



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.

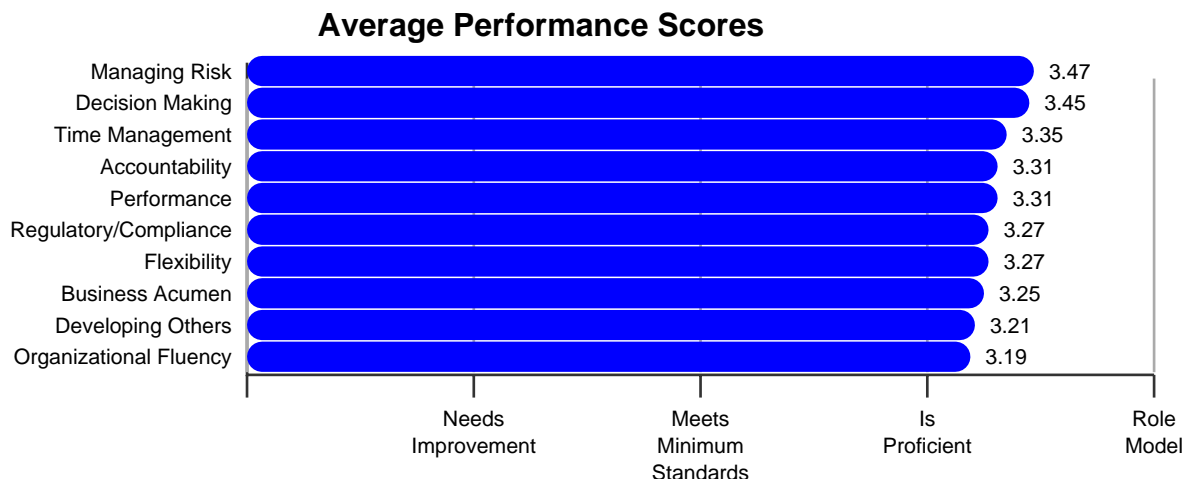
What to Do with Your Feedback

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

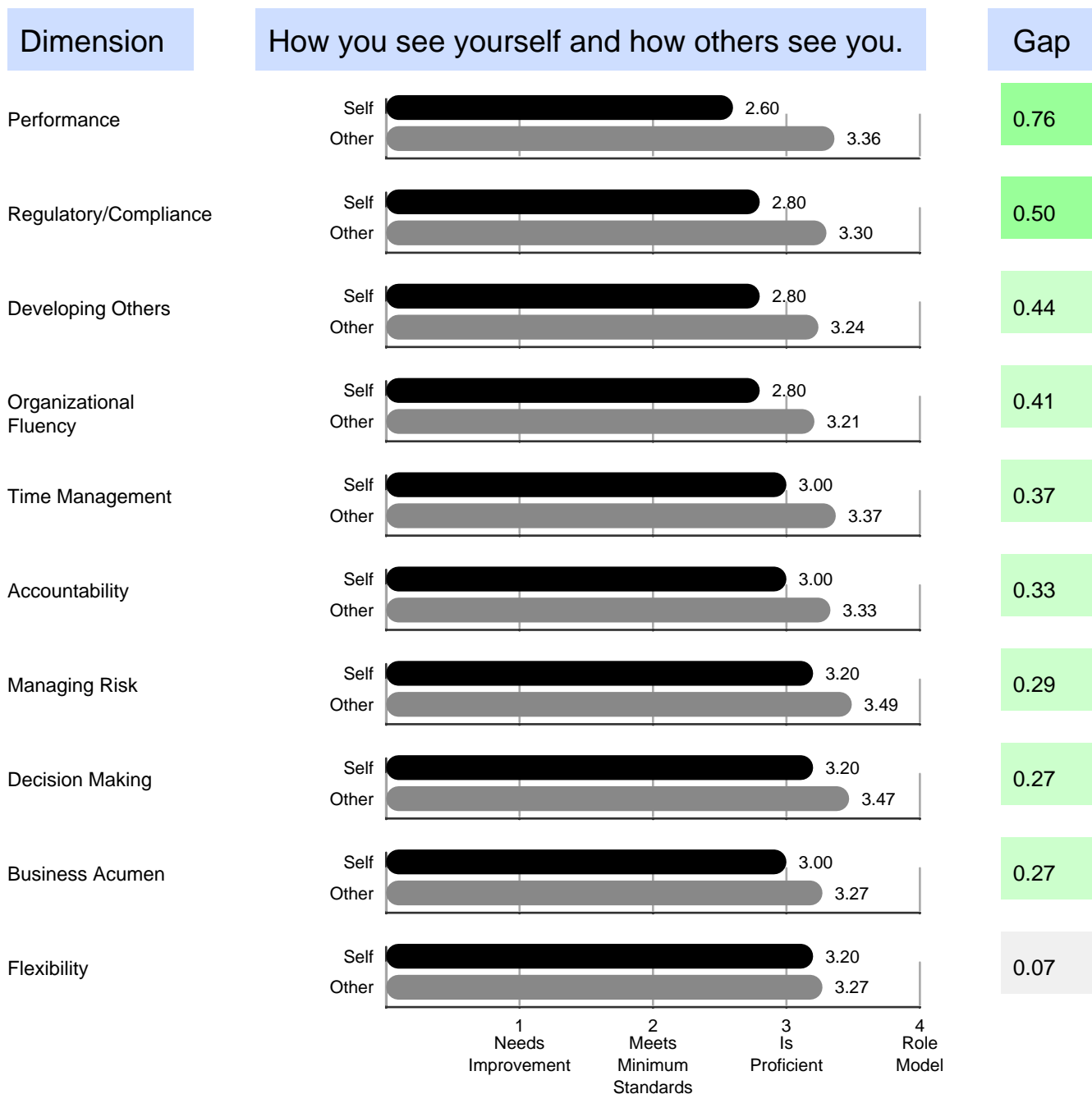
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. You perform regular risk analyses to minimize adverse outcomes.	15	3.20	93.3	7%	67%		27%
2. You are aware of appropriate actions to minimize risks.	15	3.87	100.0	13%	87%		
3. You gather information regarding potential risks.	15	3.33	93.3	7%	53%		40%
4. You improve process safety where possible.	15	3.60	93.3	7%	27%	67%	
5. You respond appropriately to unexplained or unanticipated events.	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 perform regular risk analyses to minimize adverse outcomes.	3.29	3.20	-0.09 ▼
2. You are aware of appropriate actions to minimize risks.	3.65	3.87	+0.22 ▲
3. You gather information regarding potential risks.	3.18	3.33	+0.16 ▲
4. You improve process safety where possible.	3.41	3.60	+0.19 ▲
5. You respond appropriately to unexplained or unanticipated events.	3.24	3.33	+0.10 ▲

