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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.

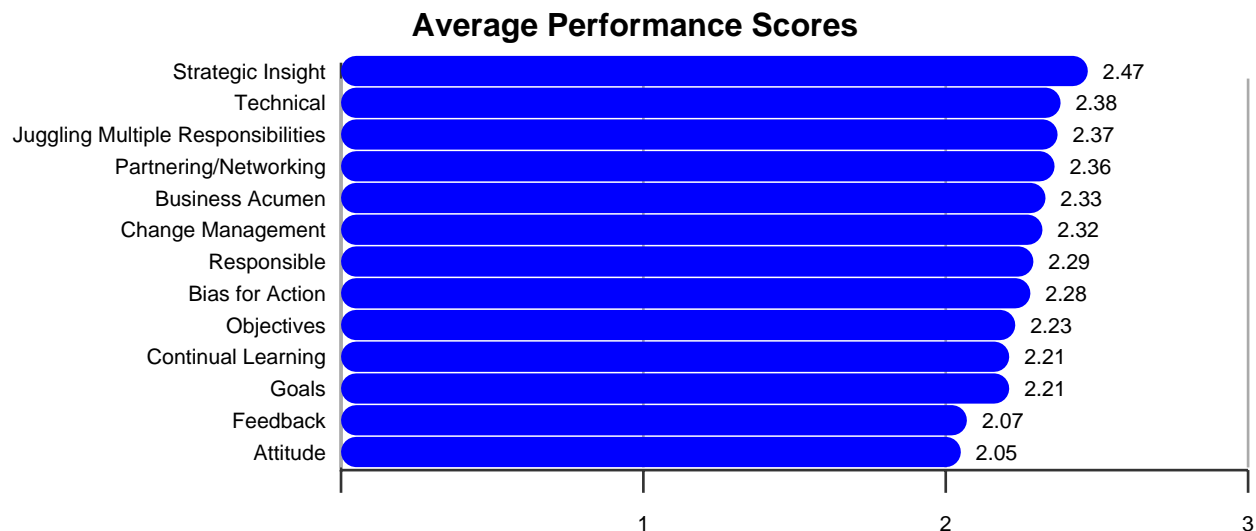
## What to Do with Your Feedback

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.

Dimension	How you see yourself and how others see you.	Gap
Strategic Insight	<p>Self: 2.00 Other: 2.50</p>	0.50
Responsible	<p>Self: 2.00 Other: 2.31</p>	0.31
Bias for Action	<p>Self: 2.00 Other: 2.30</p>	0.30
Technical	<p>Self: 2.20 Other: 2.40</p>	0.20
Juggling Multiple Responsibilities	<p>Self: 2.20 Other: 2.39</p>	0.19
Partnering/Networking	<p>Self: 2.20 Other: 2.37</p>	0.17
Change Management	<p>Self: 2.20 Other: 2.33</p>	0.13
Attitude	<p>Self: 2.00 Other: 2.06</p>	0.06
Objectives	<p>Self: 2.20 Other: 2.23</p>	0.03
Continual Learning	<p>Self: 2.20 Other: 2.21</p>	0.01
Goals	<p>Self: 2.20 Other: 2.21</p>	0.01
Business Acumen	<p>Self: 2.40 Other: 2.33</p>	0.07
Feedback	<p>Self: 2.20 Other: 2.06</p>	0.14



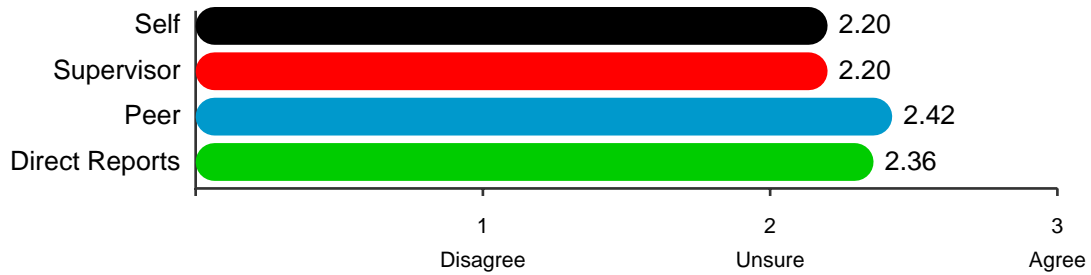




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# Juggling Multiple Responsibilities

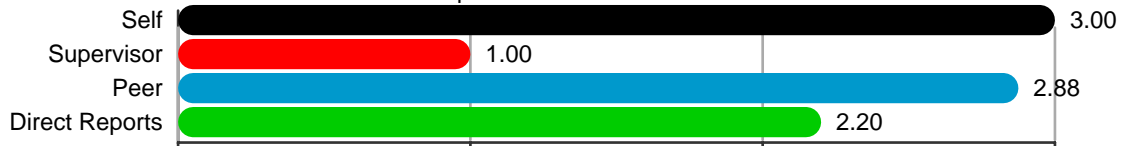
## Summary Scores



1. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.



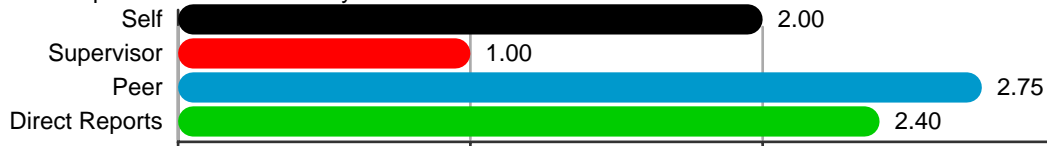
2. Organizes tasks for the most efficient order of completion.



