working with _____ and he has been very helpful with the rework IS did with their job descriptions.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- 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.
- I enjoy working with _____ very much.

Business Acumen

Summary Scores



16. Understands cash flow procedures and statements.



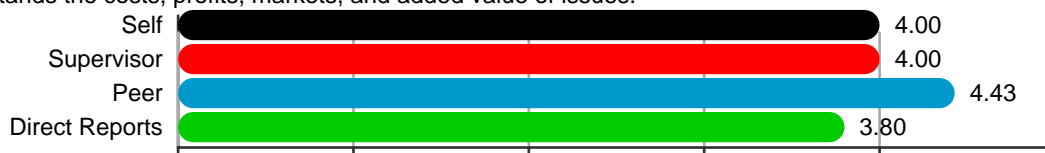
17. Keeps informed of current income and expenses.



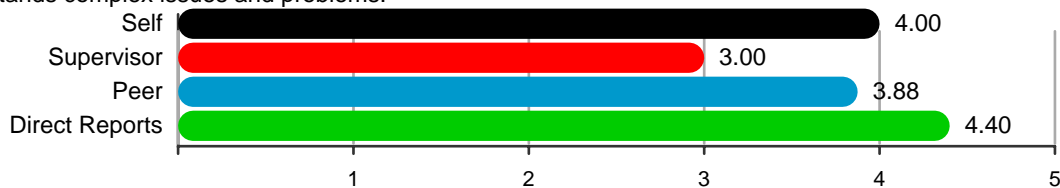
18. Can effectively interpret and analyze market data.



19. Understands the costs, profits, markets, and added value of issues.



20. Understands complex issues and problems.



Level of Skill

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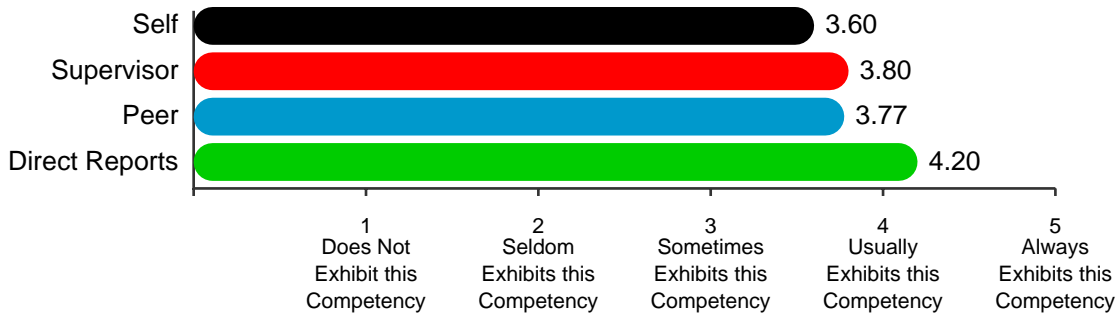
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Understands cash flow procedures and statements.	15	4.33	86.7	13%		40%	47%	
17. Keeps informed of current income and expenses.	15	4.27	93.3	7%		60%	33%	
18. Can effectively interpret and analyze market data.	14	4.00	92.9	7%		86%		7%
19. Understands the costs, profits, markets, and added value of issues.	14	4.14	85.7	7%	7%	50%		36%
20. Understands complex issues and problems.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- _____ does a great job at demonstrating the value of his team to the organization.
- _____ is an extremely competent leader and I am enjoying learning by his example.
- _____ has a lot of knowledge in competency models and is passing that on to his teams.
- I think _____ is doing to great job! The learning curve is steep and he is growing to meet the challenge.
- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.
- _____ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).

Communication Skills

Summary Scores



21. Listens to others' points of view with an open mind



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



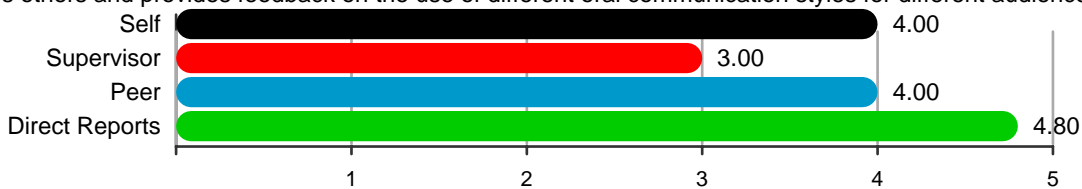
23. Conveys ideas confidently and succinctly.



