



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.

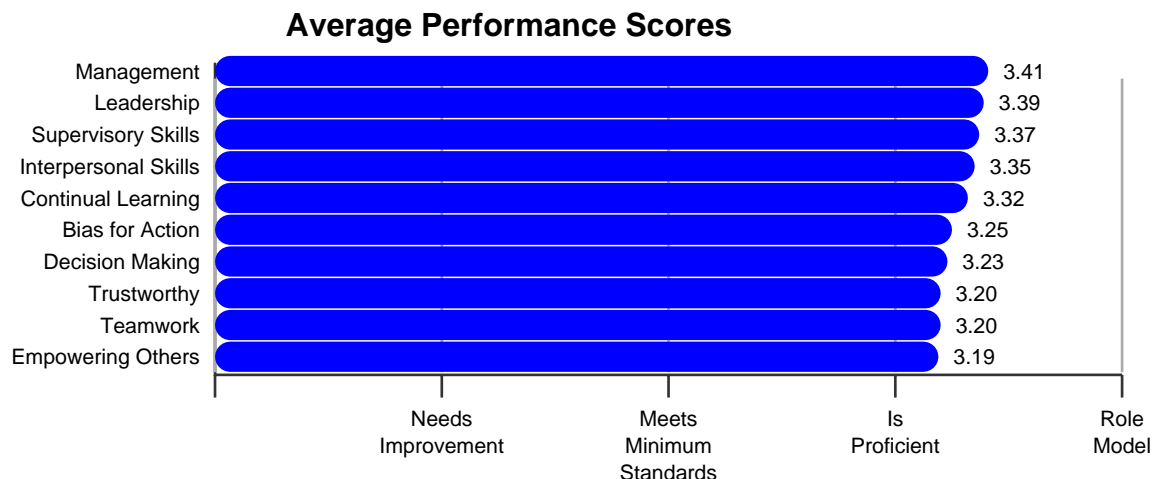
What to Do with Your Feedback

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 10 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.



Leadership

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Recognizes individual and team accomplishments and reward them appropriately.	15	3.20	93.3	7%	67%		27%
2. Is a highly effective supervisor.	15	3.87	100.0	13%	87%		
3. Gives inspiring presentations or discussions.	15	3.33	93.3	7%	53%		40%
4. Leads team to set goals, solve problems, and accomplish tasks.	15	3.60	93.3	7%	27%	67%	
5. Sets specific, measurable, and challenging goals.	15	3.33	93.3	7%	53%		40%
6. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	15	3.20	93.3	7%	60%		33%
7. Expresses clear goals and objectives.	15	3.20	86.7	13%	53%		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
1. Recognizes individual and team accomplishments and reward them appropriately.	3.29	3.20	-0.09 ▼
2. Is a highly effective supervisor.	3.65	3.87	+0.22 ▲
3. Gives inspiring presentations or discussions.	3.18	3.33	+0.16 ▲
4. Leads team to set goals, solve problems, and accomplish tasks.	3.41	3.60	+0.19 ▲
5. Sets specific, measurable, and challenging goals.	3.24	3.33	+0.10 ▲
6. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	3.24	3.20	-0.04 ▼
7. Expresses clear goals and objectives.	3.41	3.20	-0.21 ▼

Comments:

- _____ supports each security officer in such a way that you want to grow and improve in what you do.
- He is very astute, proactive in problem solving, and a great team member.
- He always has the customer's best interest in mind, and because he is so highly engaged, it carries over to his staff.
- I am very surprised and impressed with _____ s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- _____ juggles a lot of responsibilities and appears to have it all under control.
- _____ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
8. Delegate tasks effectively	15	3.40	93.3	7%	47%	47%	
9. Is ready to offer help	15	3.47	93.3	7%	40%	53%	
10. Keep staff informed about what is happening in the company	15	3.47	93.3	7%	40%	53%	
11. Makes you feel enthusiastic about your work	15	3.53	100.0		47%	53%	
12. Sets an example for others to follow	15	3.27	100.0		73%	27%	
13. Takes responsibility for things that go wrong	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
8. Delegate tasks effectively	3.24	3.40	+0.16 ▲
9. Is ready to offer help	3.18	3.47	+0.29 ▲
10. Keep staff informed about what is happening in the company	3.35	3.47	+0.11 ▲
11. Makes you feel enthusiastic about your work	3.47	3.53	+0.06 ▲
12. Sets an example for others to follow	3.47	3.27	-0.20 ▼
13. Takes responsibility for things that go wrong	3.35	3.33	-0.02 ▼

Comments:

- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- _____ demonstrates daily his engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- I have truly appreciated his guidance.
- He tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- _____ is a very effective leader and excellent communicator.
- I think _____ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower him and are willing to follow.