Comments:

- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- Where do I even start to articulate how much I value about working with _____? I learn something every time I have the opportunity to work with his and he is the picture of grace under pressure. He uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see his turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as _____ is.
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.
- _____'s management style is excellent.
- _____ analyzes all situations before making a decision.
- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.

Time 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
6. You make time for developing plans and schedules.	15	3.20	93.3	7%	60%	33%	
7. You keep and maintain a To-Do list.	15	3.20	86.7	13%	53%	33%	
8. You set a good balance between work and family life.	15	3.40	93.3	7%	47%	47%	
9. You avoid distractions in the workplace.	15	3.47	93.3	7%	40%	53%	
10. You leave time in the schedule for unplanned contingencies.	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 make time for developing plans and schedules.	3.24	3.20	-0.04 ▼
7. You keep and maintain a To-Do list.	3.41	3.20	-0.21 ▼
8. You set a good balance between work and family life.	3.24	3.40	+0.16 ▲
9. You avoid distractions in the workplace.	3.18	3.47	+0.29 ▲
10. You leave time in the schedule for unplanned contingencies.	3.35	3.47	+0.11 ▲

Comments:

- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- _____ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- It is often difficult to contact _____ and email communication may take a long period for a reply.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what _____ is trying to communicate with them, I also understand why _____ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that _____ does a good job.
- _____'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- I trust that I can go to him in confidence and he will really listen to what I am saying.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. You maintain compliance with federal, state, and local laws.	15	3.53	100.0	47%	53%		
12. You implement regulatory changes in a timely manner.	15	3.27	100.0	73%	27%		
13. You interact with auditors and regulators on a professional basis.	15	3.33	100.0	67%	33%		
14. You comply with trade agreements affecting international companies.	15	3.13	86.7	13%	60%	27%	
15. You understand the applicable regulations and laws that impact our business.	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 maintain compliance with federal, state, and local laws.	3.47	3.53	+0.06 ▲
12. You implement regulatory changes in a timely manner.	3.47	3.27	-0.20 ▼
13. You interact with auditors and regulators on a professional basis.	3.35	3.33	-0.02 ▼
14. You comply with trade agreements affecting international companies.	3.18	3.13	-0.04 ▼
15. You understand the applicable regulations and laws that impact our business.	3.00	3.07	+0.07 ▲

Comments:

- He communicates well to all staff and we know what is expected of us.
- I think _____ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.
- Please know that stress can occasionally slow down progress.
- We are very blessed to have _____ for our manager! Best one we've EVER had. We appreciate his very much.
- Detail oriented
- _____ has made good judgements in hiring top notch employees.