24. Communicates effectively with all levels of the organization.



25. Coaches others and provides feedback on the use of different oral communication styles for different audiences



Level of Skill

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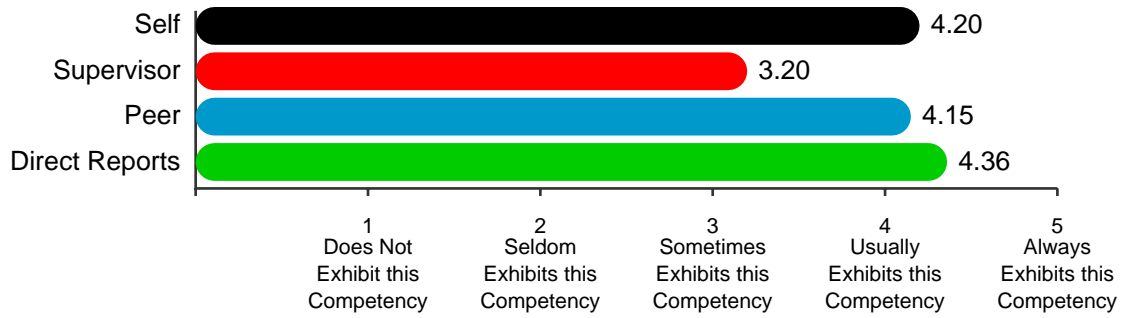
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Listens to others' points of view with an open mind	15	4.00	66.7	13%	20%	20%	47%	
22. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	3.47	53.3	13%	33%		47%	7%
23. Conveys ideas confidently and succinctly.	15	3.60	66.7	13%	20%		60%	7%
24. Communicates effectively with all levels of the organization.	15	4.27	86.7	7%	7%	40%	47%	
25. Coaches others and provides feedback on the use of different oral communication styles for different audiences	15	4.20	80.0	7%	13%	33%	47%	

Comments:

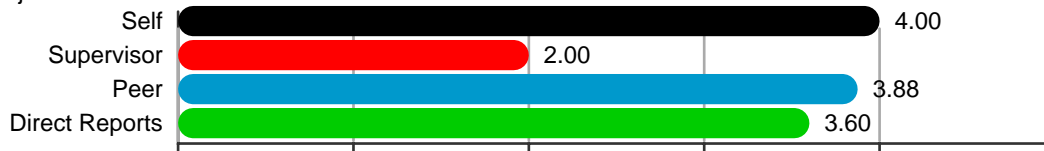
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- He inspires others by the manner in which he does his work and engages others.
- Having very minimum one-on-one discussion.
- _____ has supported me through some tough contract negotiations and he is the consummate professional.
- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.

Action

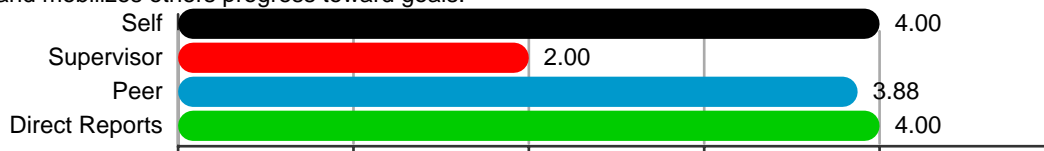
Summary Scores



26. Gets the job done.



27. Drives and mobilizes others progress toward goals.



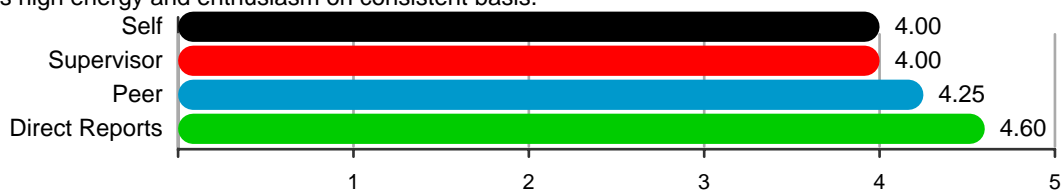
28. Makes effective decisions, even when under pressure.