Bias for Action

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
14. Seeks and utilizes opportunities for continuous learning and self-development.	15	3.13	86.7	13%	60%		27%
15. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.07	80.0	20%	53%		27%
16. Motivates others to achieve or exceed goals	15	3.40	93.3	7%	47%		47%
17. Conveys a sense of urgency about addressing problems and opportunities	15	3.27	93.3	7%	60%		33%
18. Completes a large volume of work.	14	3.00	92.9	7%	79%		14%
19. Identifies ways to simplify work processes and reduce cycle times	15	3.47	100.0		53%		47%
20. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	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
14. Seeks and utilizes opportunities for continuous learning and self-development.	3.18	3.13	-0.04 ▼
15. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.00	3.07	+0.07 ▲
16. Motivates others to achieve or exceed goals	3.65	3.40	-0.25 ▼
17. Conveys a sense of urgency about addressing problems and opportunities	3.47	3.27	-0.20 ▼
18. Completes a large volume of work.	3.12	3.00	-0.12 ▼
19. Identifies ways to simplify work processes and reduce cycle times	3.59	3.47	-0.12 ▼
20. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.29	3.40	+0.11 ▲

Comments:

- I truly enjoy working with _____ on a daily basis.
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- As _____ gets to know more leaders and staff, he will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- Need to take in all opinions, not just those of employees who are not always truthful....
- _____ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- _____'s style of leading a team is both refreshing and different than what I have experienced in the past.

Continual Learning

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Is open to new ideas and concepts.	15	3.53	100.0	47%	53%		
22. Pursues professional development opportunities when they arise.	15	3.00	80.0	20%	60%	20%	
23. Takes the initiative to learn new skills.	15	2.87	80.0	20%	73%	7%	
24. Seeks opportunities to grow in skills and knowledge.	15	3.47	100.0	53%	47%		
25. Pursues self-improvement through continual learning.	15	3.67	100.0	33%	67%		
26. Builds on their strengths while addressing their weaknesses.	15	3.40	93.3	7%	47%	47%	
27. Shares best practices with others and learns from others.	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
21. Is open to new ideas and concepts.	3.35	3.53	+0.18 ▲
22. Pursues professional development opportunities when they arise.	3.00	3.00	
23. Takes the initiative to learn new skills.	2.88	2.87	-0.02 ▼
24. Seeks opportunities to grow in skills and knowledge.	3.00	3.47	+0.47 ▲
25. Pursues self-improvement through continual learning.	3.76	3.67	-0.10 ▼
26. Builds on their strengths while addressing their weaknesses.	3.53	3.40	-0.13 ▼
27. Shares best practices with others and learns from others.	3.12	3.33	+0.22 ▲

Comments:

- _____ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means he's had to personally fill big leadership gaps himself this past year. I worry about his workload, but in the long run, it's better than hiring the wrong person. He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.
- I truly enjoy working with _____ on a daily basis.
- _____ applied his strong analytical skills to problem solving.
- He effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.
- _____ has been the best manager by far we have had in this department. He encourages personal growth with making sure we have time to attend classes offered to us.
- _____ is a wonderful partner to work with. He has been consistently responsive to issues or requests from my team. He is a great problem solver and does a fabulous job of assisting my teams when they are working through

a problem.

Supervisory Skills

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
28. Is aware of the unique strengths of each employee.	15	3.53	100.0	47%	53%		
29. Maintains good working relationships with employees.	15	3.67	100.0	33%	67%		
30. Treats all staff equitably.	15	3.33	100.0	67%	33%		
31. Encourages employees to achieve their full potential.	15	3.20	86.7	13%	53%	33%	
32. Delegates effectively.	15	3.40	100.0	60%	40%		
33. Promotes teamwork and cooperation within the department.	15	3.20	86.7	13%	53%	33%	
34. Appropriately recognizes and rewards employees.	15	3.27	93.3	7%	60%	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
28. Is aware of the unique strengths of each employee.	3.41	3.53	+0.12 ▲
29. Maintains good working relationships with employees.	3.59	3.67	+0.08 ▲
30. Treats all staff equitably.	3.41	3.33	-0.08 ▼
31. Encourages employees to achieve their full potential.	3.18	3.20	+0.02 ▲
32. Delegates effectively.	3.35	3.40	+0.05 ▲
33. Promotes teamwork and cooperation within the department.	3.18	3.20	+0.02 ▲
34. Appropriately recognizes and rewards employees.	2.88	3.27	+0.38 ▲

Comments:

- _____ is very friendly and expresses genuine care for the staff when he is present.
- Although I have only reported to _____ for a couple of months, the quality of my work life" has improved greatly.
- As I have indicated above, _____ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate _____'s engagement since last month and I am hopeful that he will grow in his leadership role.
- I really enjoy his mentorship.
- _____ always has the customer at the center of focus.
- Provides team members with frequent informal feedback.