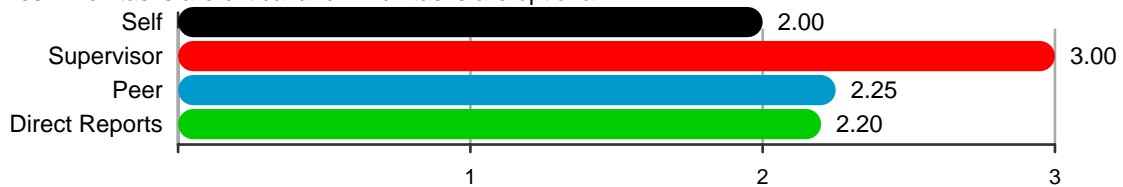
3. Assigns tasks based on skills of team members.



4. Completes multiple tasks simultaneously.



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



## Level of Skill

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

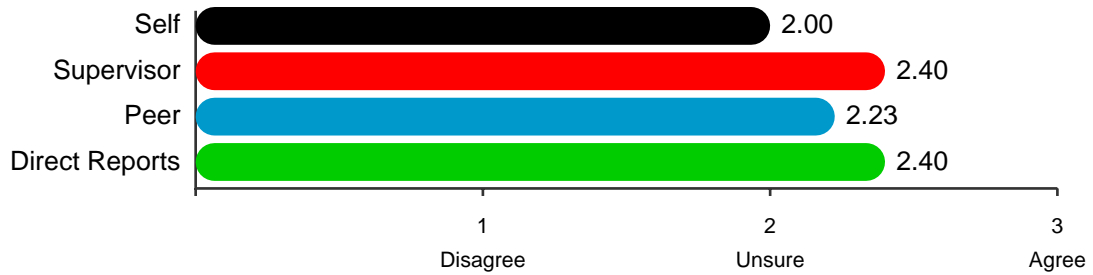
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	2.27	33.3	7%	60%	33%
2. Organizes tasks for the most efficient order of completion.	15	2.53	73.3	20%	7%	73%
3. Assigns tasks based on skills of team members.	15	2.33	40.0	7%	53%	40%
4. Completes multiple tasks simultaneously.	15	2.47	53.3	7%	40%	53%
5. Determines which tasks are critical and which tasks are optional.	15	2.27	40.0	13%	47%	40%

### Comments:

- \_\_\_\_\_ exceeds in above in all he does.
- \_\_\_\_\_ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support \_\_\_\_\_ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by \_\_\_\_\_ without his bringing them before the team for discussion.
- He continues to be a shining example to his team especially in process improvement and professional growth.
- \_\_\_\_\_'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- He could improve with a take charge attitude.

# Bias for Action

## Summary Scores



### 6. Identifies ways to simplify work processes and reduce cycle times



### 7. Completes a large volume of work.



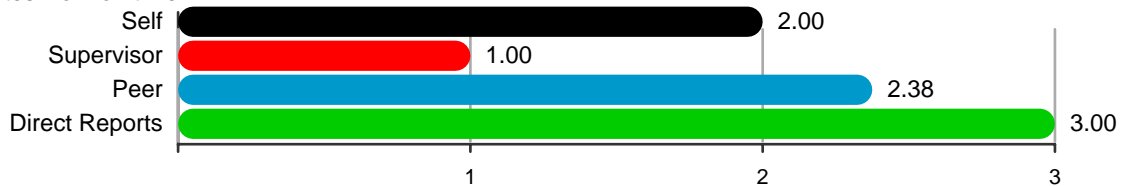
### 8. Seeks and utilizes opportunities for continuous learning and self-development.



### 9. Encourages risk taking and experimentation to improve performance



### 10. Completes work on time



## Level of Skill

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

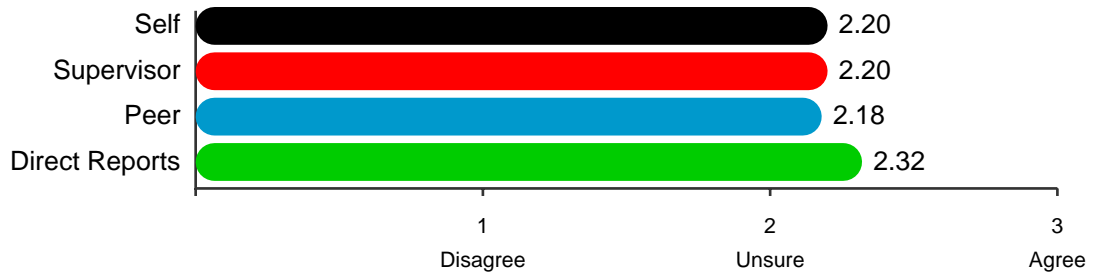
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Identifies ways to simplify work processes and reduce cycle times	15	2.13	33.3	20%	47%	33%
7. Completes a large volume of work.	15	2.07	26.7	20%	53%	27%
8. Seeks and utilizes opportunities for continuous learning and self-development.	15	2.33	40.0	7%	53%	40%
9. Encourages risk taking and experimentation to improve performance	15	2.40	53.3	13%	33%	53%
10. Completes work on time	15	2.47	60.0	13%	27%	60%

### Comments:

- He has grown as a manager in the last few months and it shows.
- He is fair, focused and on top of things. He wears many hats at [CompanyName] and I admire the way he can 'know' what's happening in all areas.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.

