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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.

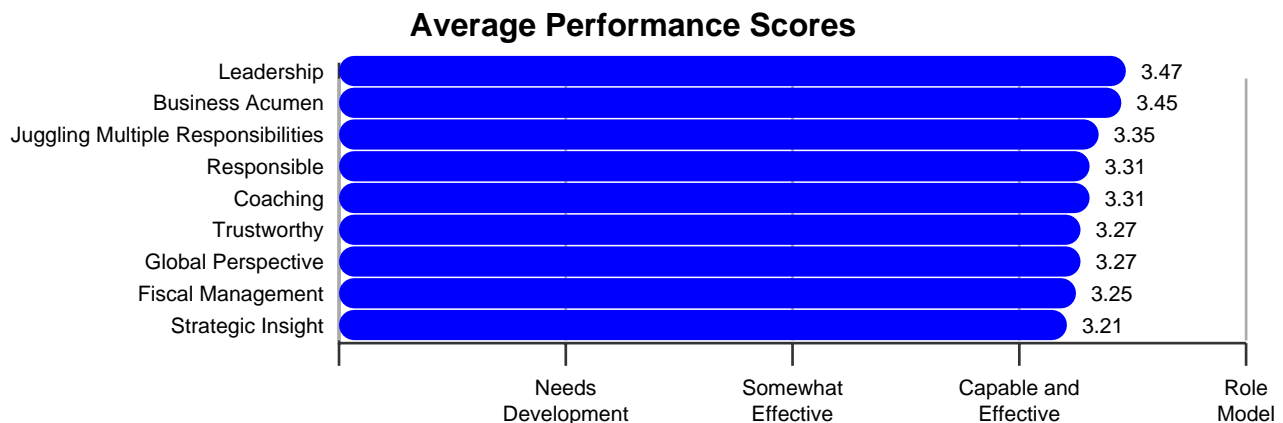
## What to Do with Your Feedback

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

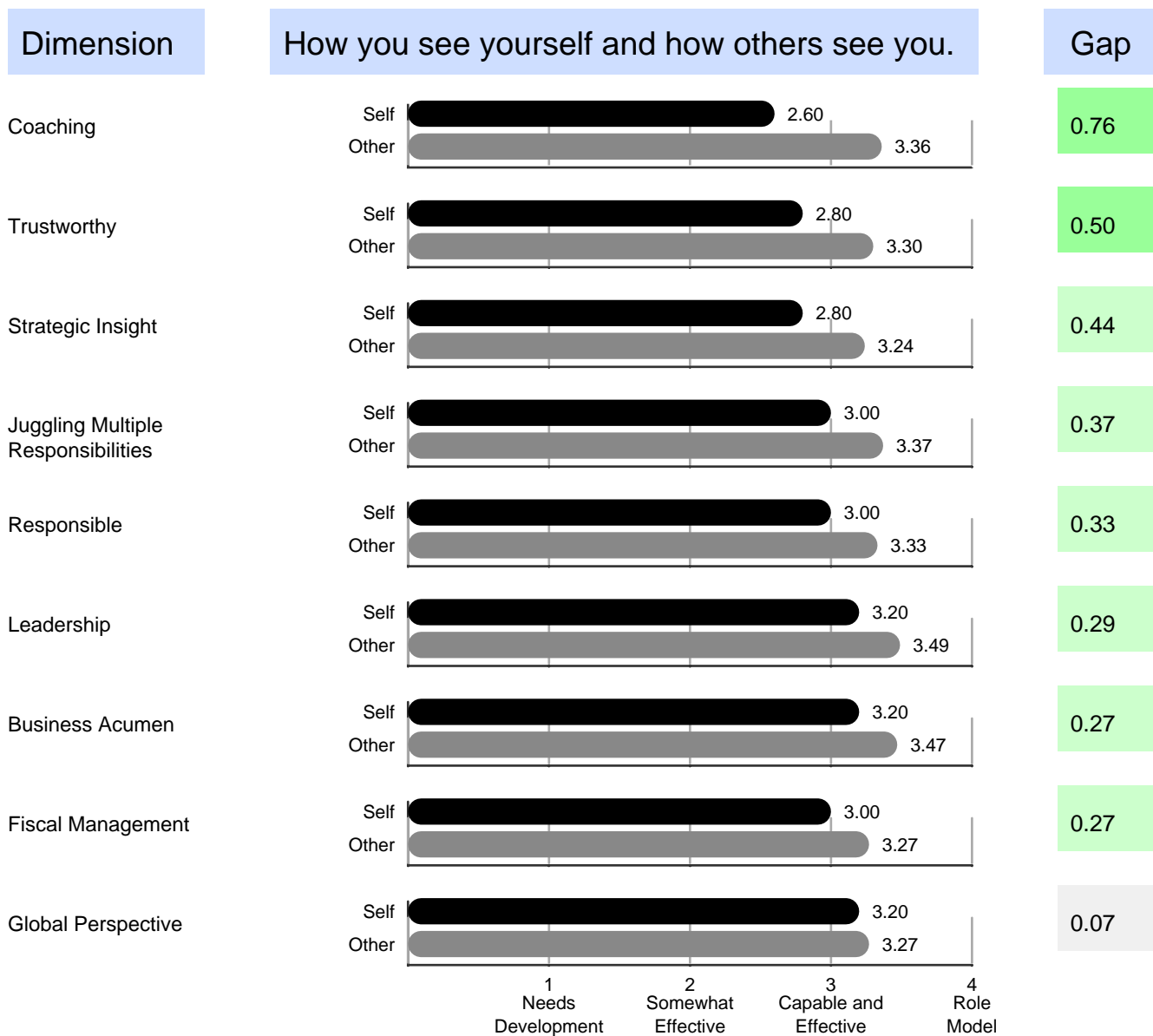
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. You set specific, measurable, and challenging goals.	15	3.20	93.3	7%	67%		27%
2. You are a highly effective supervisor.	15	3.87	100.0	13%	87%		
3. You act decisively in implementing decisions.	15	3.33	93.3	7%	53%		40%
4. You are able to align manpower, design work, an allocate tasks to achieve goals.	15	3.60	93.3	7%	27%	67%	
5. You demonstrate leadership and courage in critical situations.	15	3.33	93.3	7%	53%		40%

### Time Comparisons by Item

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

Item	2022	2023	Change
1. You set specific, measurable, and challenging goals.	3.29	3.20	-0.09 ▼
2. You are a highly effective supervisor.	3.65	3.87	+0.22 ▲
3. You act decisively in implementing decisions.	3.18	3.33	+0.16 ▲
4. You are able to align manpower, design work, an allocate tasks to achieve goals.	3.41	3.60	+0.19 ▲
5. You demonstrate leadership and courage in critical situations.	3.24	3.33	+0.10 ▲

### Comments:

- Great year of growth!
- He is passionate about providing the services necessary to meet the needs of our organization.
- \_\_\_\_\_ has also attended many off-site events to show his support to department staff.