29. Motivates & supports others to gain skills



30. Displays high energy and enthusiasm on consistent basis.



Level of Skill

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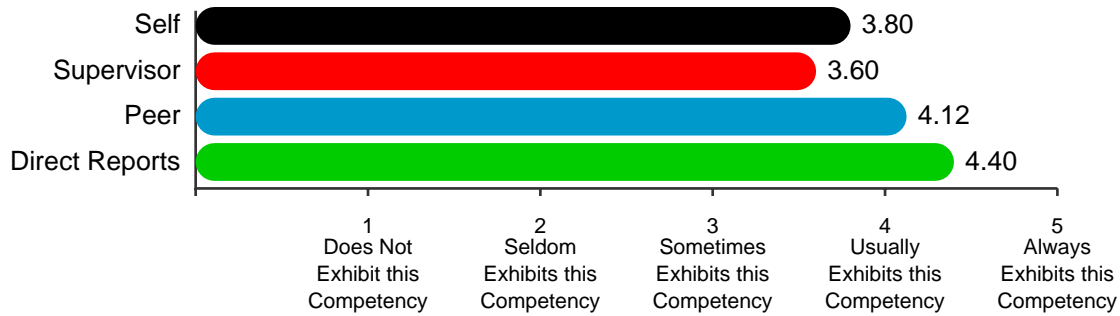
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Gets the job done.	15	3.67	66.7	20%	13%	47%	20%	
27. Drives and mobilizes others progress toward goals.	15	3.80	73.3	20%	7%	47%	27%	
28. Makes effective decisions, even when under pressure.	15	4.33	86.7	13%	40%	47%		
29. Motivates & supports others to gain skills	15	4.67	100.0		33%	67%		
30. Displays high energy and enthusiasm on consistent basis.	15	4.33	100.0		67%	33%		

Comments:

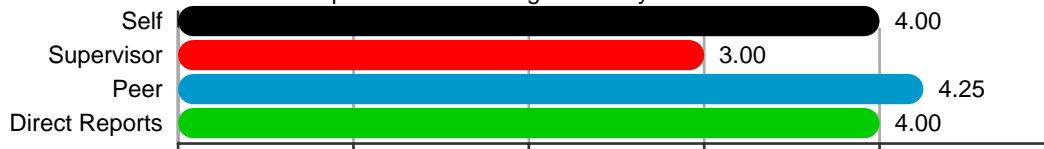
- The advice and direction I receive from _____ is often on point and helps to provide positive outcomes. Over the last year as I have grown _____ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- He always asks and seeks the advice of the whole leadership he listens to what we have to say.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- _____ always goes above and beyond in his daily work.
- I may not always agree with his decisions but I understand why they were made because he takes the time to explain them. The things he does for our department and me are immeasurable
- _____ works to keep up but a lot of new concepts.

Emotional Intelligence

Summary Scores



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



32. Accurately perceives the emotional reactions of others.



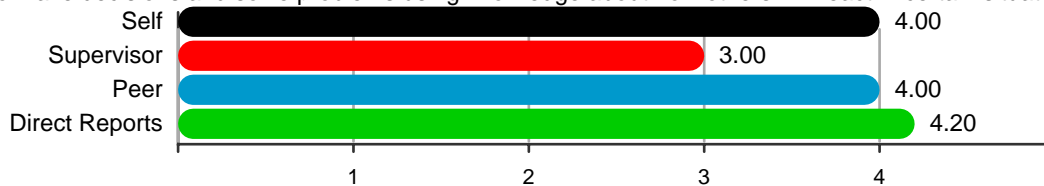
33. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.