# Objectives

## Summary Scores



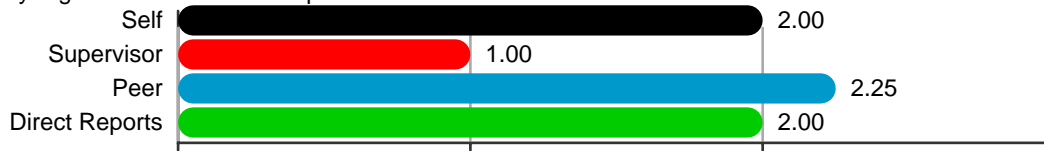
### 11. Communicates goals and objectives to employees.



### 12. Ability to establish realistic goals.



### 13. Effectively organizes resources and plans



### 14. Encourages me to take on greater responsibility.



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



## Level of Skill

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

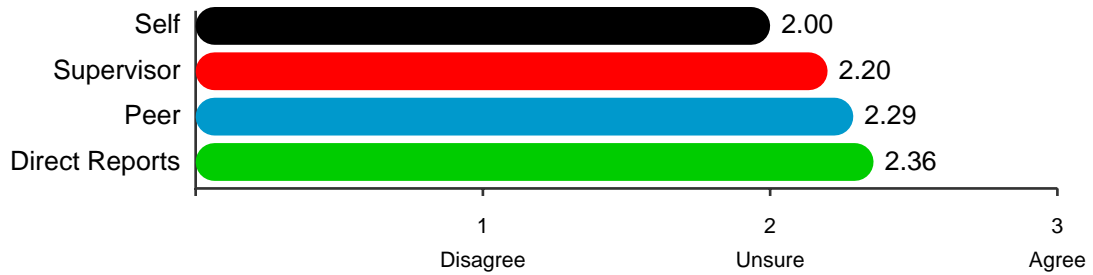
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Communicates goals and objectives to employees.	15	2.33	40.0	7%	53%	40%
12. Ability to establish realistic goals.	15	2.07	20.0	13%	67%	20%
13. Effectively organizes resources and plans	15	2.07	26.7	20%	53%	27%
14. Encourages me to take on greater responsibility.	15	2.27	40.0	13%	47%	40%
15. Assures [Company] principles are understood, employed & pursued.	14	2.43	50.0	7%	43%	50%

### Comments:

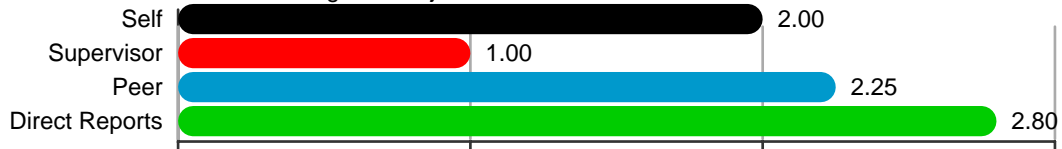
- \_\_\_\_\_ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.
- He is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what \_\_\_\_\_ is trying to communicate with them, I also understand why \_\_\_\_\_ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that \_\_\_\_\_ does a good job.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- \_\_\_\_\_ offers support to his managers in a style that is engaging, consistent, and motivating.
- He is truly dedicated to doing a good job, by helping us do a good job.

# Responsible

## Summary Scores



### 16. Holds herself / himself accountable to goals / objectives



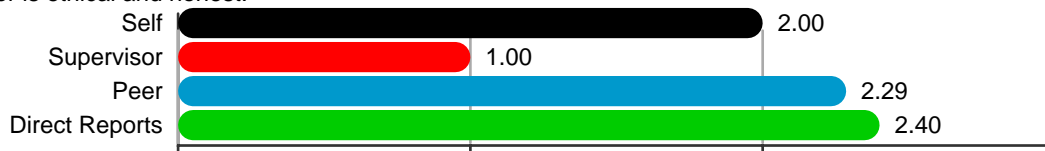
### 17. Responsible for setting the vision of the department.



### 18. Works in a way that makes others want to work with her/him.



### 19. Behavior is ethical and honest.



### 20. Sets a good example.





## Level of Skill

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

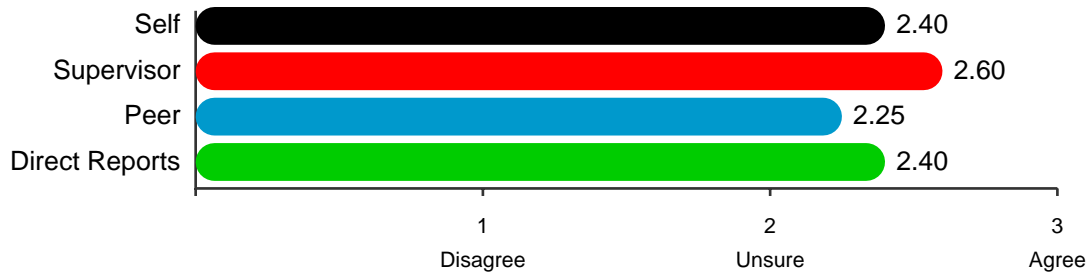
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Holds herself / himself accountable to goals / objectives	15	2.33	46.7	13%	40%	47%
17. Responsible for setting the vision of the department.	15	2.33	40.0	7%	53%	40%
18. Works in a way that makes others want to work with her/him.	14	2.00	14.3	14%	71%	14%
19. Behavior is ethical and honest.	14	2.21	42.9	21%	36%	43%
20. Sets a good example.	15	2.53	60.0	7%	33%	60%