- He has positive energy, leads by example, and cares about teammates.
- He strives to raise the bar everyday to improve our processes to best serve our customers.
- \_\_\_\_\_ has improved our means of communication within the department and is receptive to suggestions from his employees.

## Juggling Multiple Responsibilities

### Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. You recognize and respond to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	3.20	93.3	7%	60%	33%	
7. You observe, analyze, and respond to merchandise needs while serving customers and accomplishing operational tasks.	15	3.20	86.7	13%	53%	33%	
8. You ensure that assignments are prioritized according to the needs of the department/company.	15	3.40	93.3	7%	47%	47%	
9. You spend the most time and effort on critical tasks first.	15	3.47	93.3	7%	40%	53%	
10. You keep track of multiple assignments and deadlines.	15	3.47	93.3	7%	40%	53%	

### Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
6. You recognize and respond to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	3.24	3.20	-0.04 ▼
7. You observe, analyze, and respond to merchandise needs while serving customers and accomplishing operational tasks.	3.41	3.20	-0.21 ▼
8. You ensure that assignments are prioritized according to the needs of the department/company.	3.24	3.40	+0.16 ▲
9. You spend the most time and effort on critical tasks first.	3.18	3.47	+0.29 ▲
10. You keep track of multiple assignments and deadlines.	3.35	3.47	+0.11 ▲