34. Able to understand others' points of view.



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



Level of Skill

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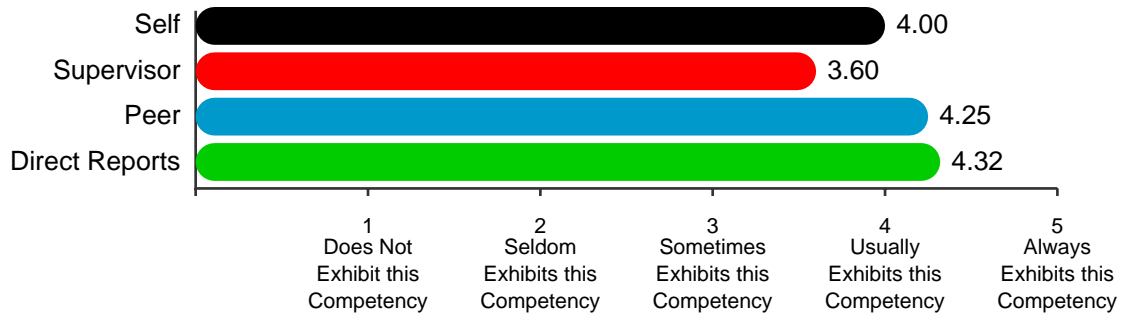
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Is attentive to emotional cues and interprets others' feelings correctly.	15	4.07	80.0	20%		53%		27%
32. Accurately perceives the emotional reactions of others.	15	4.47	100.0			53%		47%
33. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	4.13	80.0	20%		47%		33%
34. Able to understand others' points of view.	15	4.13	86.7	13%		60%		27%
35. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.00	80.0	20%		60%		20%

Comments:

- This year _____ was responsible for hiring the line staff. Throughout this process he engaged his management team, staff and team members to ensure the right candidate was picked.
- _____ gives me feedback good and indifferent.
- He has been both a great co-worker and mentor to me.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.
- _____ has excellent writing skills when destined for department or the broad groups, but tends to relax his standards when outside that audience, especially in email. This makes it difficult for his management staff to share information and approvals directly with staff or external sources.

Management

Summary Scores



36. Delegate tasks effectively



37. Sets an example for others to follow



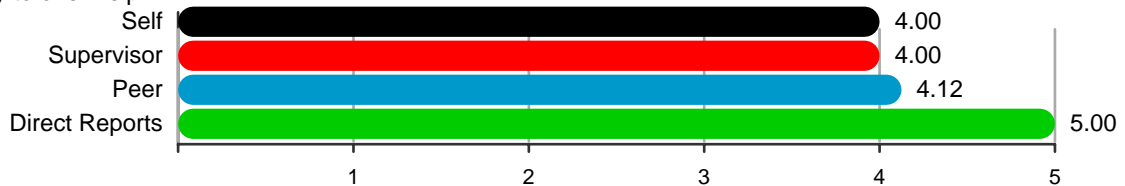
38. Makes you feel enthusiastic about your work



39. Takes responsibility for things that go wrong



40. Is ready to offer help



Level of Skill

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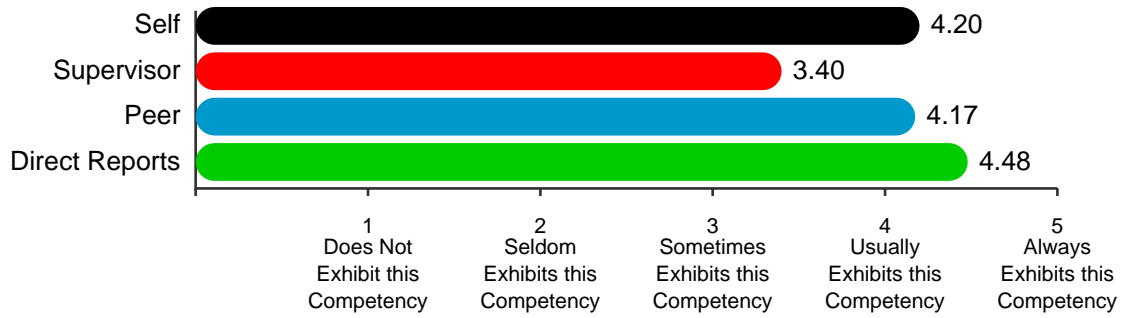
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Delegate tasks effectively	15	4.33	100.0				67%	33%
37. Sets an example for others to follow	15	3.93	80.0	13%	7%		53%	27%
38. Makes you feel enthusiastic about your work	15	4.27	86.7			13%	47%	40%
39. Takes responsibility for things that go wrong	15	4.13	86.7			13%	60%	27%
40. Is ready to offer help	15	4.40	93.3			7%	47%	47%

Comments:

- _____ has nothing but [CompanyName]'s best interest at heart.
- He is a real advocate for the customers. Excellent department and computer skills
- He is truly dedicated to doing a good job, by helping us do a good job.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.