### Comments:

- He collaborates with all departments and operates under shared governance.
- I garner ideas from his regularly and look to him as a mentor.
- \_\_\_\_\_ is a knowledgeable professional committed to improvement and quality. \_\_\_\_\_ shows his expertise in meetings and conversations, is helpful and solves problems effectively.
- I think \_\_\_\_\_ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when \_\_\_\_\_ took over and I feel \_\_\_\_\_ has risen to the occasion and handled himself well.
- He is always first to share what's on the horizon. At conclusion of a project, he shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize his knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.

# Business Acumen

## Summary Scores



21. Understands impacts of domestic & global market events & issues.



22. Can effectively interpret and analyze data.



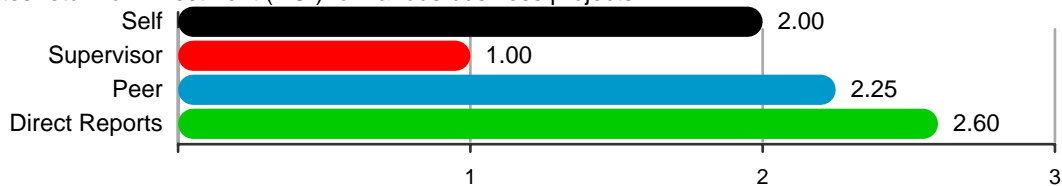
23. Understands the dynamics of our industry.



24. Applies the knowledge of work processes to influence the achievement of business goals



25. Calculates return on investment (ROI) for various business projects.



## Level of Skill

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

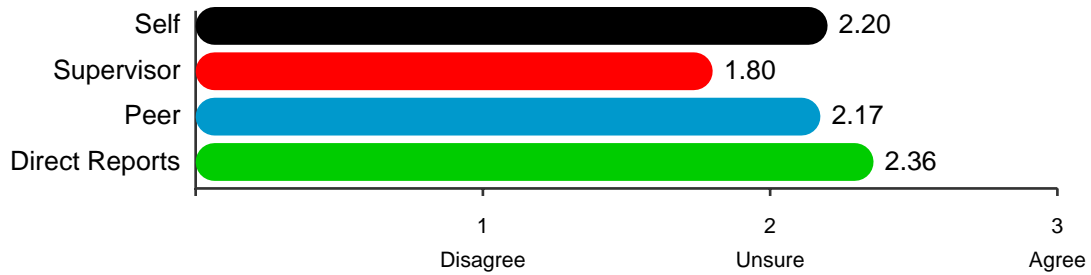
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Understands impacts of domestic & global market events & issues.	15	2.60	66.7	7%	27%	67%
22. Can effectively interpret and analyze data.	15	2.33	40.0	7%	53%	40%
23. Understands the dynamics of our industry.	15	2.07	20.0	13%	67%	20%
24. Applies the knowledge of work processes to influence the achievement of business goals	15	2.40	53.3	13%	33%	53%
25. Calculates return on investment (ROI) for various business projects.	15	2.27	53.3	27%	20%	53%

### Comments:

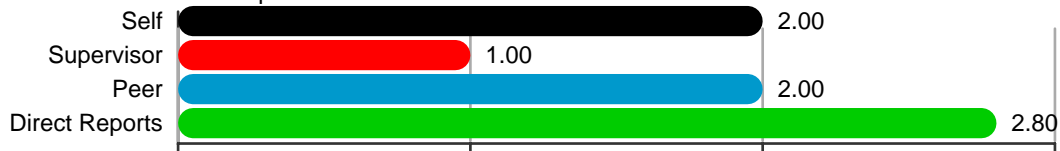
- \_\_\_\_\_ is very busy and does a good job delegating work. By delegating he provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but \_\_\_\_\_ has confidence that the work will be done well.
- Having had minimal interaction with \_\_\_\_\_'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- \_\_\_\_\_ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- "Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- Increase in confidence. Being willing to lean into the uncomfortable.
- \_\_\_\_\_ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.

# Continual Learning

## Summary Scores



26. Is open to new ideas and concepts.



27. Seeks opportunities to grow in skills and knowledge.



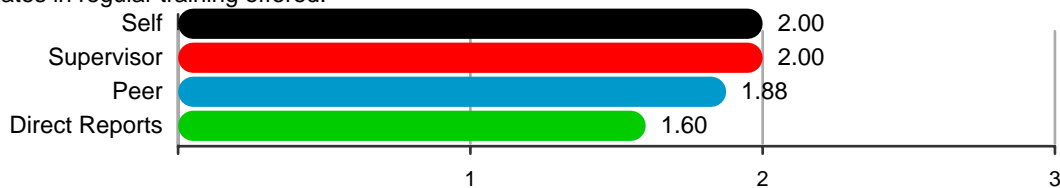
28. Pursues self-improvement through continual learning.