### Comments:

- \_\_\_\_\_ is a great manager, committed to each employee in our department.
- He supports each and every one of us and was very sensitive to how this was effecting every staff member.
- \_\_\_\_\_ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- I don't often get a chance to see \_\_\_\_\_ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.
- I feel \_\_\_\_\_ is really listening when you talk to him. He always repeats back what he thinks he's hearing, so there is no misunderstanding.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. You deliver on promises made.	15	3.53	100.0	47%	53%		
12. You communicate an understanding of the other person's interests, needs and concerns.	15	3.27	100.0	73%	27%		
13. You work in a way that makes others want to work with you.	15	3.33	100.0	67%	33%		
14. You are a person others can count on.	15	3.13	86.7	13%	60%	27%	
15. You seek to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.07	80.0	20%	53%	27%	

### Time Comparisons by Item

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

Item	2022	2023	Change
11. You deliver on promises made.	3.47	3.53	+0.06 ▲
12. You communicate an understanding of the other person's interests, needs and concerns.	3.47	3.27	-0.20 ▼
13. You work in a way that makes others want to work with you.	3.35	3.33	-0.02 ▼
14. You are a person others can count on.	3.18	3.13	-0.04 ▼
15. You seek to mitigate grievances by clarifying intentions and finding suitable remedies.	3.00	3.07	+0.07 ▲

### Comments:

- \_\_\_\_\_ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.
- \_\_\_\_\_ is a great leader and supports his staff.
- \_\_\_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.
- I know I can always count on \_\_\_\_\_ to consistently encourage collaboration and system perspective.
- Employees were not encouraged to do anything besides come to work.
- \_\_\_\_\_ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.

## Responsible

### Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. You work in a way that makes others want to work with you.	15	3.40	93.3	7%	47%	47%	
17. You take personal responsibility for results.	15	3.27	93.3	7%	60%	33%	
18. You set a good example	14	3.00	92.9	7%	79%	14%	
19. You are responsible for setting the vision of the department.	15	3.47	100.0		53%	47%	
20. You set high personal standards of performance.	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
16. You work in a way that makes others want to work with you.	3.65	3.40	-0.25 ▼
17. You take personal responsibility for results.	3.47	3.27	-0.20 ▼
18. You set a good example	3.12	3.00	-0.12 ▼
19. You are responsible for setting the vision of the department.	3.59	3.47	-0.12 ▼
20. You set high personal standards of performance.	3.29	3.40	+0.11 ▲

### Comments:

- He has been a great addition to the company.
- He follows up on questions and he is easily accessible. I think he is doing a great job!
- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.
- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- He is always asking for input and feedback. His understanding of the Core measures role was little to start, but he has become incredibly savvy at understanding the issues and barriers that impact my role. He does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- Our organization is a better place because of his and his future focus.

## Coaching

### Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. You develop the skills and capabilities of others.	15	3.53	100.0	47%	53%		
22. You help employees to maintain high personal standards.	15	3.00	80.0	20%	60%	20%	
23. You help employees to understand responsibilities, authority, and expectations.	15	2.87	80.0	20%	73%	7%	
24. You coach employees in how to strengthen knowledge and skills to improve work performance.	15	3.47	100.0	53%	47%		
25. You provide clear, motivating, and constructive feedback.	15	3.67	100.0	33%	67%		

### Time Comparisons by Item

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

Item	2022	2023	Change
21. You develop the skills and capabilities of others.	3.35	3.53	+0.18 ▲
22. You help employees to maintain high personal standards.	3.00	3.00	
23. You help employees to understand responsibilities, authority, and expectations.	2.88	2.87	-0.02 ▼
24. You coach employees in how to strengthen knowledge and skills to improve work performance.	3.00	3.47	+0.47 ▲
25. You provide clear, motivating, and constructive feedback.	3.76	3.67	-0.10 ▼

### Comments:

- He has created a highly engaged team and manages a diverse group of individuals very well.
- \_\_\_\_\_ has excellent job and people skills.
- He is quick and willing to aid.
- \_\_\_\_\_ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to \_\_\_\_\_ last month.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.



