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.
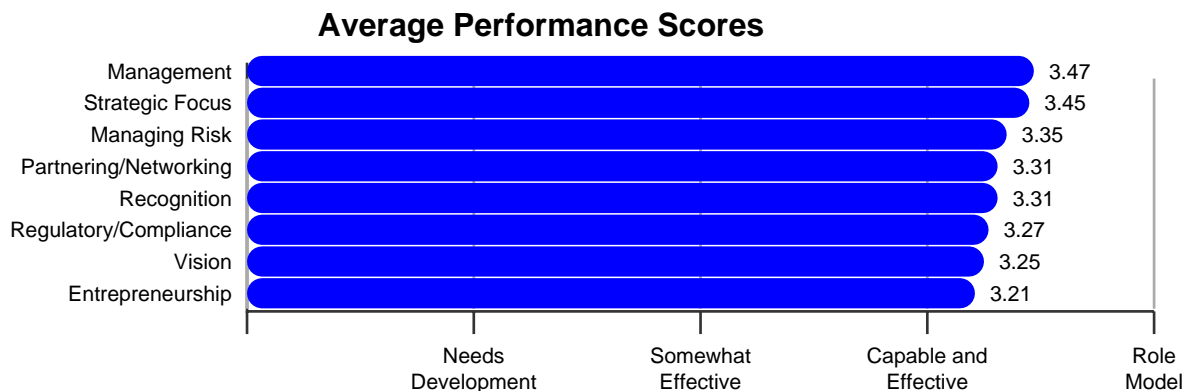
**What to Do with Your Feedback**

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.
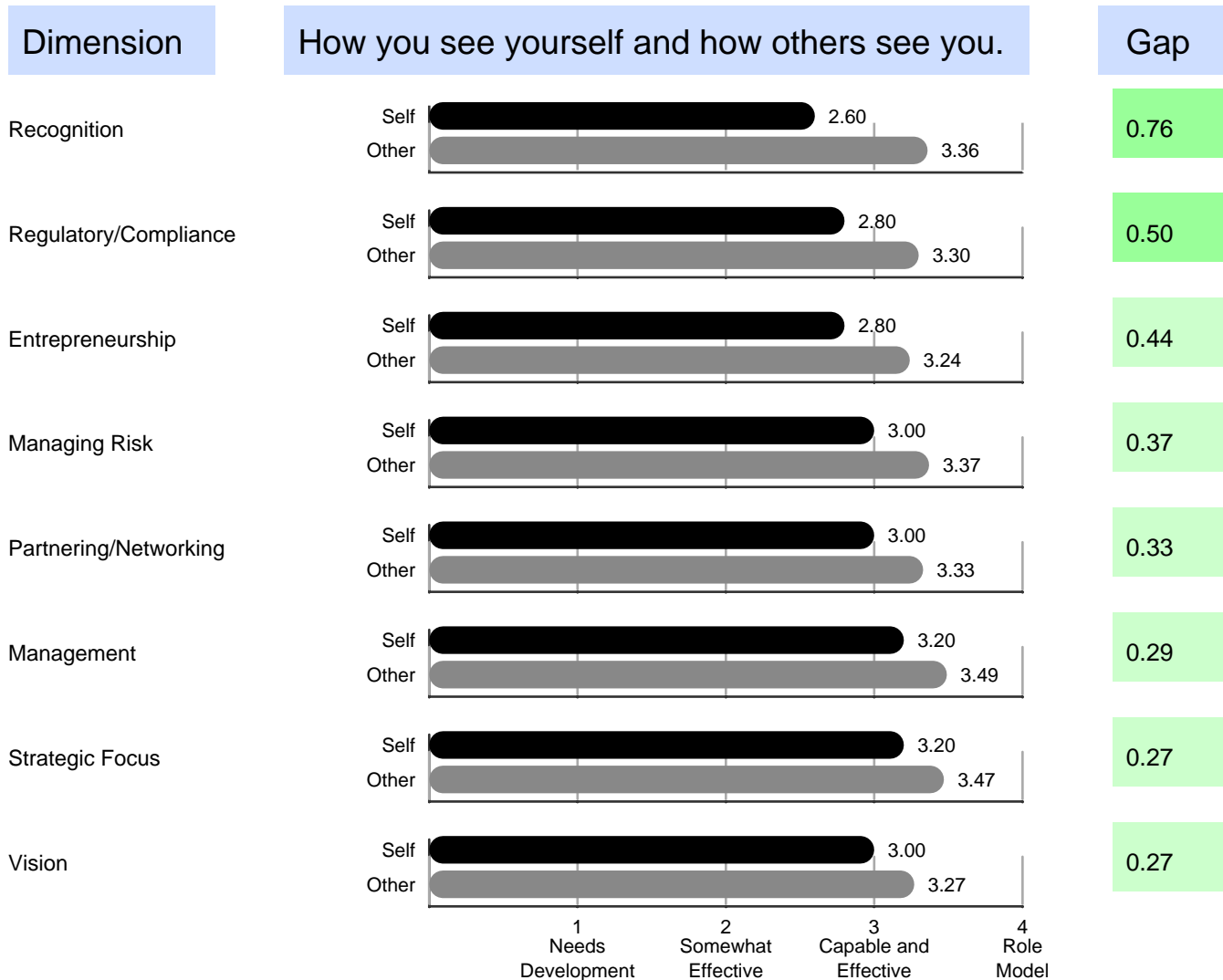
# Summary

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 8 major dimensions of leadership.