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



30. Participates in regular training offered.



## Level of Skill

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

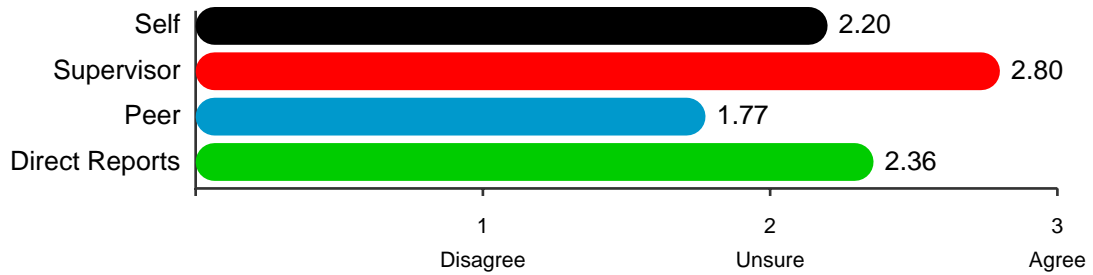
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Is open to new ideas and concepts.	15	2.20	33.3	13%	53%	33%
27. Seeks opportunities to grow in skills and knowledge.	15	2.00	26.7	27%	47%	27%
28. Pursues self-improvement through continual learning.	15	2.47	53.3	7%	40%	53%
29. Grasps new ideas, concepts, technical, or business knowledge.	15	2.60	60.0		40%	60%
30. Participates in regular training offered.	15	1.80	13.3	33%	53%	13%

### Comments:

- He challenges me every day to be my best and I appreciate that.
- His communication techniques are clear and to the point which is very much appreciated.
- I value \_\_\_\_\_'s insight, knowledge and assistance on complex issues. He is a great team member.
- His communication is precise and at times short when some would prefer a greater detailed account.
- \_\_\_\_\_ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.
- \_\_\_\_\_ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.

# Feedback

## Summary Scores



### 31. Seeks feedback to enhance performance.



### 32. Accepts the views of others.



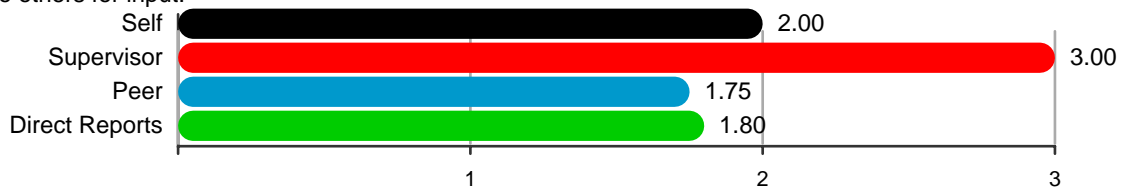
### 33. Asks others for their ideas and opinions.



### 34. Is easy to approach with ideas and opinions.



### 35. Looks to others for input.



## Level of Skill

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

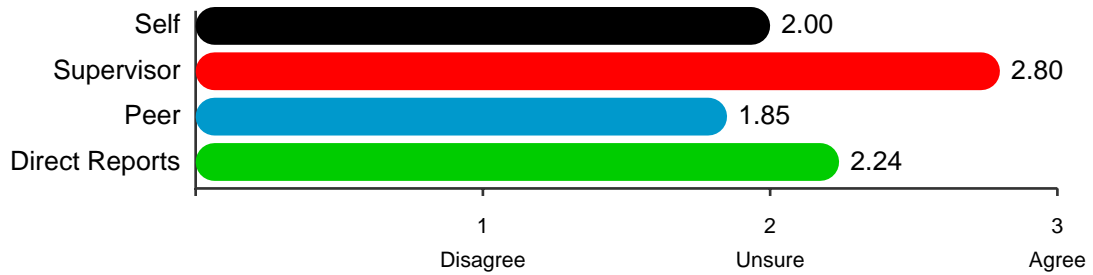
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Seeks feedback to enhance performance.	15	2.13	33.3	20%	47%	33%
32. Accepts the views of others.	15	2.13	33.3	20%	47%	33%
33. Asks others for their ideas and opinions.	15	2.07	33.3	27%	40%	33%
34. Is easy to approach with ideas and opinions.	15	2.13	26.7	13%	60%	27%
35. Looks to others for input.	15	1.87	20.0	33%	47%	20%

### Comments:

- He knows his subject matter!
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- He has been challenging us to find other ways to communicate that would be effective, other than email.
- \_\_\_\_\_ did a great job with the new employee program development and he should be proud of his accomplishments.
- \_\_\_\_\_ is a very strong leader. His straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped \_\_\_\_\_ be successful is his focus on doing the right thing. He doesn't waste any time pointing fingers or placing blame. Instead, he focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- \_\_\_\_\_ is very clear about his expectations and I appreciate this.

# Attitude

## Summary Scores



36. Works to eliminate unnecessary work or barriers that get in others' way.



37. Builds open and trusting relationships.



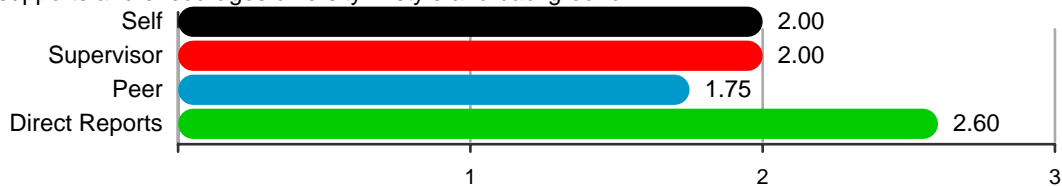
38. Is gracious and professional in their interactions with others.