Project Management

Summary Scores



41. Anticipates potential problems and institutes controls and contingency plans to address them.



42. Regularly reviews project performance and goals.



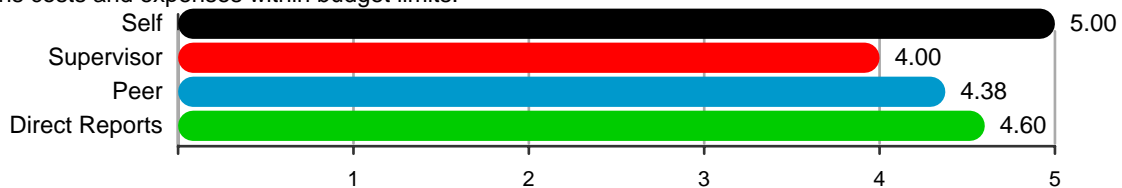
43. Able to adjust project schedule as needed to accommodate unforeseen issues.



44. Defines project outcomes based on customer requirements.



45. Maintains costs and expenses within budget limits.



Level of Skill

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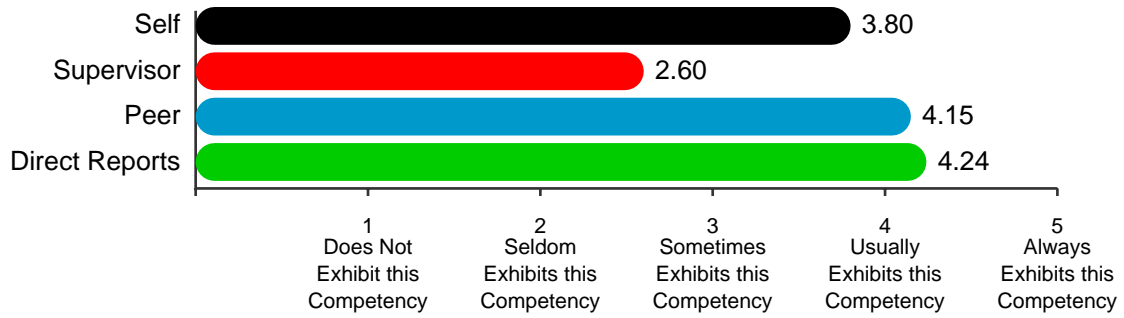
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Anticipates potential problems and institutes controls and contingency plans to address them.	15	4.33	93.3	7%		53%	40%	
42. Regularly reviews project performance and goals.	15	4.20	80.0	20%		40%	40%	
43. Able to adjust project schedule as needed to accommodate unforeseen issues.	15	4.13	86.7	13%		60%	27%	
44. Defines project outcomes based on customer requirements.	15	4.00	86.7	13%		73%		13%
45. Maintains costs and expenses within budget limits.	15	4.47	93.3	7%		40%	53%	

Comments:

- The most important attribute that _____ demonstrates is making sure there is a solid, vibrant leadership team. When he meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. He pushes for honest opinions and decisions and he expects those decisions and opinions to be supportable with reason. At the same time, he somehow nurtures innovation that leads to improving process and outcomes.
- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- He's very good at his job, Service and relationship development are talents at which he excels. My constructive feedback would be for _____ to speak up more in meetings and be more forthcoming in groups and with other leaders with his thoughts and opinions. I know he has them as he does share them with me aside, but but I would encourage him to share them more broadly.
- _____ is a dynamic and busy individual. At times he over commits himself and then has to cancel his participation as he cannot be in two places at once. It can inadvertently give off the aura that he is not engaged in the project meeting that was missed.
- _____ takes people where they want to go and pushes them to be their own success.
- When in meetings in _____'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring their is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.