## Business Acumen

### Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. You ask the 'right' questions to size up or evaluate situations.	15	3.40	93.3	7%	47%	47%	
27. You understand complex issues and problems.	15	3.33	93.3	7%	53%	40%	
28. You exhibit behavior that is consistent with the vision, mission, and core values of the organization	15	3.53	100.0		47%	53%	
29. You are able to align resources to meet the business needs of the company.	15	3.67	100.0		33%	67%	
30. You apply the knowledge of work processes to influence the achievement of business goals	15	3.33	100.0		67%	33%	

### Time Comparisons by Item

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

Item	2022	2023	Change
26. You ask the 'right' questions to size up or evaluate situations.	3.53	3.40	-0.13 ▼
27. You understand complex issues and problems.	3.12	3.33	+0.22 ▲
28. You exhibit behavior that is consistent with the vision, mission, and core values of the organization	3.41	3.53	+0.12 ▲
29. You are able to align resources to meet the business needs of the company.	3.59	3.67	+0.08 ▲
30. You apply the knowledge of work processes to influence the achievement of business goals	3.41	3.33	-0.08 ▼

### Comments:

- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- \_\_\_\_\_ is an outstanding manager.
- \_\_\_\_\_ has made some excellent hiring decisions this past year. I am extremely impressed with both \_\_\_\_\_ & \_\_\_\_\_ and look forward to seeing what they will achieve together as a team in this next year.
- \_\_\_\_\_ is conscientious and expedient in his approach to work. He gets things done quickly and efficiently.
- \_\_\_\_\_ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- 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.

## Strategic Insight

### Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. You anticipate business cycles and trends and makes adjustments in a timely manner.	15	3.20	86.7	13%	53%	33%	
32. You communicate vision for the department and company.	15	3.40	100.0		60%	40%	
33. You identify potential problems before they become critical incidents.	15	3.20	86.7	13%	53%	33%	
34. You implement long-term solutions to problems.	15	3.27	93.3	7%	60%	33%	
35. You understand the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	3.00	80.0	20%	60%	20%	

### Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
31. You anticipate business cycles and trends and makes adjustments in a timely manner.	3.18	3.20	+0.02 ▲
32. You communicate vision for the department and company.	3.35	3.40	+0.05 ▲
33. You identify potential problems before they become critical incidents.	3.18	3.20	+0.02 ▲
34. You implement long-term solutions to problems.	2.88	3.27	+0.38 ▲
35. You understand the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	3.18	3.00	-0.18 ▼

### Comments:

- \_\_\_\_\_ sometimes struggles with clarity in his communication and his understanding of operational issues.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- He also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from \_\_\_\_\_ and his style of leadership. His understanding and appreciation of his leadership team and all his associates is something I would aspire to replicate in my own leadership areas of responsibility.
- I feel as though I have a shared decision making relationship with \_\_\_\_\_ which makes me feel valued. He supports me and values my opinion.
- He is trustworthy, dependable, positive attitude, and team focused.
- I have observed that \_\_\_\_\_ has made some very good decisions with his leadership team this year. He values his team and sets clear expectations. He is a team player when working on projects or issues and he always responds promptly to requests for assistance.

## Fiscal 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. You monitor spending.	15	3.20	93.3	7%	67%	27%	
37. You develop budgets and plans for various programs and initiatives.	15	3.27	93.3	7%	60%	33%	
38. You keep excellent records for financial transparency.	15	3.27	86.7	13%	47%	40%	
39. You develop of the department's annual budget.	15	3.13	86.7	13%	60%	27%	
40. You monitor expenses and verify the need for items purchased.	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

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

Item	2022	2023	Change
36. You monitor spending.	3.18	3.20	+0.02 ▲
37. You develop budgets and plans for various programs and initiatives.	3.35	3.27	-0.09 ▼
38. You keep excellent records for financial transparency.	3.24	3.27	+0.03 ▲
39. You develop of the department's annual budget.	3.59	3.13	-0.45 ▼
40. You monitor expenses and verify the need for items purchased.	3.29	3.40	+0.11 ▲

### Comments:

- He routinely demonstrates professionalism and his priority for service which is a model example for others.
- He is an excellent problem solver.
- I think \_\_\_\_\_ is doing to great job! The learning curve is steep and he is growing to meet the challenge.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, \_\_\_\_\_ fits the leadership role well.
- \_\_\_\_\_ is willing to tackle performance situations and solicits feedback on how his team is doing.
- \_\_\_\_\_ always goes above and beyond in his daily work.