39. Treats all people fairly and with respect.



40. Visibly supports and encourages diversity in style and background.





## Level of Skill

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

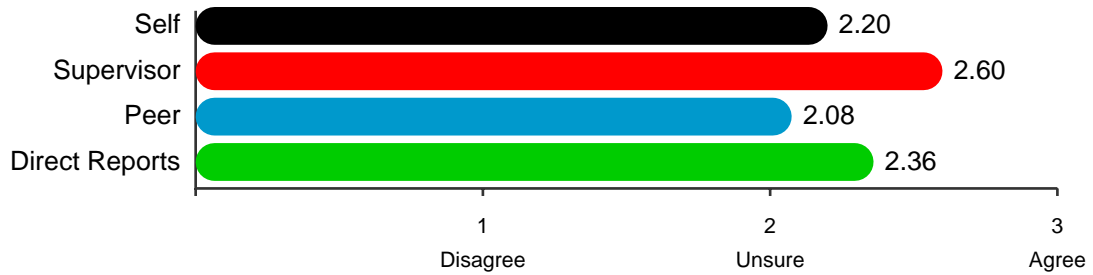
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Works to eliminate unnecessary work or barriers that get in others' way.	15	1.87	20.0	33%	47%	20%
37. Builds open and trusting relationships.	15	1.93	13.3	20%	67%	13%
38. Is gracious and professional in their interactions with others.	15	2.07	33.3	27%	40%	33%
39. Treats all people fairly and with respect.	15	2.33	33.3		67%	33%
40. Visibly supports and encourages diversity in style and background.	15	2.07	33.3	27%	40%	33%

### Comments:

- He is very collaborative and always attempts to work with others.
- In one word I can summarize \_\_\_\_\_ in leadership skill. WOW!
- I truly enjoy working with \_\_\_\_\_ on a daily basis.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- \_\_\_\_\_ seems to excel in his perspective of the organization as a whole, and how his departments contribute and support the organization, as well as how the organization lends support to us.
- He is a great manager and person to work for/with.

# Goals

## Summary Scores



## 41. Goal Setting



## 42. Understands & contributes to development of strategic goals.



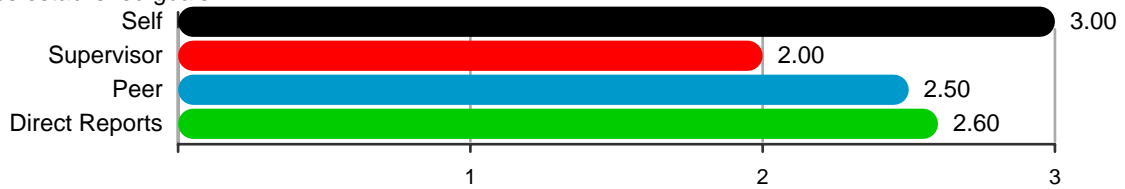
## 43. Achieves goals.



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



## 45. Achieves established goals.



## Level of Skill

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

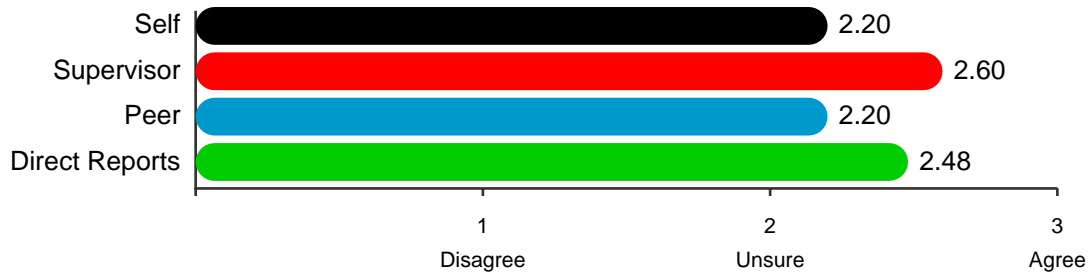
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Goal Setting	15	2.00	26.7	27%	47%	27%
42. Understands & contributes to development of strategic goals.	15	2.13	33.3	20%	47%	33%
43. Achieves goals.	15	2.20	40.0	20%	40%	40%
44. Conducts timely follow-up; keeps others informed on a need to know basis.	15	2.20	26.7	7%	67%	27%
45. Achieves established goals.	15	2.53	60.0	7%	33%	60%

### Comments:

- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- I honestly cannot think of anything that he could improve on.
- \_\_\_\_\_ 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.
- Management skills progressing well with experience.
- Resources are managed carefully with input sought and considered before applying those resources.
- I am confident that whenever I need to talk with \_\_\_\_\_, he is honest and direct and provides good guidance for my professional growth.