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

## Average Performance Scores

| Dimension | Score |
|---|---|
| Management | 3.47 |
| Strategic Focus | 3.45 |
| Managing Risk | 3.35 |
| Partnering/Networking | 3.31 |
| Recognition | 3.31 |
| Regulatory/Compliance | 3.27 |
| Vision | 3.25 |
| Entrepreneurship | 3.21 |

Scale: Needs Development — Somewhat Effective — Capable and Effective — Role Model

# 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 |
|-----------|---------------------------------------------|-----|
| Recognition | Self 2.60 / Other 3.36 | 0.76 |
| Regulatory/Compliance | Self 2.80 / Other 3.30 | 0.50 |
| Entrepreneurship | Self 2.80 / Other 3.24 | 0.44 |
| Managing Risk | Self 3.00 / Other 3.37 | 0.37 |
| Partnering/Networking | Self 3.00 / Other 3.33 | 0.33 |
| Management | Self 3.20 / Other 3.49 | 0.29 |
| Strategic Focus | Self 3.20 / Other 3.47 | 0.27 |
| Vision | Self 3.00 / Other 3.27 | 0.27 |

Scale:
1 Needs Development
2 Somewhat Effective
3 Capable and Effective
4 Role Model

# 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 |
|------|---|-----|-----|-------------------|--------------------|-----------------------|------------|
| 1. Takes responsibility for things that go wrong | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 2. Makes you feel enthusiastic about your work | 15 | 3.87 | 100.0 | 13% | 87% | | |
| 3. Delegate tasks effectively | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 4. Keep staff informed about what is happening in the company | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 5. Is ready to offer help | 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. Takes responsibility for things that go wrong | 3.29 | 3.20 | -0.09 ▼ |
| 2. Makes you feel enthusiastic about your work | 3.65 | 3.87 | +0.22 ▲ |
| 3. Delegate tasks effectively | 3.18 | 3.33 | +0.16 ▲ |
| 4. Keep staff informed about what is happening in the company | 3.41 | 3.60 | +0.19 ▲ |
| 5. Is ready to offer help | 3.24 | 3.33 | +0.10 ▲ |

Comments:
- He has taken his team to the next level.
- I honestly cannot think of anything that he could improve on.
- He is showing more comfort in providing and receiving critical feedback.
- _____ sometimes doesn't answer   emails in a timely manner.   Some people have come into our office commenting on this.   One person said they have been waiting a month for a response.
- I am glad to have _____ in his role. Because of his openness and willingness to work with others he helps my department produce quality work, and encourages us to reciprocate.
- _____ is a great role model and leader.   Others could learn from his style.

# Managing Risk

## 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. Evaluates risks against acceptable risk levels. | 15 | 3.20 | 93.3 | 7% | 60% | | 33% |
| 7. Able to adapt quickly to changing situations. | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |
| 8. Seeks to increase safety in the workplace. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 9. Performs a risk analysis as needed. | 15 | 3.47 | 93.3 | 7% | 40% | | 53% |
| 10. Develops policies to address risk situations in the workplace. | 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. Evaluates risks against acceptable risk levels. | 3.24 | 3.20 | -0.04 ▼ |
| 7. Able to adapt quickly to changing situations. | 3.41 | 3.20 | -0.21 ▼ |
| 8. Seeks to increase safety in the workplace. | 3.24 | 3.40 | +0.16 ▲ |
| 9. Performs a risk analysis as needed. | 3.18 | 3.47 | +0.29 ▲ |
| 10. Develops policies to address risk situations in the workplace. | 3.35 | 3.47 | +0.11 ▲ |

Comments:
- I have never known _____ to not hire for talent.
- _____'s department has changed considerably over the last year, yet he still managed to serve his customers.
- His communication style can also come across as very directive at times to peers and subordinates.
- Great addition to the department!
- _____ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone elses department, he is willing to help in any capacity he can to help reach goals.
- _____ is a professional, motivated, and respected leader.   He is able to engage his staff with clear expectations and leads by example.