Delegation

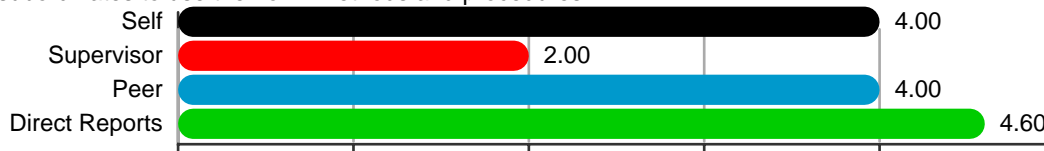
Summary Scores



46. Clearly defines duties and tasks to be completed.



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



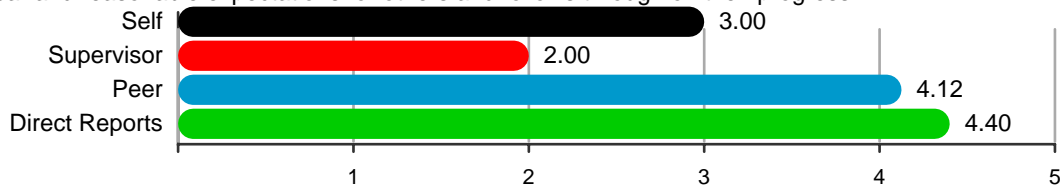
48. Encourages and empowers subordinates to use initiative in achieving goals and objectives.



49. Defines the roles, responsibilities, required actions, and deadlines for team members.



50. Sets clear and reasonable expectations for others and follows through on their progress.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

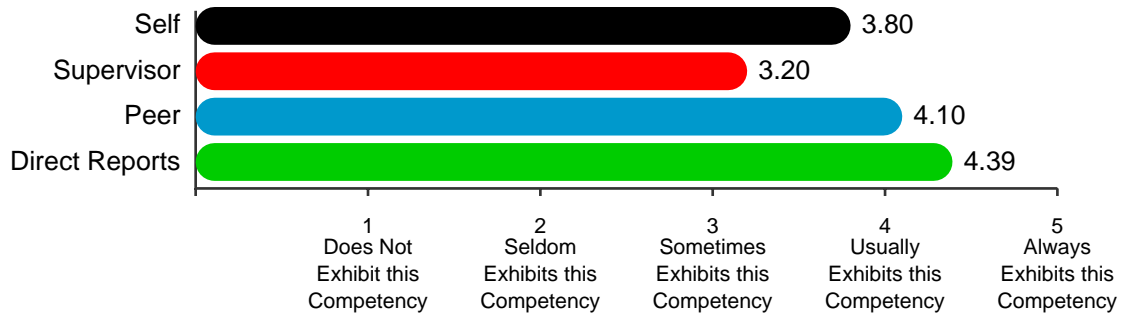
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Clearly defines duties and tasks to be completed.	15	3.87	80.0	7%	13%	67%	13%	
47. Allows subordinates to use their own methods and procedures.	15	4.07	86.7	13%		53%	33%	
48. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	4.13	86.7		13%	60%	27%	
49. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	4.20	86.7	7%	7%	47%	40%	
50. Sets clear and reasonable expectations for others and follows through on their progress.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- I have not observed _____'s interaction with the members of his team. _____ consistently communicates openly in my interactions with him.
- Cannot think of anything
- _____ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- 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.
- _____ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.
- _____ is an impressive performer.

Initiative

Summary Scores



51. Takes charge when there is a crisis.



52. Takes action to implement new changes in the policies and procedures.



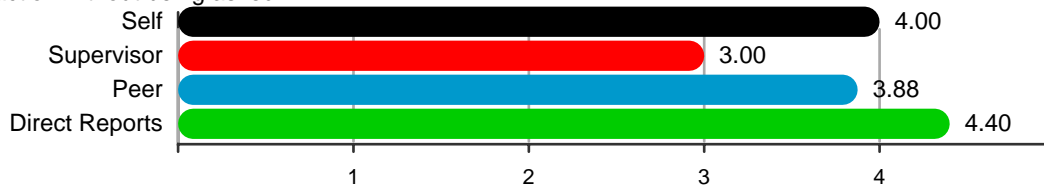
53. Immediately works to complete goals well before their deadline.