# Change Management

## Summary Scores



46. Able to get team members to change their attitudes.



47. Inspires others to want to change.



48. Adopts changes to set and example for others to follow.



49. Assists others in understanding changes to the organization.



50. Effective in dealing with ambiguous and challenging situations.



## Level of Skill

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

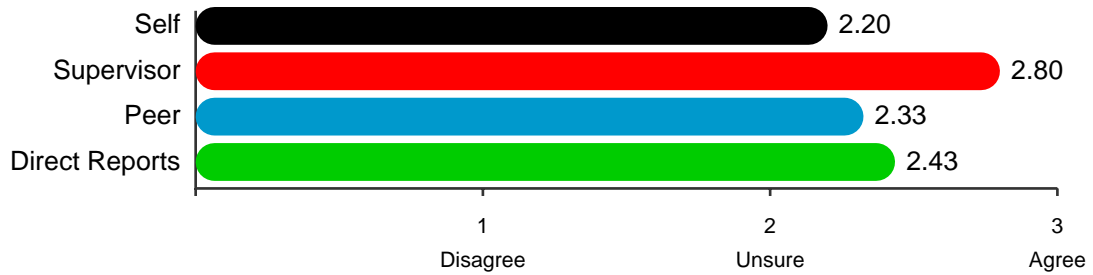
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Able to get team members to change their attitudes.	15	2.27	26.7		73%	27%
47. Inspires others to want to change.	15	2.13	26.7	13%	60%	27%
48. Adopts changes to set and example for others to follow.	15	2.40	40.0		60%	40%
49. Assists others in understanding changes to the organization.	15	2.47	46.7		53%	47%
50. Effective in dealing with ambiguous and challenging situations.	15	2.33	46.7	13%	40%	47%

### Comments:

- I am VERY fortunate to be on his team and part of this division.
- \_\_\_\_\_ has supported me through some tough contract negotiations and he is the consummate professional.
- He has created a highly engaged team and manages a diverse group of individuals very well.
- \_\_\_\_\_'s style of leading a team is both refreshing and different than what I have experienced in the past.
- \_\_\_\_\_ is a very effective leader and excellent communicator.
- He is very professional and caring in his job

# Technical

## Summary Scores



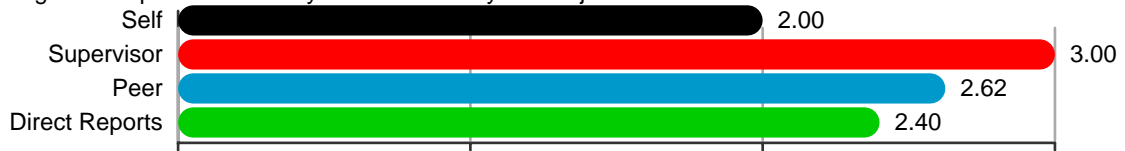
51. Willingly shares his/her technical expertise; sought out as resource by others



52. Knows how to produce high quality products/work.



53. Is knowledgeable of procedures or systems necessary for the job.



54. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.



55. Willingly shares information and expertise; sought out as resource by others



## Level of Skill

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

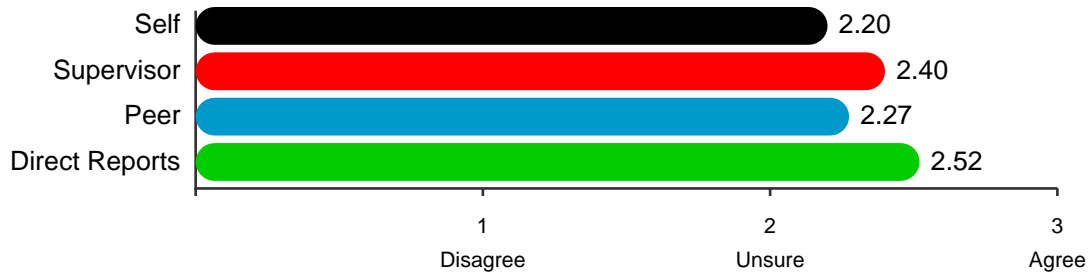
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. Willingly shares his/her technical expertise; sought out as resource by others	14	2.21	28.6	7%	64%	29%
52. Knows how to produce high quality products/work.	14	2.29	42.9	14%	43%	43%
53. Is knowledgeable of procedures or systems necessary for the job.	15	2.53	53.3		47%	53%
54. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	2.47	46.7		53%	47%
55. Willingly shares information and expertise; sought out as resource by others	15	2.40	40.0		60%	40%

### Comments:

- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- \_\_\_\_\_ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- His view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- \_\_\_\_\_ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- \_\_\_\_\_ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.

# Partnering/Networking

## Summary Scores



56. Builds alliances between departments and teams.



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



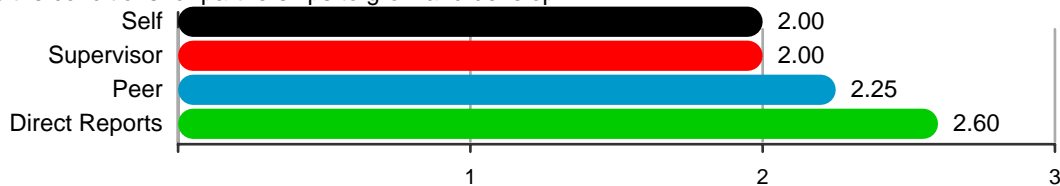
58. Capitalizes on partnerships and networks to enhance the Company's bottom line.