## Global Perspective

### Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
41. You are comfortable using teleconferencing equipment to facilitate meetings with others abroad.	15	3.33	93.3	7%	53%	40%	
42. You communicate effectively on a multi-lingual basis.	15	3.33	93.3	7%	53%	40%	
43. You accept setbacks and challenges in foreign markets as improvement opportunities	15	3.13	86.7	13%	60%	27%	
44. You build working relationships with others across cultures.	15	3.00	86.7	13%	73%	13%	
45. You volunteer for experiences and assignments abroad.	15	3.53	100.0		47%	53%	

### Time Comparisons by Item

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

Item	2022	2023	Change
41. You are comfortable using teleconferencing equipment to facilitate meetings with others abroad.	3.29	3.33	+0.04 ▲
42. You communicate effectively on a multi-lingual basis.	3.41	3.33	-0.08 ▼
43. You accept setbacks and challenges in foreign markets as improvement opportunities	3.35	3.13	-0.22 ▼
44. You build working relationships with others across cultures.	3.18	3.00	-0.18 ▼
45. You volunteer for experiences and assignments abroad.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_\_\_ 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.
- \_\_\_\_\_ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ is an excellent manager.
- I believe the team greatly values \_\_\_\_\_'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- \_\_\_\_\_ 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.

## 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?

- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- When issues or questions are raised in the department, \_\_\_\_\_ follows thru to address them in a timely manner.
- Always available to give us what we need to succeed.
- \_\_\_\_\_ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- He consistently involves employees in shared decision making.
- \_\_\_\_\_ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.

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

- When issues or questions are raised in the department, \_\_\_\_\_ follows thru to address them in a timely manner.
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work
- He has deep technical expertise in a number of areas of human resource management.
- \_\_\_\_\_ is the consummate professional and pleasure to work with.
- \_\_\_\_\_ is a great manager to work for.
- \_\_\_\_\_ is the best employee the department has employed.

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

- He is very relatable and I believe it helps with the initial contact with the prospects.
- 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.
- Dedicated to the customer and community, he is worth his weight in gold.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- \_\_\_\_\_ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- Team-oriented and goal focused. Shows continuous desire for improvement.

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

- \_\_\_\_\_ exceeds in above in all he does.
- \_\_\_\_\_ is a very effective communicator and I always felt very well informed as his direct report.
- He is a high energy individual, with a level of integrity that goes above and beyond.
- I observe him coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- \_\_\_\_\_ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- \_\_\_\_\_ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.

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

- I thoroughly enjoy working with \_\_\_\_\_ and he has been very helpful with the rework IS did with their job descriptions.
- I can give concrete examples of how \_\_\_\_\_ actually exceeds -all- of the other elements of this performance review.
- Working with \_\_\_\_\_ on the IP rehab project has been awesome. He is great at what he does. He understands his role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with his anytime.
- He engages other strong leaders empowering them to excel. He deals fairly in controversial situations striving for productive outcomes.
- he continues to make improvements in core competencies.
- \_\_\_\_\_ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.

### Any final comments?

- \_\_\_\_\_ is a intricate part of the team. He is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- \_\_\_\_\_ 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.
- He has the ability to look at the system as a whole and make solid long range decisions.
- Expectations are not always clearly communicated/outlined.
- We are so lucky to have his a Manager. He is so attentive when anyone needs to talk to her, he is quick to respond to the needs of our unit or the individual.
- He is a firm believer that all decisions and important discussion is filtered through his direct report and committees with front line staff representation and solicits input and involves front line staff in his everyday work.