54. Will continue to work on a problem even in the face of obstacles.



55. Takes action without being asked.



Level of Skill

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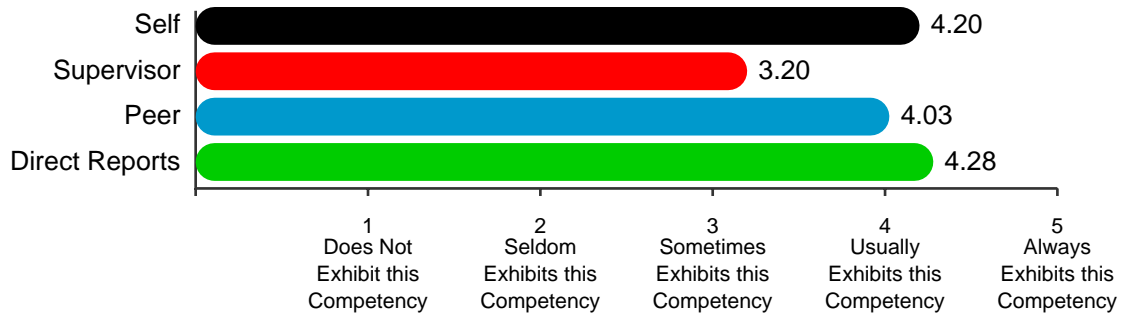
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Takes charge when there is a crisis.	14	4.14	92.9	7%		71%		21%
52. Takes action to implement new changes in the policies and procedures.	14	4.21	85.7	14%		50%		36%
53. Immediately works to complete goals well before their deadline.	15	4.13	80.0	20%		47%		33%
54. Will continue to work on a problem even in the face of obstacles.	15	4.07	80.0	20%		53%		27%
55. Takes action without being asked.	15	4.00	80.0	20%		60%		20%

Comments:

- _____ is a great team player with an employee safety and satisfaction focus.
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.
- _____ 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.
- He tends to have self doubt at times, as we all do. But he is working on his confidence, and absolutely growing as a person.
- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- _____'s dedication and leadership in the management development program is evident.

Strategic Insight

Summary Scores



56. Maintains knowledge of current trends in the industry.



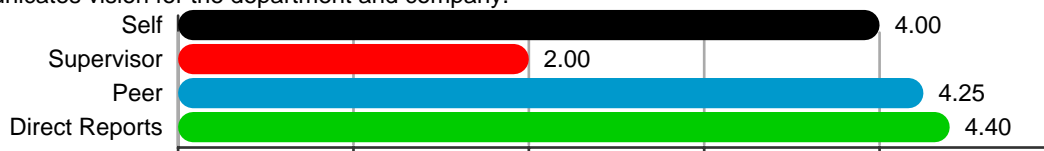
57. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.



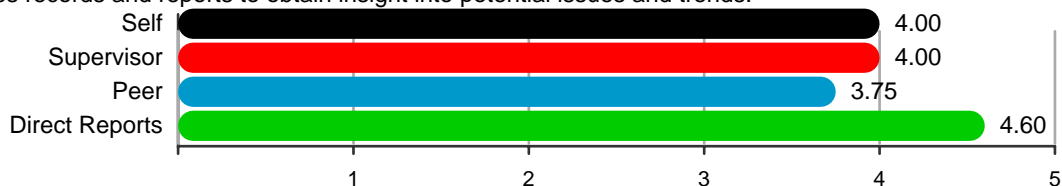
58. Creates strategies that significantly benefit the Company.



59. Communicates vision for the department and company.



60. Analyzes records and reports to obtain insight into potential issues and trends.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

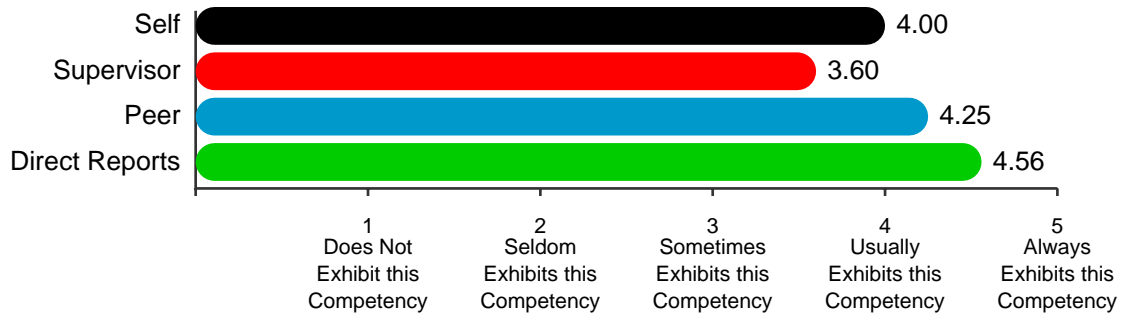
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
56. Maintains knowledge of current trends in the industry.	15	3.87	66.7			33%	47%	20%
57. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	4.07	86.7		13%		67%	20%
58. Creates strategies that significantly benefit the Company.	15	4.20	93.3		7%		67%	27%
59. Communicates vision for the department and company.	15	4.13	93.3	7%			67%	27%
60. Analyzes records and reports to obtain insight into potential issues and trends.	15	4.07	86.7	7%	7%		60%	27%