Decision Making

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
35. Willing to change their strategy if new information arises.	15	3.00	80.0	20%	60%		20%
36. Effectively chooses appropriate courses of action.	15	3.20	93.3	7%	67%		27%
37. Makes good decisions for the department.	15	3.27	93.3	7%	60%		33%
38. Uses reasonable assumptions and logic to decide between alternate courses of action	15	3.27	86.7	13%	47%		40%
39. Defines what constraints must be met for the decision making process.	15	3.13	86.7	13%	60%		27%
40. Evaluates information before making a final decision.	15	3.40	93.3	7%	47%		47%
41. Gathers information before making a decision.	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
35. Willing to change their strategy if new information arises.	3.18	3.00	-0.18 ▼
36. Effectively chooses appropriate courses of action.	3.18	3.20	+0.02 ▲
37. Makes good decisions for the department.	3.35	3.27	-0.09 ▼
38. Uses reasonable assumptions and logic to decide between alternate courses of action	3.24	3.27	+0.03 ▲
39. Defines what constraints must be met for the decision making process.	3.59	3.13	-0.45 ▼
40. Evaluates information before making a final decision.	3.29	3.40	+0.11 ▲
41. Gathers information before making a decision.	3.29	3.33	+0.04 ▲

Comments:

- I feel as though _____ is still getting to know his management team and employees. He has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better he will be able to acknowledge our strengths and assign responsibilities to best use those strengths. He is an excellent role model, I look forward to learning from him.
- I have had the opportunity to work with _____ on several projects through our Core Competency Training. All of which he has approached with a positive team building attitude.
- He is a real advocate for the customers. Excellent department and computer skills
- _____ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- _____ is dedicated to his work and the employees that he manages. I am amazed at the kind of time he puts into this organization.
- He continues to be a shining example to his team especially in process improvement and professional growth.

Trustworthy

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
42. Consistently keeps commitments.	15	3.33	93.3	7%	53%	40%	
43. Is trustworthy; is someone I can trust.	15	3.13	86.7	13%	60%	27%	
44. Takes ownership, delivers on commitments	15	3.00	86.7	13%	73%	13%	
45. Is a person you can trust.	15	3.53	100.0		47%	53%	
46. Demonstrates congruence between statements and actions.	15	3.00	86.7	13%	73%	13%	
47. Delivers on promises made.	15	3.20	93.3	7%	60%	33%	
48. Communicates an understanding of the other person's interests, needs and concerns.	15	3.20	93.3	7%	67%	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
42. Consistently keeps commitments.	3.41	3.33	-0.08 ▼
43. Is trustworthy; is someone I can trust.	3.35	3.13	-0.22 ▼
44. Takes ownership, delivers on commitments	3.18	3.00	-0.18 ▼
45. Is a person you can trust.	3.35	3.53	+0.18 ▲
46. Demonstrates congruence between statements and actions.	3.24	3.00	-0.24 ▼
47. Delivers on promises made.	3.00	3.20	+0.20 ▲
48. Communicates an understanding of the other person's interests, needs and concerns.	3.18	3.20	+0.02 ▲

Comments:

- _____ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.
- He exhibits vision, compassion and high integrity in all of his work.
- He is always collaborative in his approach, and makes good decisions.
- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- Willingness to pitch in, desire to grow, and a great attitude.

Empowering 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 (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
49. Ensures employees understand what is being assigned to them.	15	3.40	93.3	7%	47%	47%	
50. Allows employees to make their own decisions.	15	3.13	80.0	7%	13%	40%	40%
51. Lets employees make their own decisions.	14	3.14	92.9	7%	71%		21%
52. Is aware of the skill levels of others.	14	3.21	85.7	14%	50%		36%
53. Willing to share in the decision making process.	15	3.27	86.7	13%	47%		40%
54. Trusts employees are able to complete assigned tasks.	15	3.13	86.7	13%	60%		27%
55. Gives employees the opportunity to make their own decisions at work.	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
49. Ensures employees understand what is being assigned to them.	3.35	3.40	+0.05 ▲
50. Allows employees to make their own decisions.	3.29	3.13	-0.16 ▼
51. Lets employees make their own decisions.	3.24	3.14	-0.09 ▼
52. Is aware of the skill levels of others.	3.06	3.21	+0.16 ▲
53. Willing to share in the decision making process.	3.59	3.27	-0.32 ▼
54. Trusts employees are able to complete assigned tasks.	2.94	3.13	+0.19 ▲
55. Gives employees the opportunity to make their own decisions at work.	2.88	3.07	+0.18 ▲

Comments:

- People come and go in this organization and I can say with no reservation that _____ is a colleague I will miss the most when he retires.
- He has the ability to look at the system as a whole and make solid long range decisions.
- There is room for improvement in all these elements.
- He is showing more comfort in providing and receiving critical feedback.
- I have appreciated _____'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.