# Regulatory/Compliance

## 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. Understands the applicable regulations and laws that impact our business. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 12. Maintains compliance with federal, state, and local laws. | 15 | 3.27 | 100.0 | | 73% | | 27% |
| 13. Offers training on various subjects to help ensure employees are aware of regulations. | 15 | 3.33 | 100.0 | | 67% | | 33% |
| 14. Knows who to contact at various regulatory agencies if needed. | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 15. Explains regulations and procedures to others as required. | 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. Understands the applicable regulations and laws that impact our business. | 3.47 | 3.53 | +0.06 ▲ |
| 12. Maintains compliance with federal, state, and local laws. | 3.47 | 3.27 | -0.20 ▼ |
| 13. Offers training on various subjects to help ensure employees are aware of regulations. | 3.35 | 3.33 | -0.02 ▼ |
| 14. Knows who to contact at various regulatory agencies if needed. | 3.18 | 3.13 | -0.04 ▼ |
| 15. Explains regulations and procedures to others as required. | 3.00 | 3.07 | +0.07 ▲ |

Comments:
- He has worked hard to understand people's strengths and what they need from him.
- _____ 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.
- Even tempered with a wealth of experience, he has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- He is also an excellent resource to other managers and will take the time to offer information and support.

# Partnering/Networking

## 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. Seeks to reduce institutional roadblocks to information sharing. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 17. Partners with peers to obtain influence within the Company. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 18. Supports a partnering/networking culture. | 14 | 3.00 | 92.9 | 7% | 79% | 14% | |
| 19. Seeks an understanding of diverse functions within the Company. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 20. Maintains infrastructure to support partnerships and networks. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |

## Time Comparisons by Item

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

| Item | 2022 | 2023 | Change | |
|---|---|---|---|---|
| 16. Seeks to reduce institutional roadblocks to information sharing. | 3.65 | 3.40 | -0.25 | ▼ |
| 17. Partners with peers to obtain influence within the Company. | 3.47 | 3.27 | -0.20 | ▼ |
| 18. Supports a partnering/networking culture. | 3.12 | 3.00 | -0.12 | ▼ |
| 19. Seeks an understanding of diverse functions within the Company. | 3.59 | 3.47 | -0.12 | ▼ |
| 20. Maintains infrastructure to support partnerships and networks. | 3.29 | 3.40 | +0.11 | ▲ |

Comments:
- He meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- He seems to be well respected from members of his own team as well.
- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he leds and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- _____ is the absolute definition of team player.
- _____ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.

# Recognition

## 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. Recognizes the abilities and skills of self and others | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 22. Offers recognition in a timely manner. | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |
| 23. Recognizes individuals for a specific outstanding achievement. | 15 | 2.87 | 80.0 | 20% | 73% | | 7% |
| 24. Reinforces and rewards employees for accomplishing necessary goals. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 25. Lets employees know when they have done well | 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. Recognizes the abilities and skills of self and others | 3.35 | 3.53 | +0.18 ▲ |
| 22. Offers recognition in a timely manner. | 3.00 | 3.00 | |
| 23. Recognizes individuals for a specific outstanding achievement. | 2.88 | 2.87 | -0.02 ▼ |
| 24. Reinforces and rewards employees for accomplishing necessary goals. | 3.00 | 3.47 | +0.47 ▲ |
| 25. Lets employees know when they have done well | 3.76 | 3.67 | -0.10 ▼ |

Comments:
- He presents a clear picture of where the department is now and where we need to be headed.
- He is a team player and willing to help other departments and staff when needed.
- _____ has been an effective leader for me.   He encourages me to develop and knows what my strengths are.   He assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- He provided coaching and support to improve this individual's performance.
- He also has always been thankful for any help that I have given his.
- _____ is a valuable manager in the Department. He is approachable for ideas and questions.   He contributes well as a team in meetings.

# Strategic Focus

## 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. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 27. Able to decline a poor strategy by proposing alternate strategies. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 28. Understands their role within the organization. | 15 | 3.53 | 100.0 | | 47% | | 53% |
| 29. Focuses attention on treating the causes of problems rather than simply addressing the symptoms. | 15 | 3.67 | 100.0 | | 33% | 67% | |
| 30. Looks for opportunities to enhance contributions to the bottom line. | 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. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations. | 3.53 | 3.40 | -0.13 ▼ |
| 27. Able to decline a poor strategy by proposing alternate strategies. | 3.12 | 3.33 | +0.22 ▲ |
| 28. Understands their role within the organization. | 3.41 | 3.53 | +0.12 ▲ |
| 29. Focuses attention on treating the causes of problems rather than simply addressing the symptoms. | 3.59 | 3.67 | +0.08 ▲ |
| 30. Looks for opportunities to enhance contributions to the bottom line. | 3.41 | 3.33 | -0.08 ▼ |

Comments:
- Before _____ came into the position it seemed that the department was a dump.
- _____'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance.   I don't know how he does it!
- _____ is professional, collaborative. . .a great team member.
- 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.
- The outcomes and expectations are not clearly defined on a regular basis.   Sometimes the expectations are vague and it's hard to get a set answer.
- He has also greatly improved his communication.