Comments:

- _____ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.
- _____ does a great job in supporting and engaging all of his employees.
- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- In every interaction that I have had with _____, I have found him to be professional, reliable, and engaged in the process.
- _____ is able to manage an ever-changing work load. His time management has improved over the last year, to promote a work-life balance.
- I think _____ is doing to great job! The learning curve is steep and he is growing to meet the challenge.

Global Perspective

Summary Scores



61. Demonstrates a curiosity about diverse individuals and cultures.



62. Volunteers for experiences and assignments abroad.



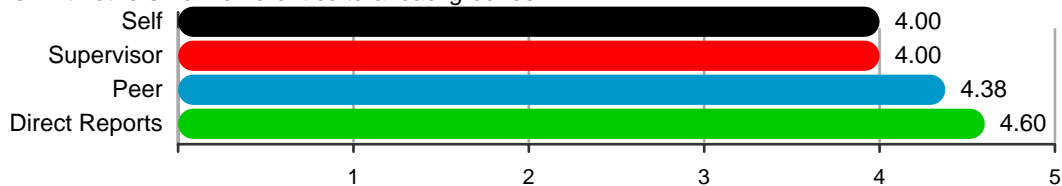
63. Understands how cultures differ and how these differences impact work behavior.



64. Demonstrates working knowledge of global transactions.



65. Works well with others from different cultural backgrounds.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
61. Demonstrates a curiosity about diverse individuals and cultures.	15	4.20	86.7	7%	7%	47%	40%	
62. Volunteers for experiences and assignments abroad.	15	4.20	86.7		13%	53%	33%	
63. Understands how cultures differ and how these differences impact work behavior.	15	4.20	86.7		13%	53%	33%	
64. Demonstrates working knowledge of global transactions.	15	4.47	93.3	7%		40%	53%	
65. Works well with others from different cultural backgrounds.	15	4.40	100.0			60%	40%	

Comments:

- He goes above and beyond with the amount of time he puts in and all the projects he is working on.
- _____ communicates his expectations of the team well and involves them in the process improvement plans.
- He is smart, quick, compassionate, and thorough.
- He is, quite simply, the best boss I've ever had.
- _____ is determined to help make [CompanyName] successful.
- _____ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- _____ has a good perspective on the organization as a whole.
- _____ continually is analyzing our current states and identifying areas that we can improve.
- Cannot think of anything
- Information is given concisely at meetings, and his explanations of all information is very clear.
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- I truly appreciate _____'s knowledge, his professionalism, and his reliability.

What do you like best about working with this individual?

- _____ models teamwork; he is always willing to go the extra mile to assist on a project or help a co-worker.
- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- He is an advocate for [CompanyName].
- He has the ability to look at the system as a whole and make solid long range decisions.
- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- I can't think of a single thing _____ could improve upon.

What do you like least about working with this individual?

- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- He is both the manager and the interim director for the service line.
- Sometimes it seems like _____'s priorities or expectations shift unexpectedly.
- I admire his ability to see the big picture (both within our walls and outside our walls).
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- _____ always remembers the customer is at the center of what we do.

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

- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- _____ is a great asset to our department. He is always available when issues arise & help is needed to solve problems.
- Communicate regularly with the whole company, not just one department.
- 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.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- He sets his expectations high, and delivers a high level of performance herself.

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

- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- His recent willingness to take on the department demonstrates his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates his genuine commitment to the organization.
- I appreciate his receptiveness and openness and his sense of humor.
- _____ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.
- He is in an often times impossible position and is doing well all things considered

Any final comments?

- I would encourage _____ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- _____ is very knowledgeable, honest, and consistent in his leadership decisions.
- _____ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- _____ is a valuable resource to the organization and the team.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- _____ has been using more shared decision making and has allowed the department to enact recommendations that he personally may not have agreed with. That gave him a lot of credibility with staff and I think will help us to continue to move forward and up as a department.