Teamwork

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
56. Seeks and listens to other's contributions	15	2.93	73.3	27%	53%		20%
57. Contributes to and supports team decision-making process	15	3.20	93.3	7%	67%		27%
58. Actively participates as a team member	15	3.20	93.3	7%	67%		27%
59. Act as an effective team player	15	3.13	93.3	7%	67%		27%
60. Actively participates in the work of teams; seeks and listens to others' contributions	15	3.20	93.3	7%	67%		27%
61. Coaches team on how to solve problems, plan, and meet organizational goals and objectives.	15	3.47	100.0		53%		47%
62. Creates opportunities to learn with other team members	15	3.27	93.3	7%	60%		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
56. Seeks and listens to other's contributions	2.88	2.93	+0.05 ▲
57. Contributes to and supports team decision-making process	3.18	3.20	+0.02 ▲
58. Actively participates as a team member	3.24	3.20	-0.04 ▼
59. Act as an effective team player	3.18	3.13	-0.04 ▼
60. Actively participates in the work of teams; seeks and listens to others' contributions	3.47	3.20	-0.27 ▼
61. Coaches team on how to solve problems, plan, and meet organizational goals and objectives.	3.29	3.47	+0.17 ▲
62. Creates opportunities to learn with other team members	3.35	3.27	-0.09 ▼

Comments:

- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.
- _____ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- _____ 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.
- Is empathetic, understanding, and dependable.
- _____ recently set a good example with staff in living out a key behavior he believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- I admire _____ for showing courage, compassion and commitment during his recent team sessions.

Interpersonal Skills

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
63. Is a role model for others	15	3.20	86.7	13%	53%		33%
64. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	3.53	100.0		47%	53%	
65. Expresses appreciation of other's work.	15	3.40	100.0		60%		40%
66. Able to work with individuals at all levels of the Company.	15	3.33	100.0		67%		33%
67. Successfully resolves conflicts and grievances to a win-win solution.	15	3.47	100.0		53%		47%
68. Provides constructive feedback in a way that fosters acceptance and development.	15	3.33	93.3	7%	53%		40%
69. Builds a strong rapport with co-workers.	15	3.20	93.3	7%	67%		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
63. Is a role model for others	3.18	3.20	+0.02 ▲
64. Uses knowledge and charisma rather than position, power, or coercion to influence others	3.41	3.53	+0.12 ▲
65. Expresses appreciation of other's work.	3.41	3.40	-0.01 ▼
66. Able to work with individuals at all levels of the Company.	3.47	3.33	-0.14 ▼
67. Successfully resolves conflicts and grievances to a win-win solution.	3.29	3.47	+0.17 ▲
68. Provides constructive feedback in a way that fosters acceptance and development.	3.53	3.33	-0.20 ▼
69. Builds a strong rapport with co-workers.	3.18	3.20	+0.02 ▲

Comments:

- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- _____ is able to multitask in a variety of ways.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when _____ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- _____ has great communication skills and is a dependable member of the team.
- I know I can always count on _____ to be reliable and respond in a timely manner to my request.

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 always made himself available to help out in the department as needed, even willing to be there on weekends!
- He is very supportive of cross training and learning new skills.
- He includes appropriate people in his decisions and follows through on decisions made.
- By applying vision, strategy and activation in his day to day decisions he inspires us to be the best leaders we can be.
- _____ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- He could benefit from understanding about how to create resolution and clarity.

What do you like best about working with this individual?

- _____ is a good leader because he gives examples through his own behavior.
- I do not have knowledge of _____'s own department and how he hires, assigns, or fits with his team.
- He demonstrates a high level of personal integrity in his daily work and is honest and ethical in interactions.
- _____ is a very solid manager who meets or exceeds expectations of his role.
- _____ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- He offers up ideas of how I could have handled something differently in a constructive manner.

What do you like least about working with this individual?

- He could benefit from understanding about how to create resolution and clarity.
- He is very supportive and easily approachable.
- _____ sets high standards for his team and ensures they perform professionally.
- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.

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

- _____ makes a concerted effort to ensure that the right people are in the right jobs.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].
- He has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, he seems to be able to keep our unit in the financial green.
- _____ is an effective leader and it shows with the annual score of departments he leads, resulting in upward trends of grand mean and Q1.
- _____ encourages our staff to strive to be the best that we can be.
- He has been a great addition to the company.

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

- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- _____ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.
- _____ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- _____ does not beat around the bush nor does he have hidden agendas.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- I have enjoyed working with _____ and will miss his support and direction.

Any final comments?

- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
- 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.
- I think _____ works really hard to engage with everyone of us.
- _____ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- _____ is always willing and routinely seeks opportunities to work with other departments.