59. Seeks to reduce institutional roadblocks to information sharing.



60. Creates the conditions for partnerships to grow and develop.





## Level of Skill

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

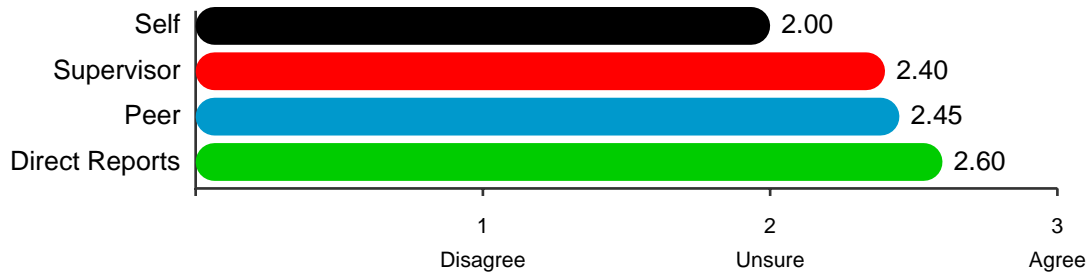
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
56. Builds alliances between departments and teams.	15	2.53	53.3	47%	53%	
57. Partners with peers to obtain influence within the Company.	15	2.33	33.3	67%	33%	
58. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	2.33	33.3	67%	33%	
59. Seeks to reduce institutional roadblocks to information sharing.	15	2.27	26.7	73%	27%	
60. Creates the conditions for partnerships to grow and develop.	15	2.33	33.3	67%	33%	

### Comments:

- \_\_\_\_\_'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- In every interaction that I have had with \_\_\_\_\_, I have found him to be professional, reliable, and engaged in the process.
- Take charge without feeling like you need approval.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- \_\_\_\_\_ has been wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- \_\_\_\_\_ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.

# Strategic Insight

## Summary Scores



61. Creates strategies that significantly benefit the Company.



62. Identifies potential problems before they become critical incidents.



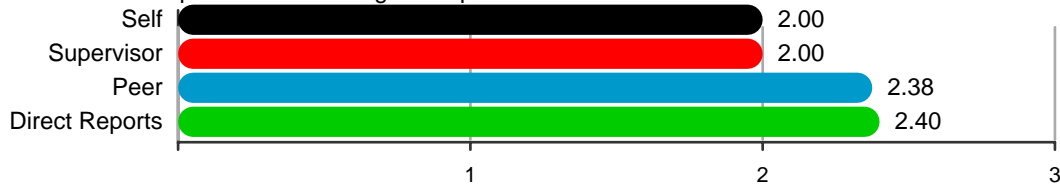
63. Formulates policies and strategies for addressing the Company's important challenges.



64. Formulates strategies and action plans to ensure successful completion of goals and objectives.



65. 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
61. Creates strategies that significantly benefit the Company.	15	2.47	46.7	53%		47%
62. Identifies potential problems before they become critical incidents.	15	2.47	46.7	53%		47%
63. Formulates policies and strategies for addressing the Company's important challenges.	15	2.47	46.7	53%		47%
64. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	2.60	60.0	40%		60%
65. Analyzes records and reports to obtain insight into potential issues and trends.	15	2.33	40.0	7%	53%	40%

### Comments:

- \_\_\_\_\_ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. \_\_\_\_\_ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. \_\_\_\_\_ is a role model for communication with staff, customers as well as community members.
- He is very supportive of cross training and learning new skills.
- Loyalty. Willingness to get it right.
- Look up collaboration and you'll find \_\_\_\_\_'s picture beside the word.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.

## 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?

- \_\_\_\_\_ did a great job with the new employee program development and he should be proud of his accomplishments.
- He can appear guarded at times. If he can let his guard down with other team members, it may help them become closer.
- Does above and beyond work consistently
- From my perspective, \_\_\_\_\_ is a very effective leader. I have seen \_\_\_\_\_ provide good leadership for his staff allowing them to use and develop their skills further and giving them confidence to do even more. \_\_\_\_\_ is always open and is a great collaborator.
- \_\_\_\_\_ is always willing and routinely seeks opportunities to work with other departments.
- \_\_\_\_\_ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.

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

- \_\_\_\_\_ analyzes all situations before making a decision.
- \_\_\_\_\_ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role
- Always available to give us what we need to succeed.
- \_\_\_\_\_ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
- I have only worked under \_\_\_\_\_ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- He frequently misses meetings which sends a message that it's not important to him and sets him apart from the rest of the team, who are just as busy.

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

- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- He is smart, quick, compassionate, and thorough.
- Increase in confidence. Being willing to lean into the uncomfortable.
- He engages the staff and I feel the department is in the best shape it ever has been in.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- \_\_\_\_\_ is a new manager and it is clear that he wants to do well and engage his team.

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

- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however \_\_\_\_\_ surpasses anyone I met before.
- I am VERY fortunate to be on his team and part of this division.
- 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.
- He makes sure we work together as a manager team when it comes to the Fleet scheduling.

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

- \_\_\_\_\_ is trusting his team, and expecting high standards of behavior from all employees.
- \_\_\_\_\_ demonstrates daily his engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- In one word I can summarize \_\_\_\_\_ in leadership skill. WOW!
- \_\_\_\_\_ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- I look to him for guidance and support. It seems his responsibilities and work load are not at a managerial level but Director. If he had the additional support of experienced employees this would help lighten his load.
- We are striving to meet best practice standards.

### Any final comments?

- \_\_\_\_\_ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- He could benefit from becoming more comfortable challenging others.
- \_\_\_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, he always ensures there is a purpose behind the work that's being accomplished.
- \_\_\_\_\_ is very focused on collaboration with other departments specifically those with which his team is involved on a routine basis.
- I so appreciate that \_\_\_\_\_ is so on top of everything that we do in payroll.
- Sometimes you want a little more direction from \_\_\_\_\_, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.