# Entrepreneurship

## 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. Finds unique ways to go around barriers to success. | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |
| 32. Has a strategic awareness on how to promote the organization. | 15 | 3.40 | 100.0 | | 60% | | 40% |
| 33. Encourages risk taking for developing potential business opportunities. | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |
| 34. Can work effectively in an environment of uncertainty. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 35. Understands the processes and various stages of business development. | 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. Finds unique ways to go around barriers to success. | 3.18 | 3.20 | +0.02 ▲ |
| 32. Has a strategic awareness on how to promote the organization. | 3.35 | 3.40 | +0.05 ▲ |
| 33. Encourages risk taking for developing potential business opportunities. | 3.18 | 3.20 | +0.02 ▲ |
| 34. Can work effectively in an environment of uncertainty. | 2.88 | 3.27 | +0.38 ▲ |
| 35. Understands the processes and various stages of business development. | 3.18 | 3.00 | -0.18 ▼ |

Comments:
- Committment 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.
- _____ 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.
- Would like to see _____ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- He is very knowledgeable and is always willing to lend a helping hand!
- _____ is a hands on leader in our program.

# Vision

## 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. Leads employees in new directions. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 37. Communicates a vision of where the Company needs to be in the future. | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 38. Expresses the Company vision in a way that is easily understood and adopted by employees. | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 39. Develops action plans to align his/her work with the goals of the organization | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 40. Clearly articulates a vision for his/her work and inspires others to support it | 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. Leads employees in new directions. | 3.18 | 3.20 | +0.02 | ▲ |
| 37. Communicates a vision of where the Company needs to be in the future. | 3.35 | 3.27 | -0.09 | ▼ |
| 38. Expresses the Company vision in a way that is easily understood and adopted by employees. | 3.24 | 3.27 | +0.03 | ▲ |
| 39. Develops action plans to align his/her work with the goals of the organization | 3.59 | 3.13 | -0.45 | ▼ |
| 40. Clearly articulates a vision for his/her work and inspires others to support it | 3.29 | 3.40 | +0.11 | ▲ |

Comments:
- I appreciate the honest evaluative feedback _____ provides for the staff in his area.   This input helps immensely in the development of constructive development feedback for these professionals each year.
- _____'s management style is excellent.
- _____ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.
- _____ is a rock amongst the management at [CompanyName].
- _____ is very involved with his team and any process change which I think helps the team change their process more effectively. I keep trying to copy his style.
- Again, he has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.

# 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?

- _____ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- _____ has extremely strong communication skills and is able to work in a wide variety of settings.
- he is clear in defining his desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- I admire _____'s decision making skills when it comes to hiring new employees for our department.
- I work with _____ regularly and see his interactions with other leaders frequently.
- _____ helped to keep us positively focus in the right direction, while keeping us well informed.

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

- 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.
- Communication to entire team is excellent and helps engage all staff.   _____'s visibility to his team has been very positive.
- He tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- I frequently reach out for assistance and appreciate that he is there when I/we need him and he actively engages in solving the issues at hand.
- _____ is a very positive addition to our Management team.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. _____ does an excellent job of managing ongoing frustration with humor. He stays on point in meetings and encourages adherence to the agenda.

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

- _____ has a clear process for hiring which has aided his in building an amazing team.
- He is becoming more comfortable to deliver critical feedback.
- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- He consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. He shows integrity in his approach, always striving to add value, improve quality, and spend resources wisely.
- He has made my job so much easier just having him in the facility and present to field questions/work related issues.
- _____ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.

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

- Could benefit from increasing awareness on how much influence they have on the department.
- He challenges me every day to be my best and I appreciate that.
- _____'s job performance exceeds all the elements.
- I think _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- _____ is a great leader and is committed to his role here at [CompanyName]!

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

* The Core Competency Training has been a great success. _____ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
* I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.
* His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
* Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff.   There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
* He is very supportive and easily approachable.
* His skills, commitment, integrity and overall management style is something I have admired since I have worked here.

## Any final comments?

* He is continually looking for ways to improve our service to our customers.
* _____ always put our customers first. This is very appropriate and in line with our mission and executive communications.
* He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
* He could improve with a take charge attitude.
* I think _____ is doing a wonderful job in his new role here at this [CompanyName].   He has quickly become a vital part of the team.   He is about to take on an even bigger role in the coming months and I think that he will demonstrate that he is very capable leader.   I am glad that he has joined us.
* _____ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with.   I am on a committee that he runs and he is an excellent meeting facilitator.