Accountability

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
16. You hold team accountable to meeting goals.	15	3.40	93.3	7%	47%	47%	
17. You tackle issues head on and finds solutions.	15	3.27	93.3	7%	60%	33%	
18. You take ownership of mistakes and learn from them.	14	3.00	92.9	7%	79%	14%	
19. You are aware of problems or issues that may affect the organization.	15	3.47	100.0		53%	47%	
20. You create a consistent process for prioritizing work.	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 hold team accountable to meeting goals.	3.65	3.40	-0.25 ▼
17. You tackle issues head on and finds solutions.	3.47	3.27	-0.20 ▼
18. You take ownership of mistakes and learn from them.	3.12	3.00	-0.12 ▼
19. You are aware of problems or issues that may affect the organization.	3.59	3.47	-0.12 ▼
20. You create a consistent process for prioritizing work.	3.29	3.40	+0.11 ▲

Comments:

- I appreciate his receptiveness and openness and his sense of humor.
- _____ is a solid performer knows his stuff.
- I do not have knowledge of _____'s own department and how he hires, assigns, or fits with his team.
- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.
- _____ does a great job of keeping the lines of communication and this is appreciated.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.

Performance

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. You work effectively in the department.	15	3.53	100.0	47%	53%		
22. You produce quality	15	3.00	80.0	20%	60%	20%	
23. You work well in this position.	15	2.87	80.0	20%	73%	7%	
24. You set a high standard for job performance.	15	3.47	100.0	53%	47%		
25. You listen and respond to issues and problems	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 work effectively in the department.	3.35	3.53	+0.18 ▲
22. You produce quality	3.00	3.00	
23. You work well in this position.	2.88	2.87	-0.02 ▼
24. You set a high standard for job performance.	3.00	3.47	+0.47 ▲
25. You listen and respond to issues and problems	3.76	3.67	-0.10 ▼

Comments:

- _____ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- _____ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. _____ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.
- _____ does a great job of ensuring his departments are meeting the needs of the organization and our community.
- _____ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- I feel safe and comfortable going to him for any reason. I am very glad to have him for a Director, and also as a partner and teammate.

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
26. You seek input from key people who should be involved in, or will be affected by, decisions	15	3.40	93.3	7%	47%	47%	
27. You ask for additional information when making critical decisions.	15	3.33	93.3	7%	53%	40%	
28. You exercise good judgment by making sound and informed decisions.	15	3.53	100.0		47%	53%	
29. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	15	3.67	100.0		33%	67%	
30. You are able to make decisions quickly.	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 seek input from key people who should be involved in, or will be affected by, decisions	3.53	3.40	-0.13 ▼
27. You ask for additional information when making critical decisions.	3.12	3.33	+0.22 ▲
28. You exercise good judgment by making sound and informed decisions.	3.41	3.53	+0.12 ▲
29. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	3.59	3.67	+0.08 ▲
30. You are able to make decisions quickly.	3.41	3.33	-0.08 ▼

Comments:

- _____ is a wonderful team member. . .has the gift of empathy and encouragement. He has a can do attitude when faced with projects/issues.
- His calm demeanor when the pressure's the greatest, his ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- _____ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- _____'s style of leading a team is both refreshing and different than what I have experienced in the past.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- _____ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.

Developing 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
31. You recognize and celebrates accomplishments of others.	15	3.20	86.7	13%	53%	33%	
32. You provide constructive feedback to others.	15	3.40	100.0		60%	40%	
33. You support the successes of other employees.	15	3.20	86.7	13%	53%	33%	
34. You try to ensure employees are ready to move to the next level.	15	3.27	93.3	7%	60%	33%	
35. You encourage employees through recognition of positive changes in behavior.	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 recognize and celebrates accomplishments of others.	3.18	3.20	+0.02 ▲
32. You provide constructive feedback to others.	3.35	3.40	+0.05 ▲
33. You support the successes of other employees.	3.18	3.20	+0.02 ▲
34. You try to ensure employees are ready to move to the next level.	2.88	3.27	+0.38 ▲
35. You encourage employees through recognition of positive changes in behavior.	3.18	3.00	-0.18 ▼

Comments:

- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- He's a good and reliable team member.
- He always steps up and gets what needs to be done completed.
- _____ is a great Manager. He is extremely talented at what he does and invests a great amount of effort into developing his staff. He is very supportive of staff growth, while also caring a great deal about each of his employees.
- Confidence, Attitude, Desire to learn.
- _____ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. You understand complex issues and problems.	15	3.20	93.3	7%	67%		27%
37. You apply the knowledge of work processes to influence the achievement of business goals	15	3.27	93.3	7%	60%		33%
38. You effectively develop and use resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.27	86.7	13%	47%		40%
39. You exhibit behavior that is consistent with the vision, mission, and core values of the organization	15	3.13	86.7	13%	60%		27%
40. You are able to align resources to meet the business needs of the company.	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 understand complex issues and problems.	3.18	3.20	+0.02 ▲
37. You apply the knowledge of work processes to influence the achievement of business goals	3.35	3.27	-0.09 ▼
38. You effectively develop and use resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.24	3.27	+0.03 ▲
39. You exhibit behavior that is consistent with the vision, mission, and core values of the organization	3.59	3.13	-0.45 ▼
40. You are able to align resources to meet the business needs of the company.	3.29	3.40	+0.11 ▲

Comments:

- 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.
- More opportunities to share knowledge with the team.
- _____ uses his available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- _____ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- Positive attitude.

Flexibility

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
41. You act decisively in frequently changing and uncertain environment.	15	3.33	93.3	7%	53%	40%	
42. You are effective in incorporating new ideas.	15	3.33	93.3	7%	53%	40%	
43. You are open to alternative ways to accomplish goals	15	3.13	86.7	13%	60%	27%	
44. You adapt to circumstances as needed.	15	3.00	86.7	13%	73%	13%	
45. You identify new opportunities to achieve goals	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 act decisively in frequently changing and uncertain environment.	3.29	3.33	+0.04 ▲
42. You are effective in incorporating new ideas.	3.41	3.33	-0.08 ▼
43. You are open to alternative ways to accomplish goals	3.35	3.13	-0.22 ▼
44. You adapt to circumstances as needed.	3.18	3.00	-0.18 ▼
45. You identify new opportunities to achieve goals	3.35	3.53	+0.18 ▲

Comments:

- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.
- _____ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
- He listens to the team.
- I respect _____ and have turned to him for advice.

Organizational Fluency

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
46. You understand departmental policies and procedures.	15	3.00	86.7	13%	73%		13%
47. You adept at navigating within the culture of the department.	15	3.20	93.3	7%	60%		33%
48. You get things done through the department.	15	3.20	93.3	7%	67%		27%
49. You understand the current organizational culture.	15	3.40	93.3	7%	47%		47%
50. You are aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.13	80.0	7%	13%	40%	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
46. You understand departmental policies and procedures.	3.24	3.00	-0.24 ▼
47. You adept at navigating within the culture of the department.	3.00	3.20	+0.20 ▲
48. You get things done through the department.	3.18	3.20	+0.02 ▲
49. You understand the current organizational culture.	3.35	3.40	+0.05 ▲
50. You are aware of other organizational cultures to compare/contrast with the current organizational culture.	3.29	3.13	-0.16 ▼

Comments:

- I have found _____ to be very competent and professional. He delivers when and what he says he will and his work is always complete and accurate.
- I think _____ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- He desires to do great work.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.

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 understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- _____ has used his strengths to make this department stronger in many ways.
- I enjoy working with _____. I feel he is honest and has a desire to see improvement in the organization as a whole. His area is unique which, at times, allows _____ to give a whole new perspective on a subject.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- I appreciate how _____ guides, supports, and direct staff.

What do you like best about working with this individual?

- _____ analyzes all situations before making a decision.
- _____ is still learning his role and I see his only improving in the future. I do question his judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- Positive attitude.
- 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.
- Communication to staff has greatly improved.

What do you like least about working with this individual?

- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
- _____ established an environment in which teamwork and creativity flourished.
- There is room for improvement in all these elements.
- He is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- His communication style can also come across as very directive at times to peers and subordinates.
- _____ has been so helpful to me as a new manager.

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

- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- _____ is very approachable and always willing to listen.
- 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.
- _____ needs to make sure and pass on company information he gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- I have enjoyed working with _____ and will miss his support and direction.
- I know I can go to him with any question and he will either have an answer for me or get one the same goes for problem solving.

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

- He encourages staff skill development and input to improve department processes
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- _____ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.
- _____ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- Willingness to help, patience in teaching.
- _____ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.

Any final comments?

- _____ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- Is a great teammate and valuable resource for the company. It is obvious he cares for the team
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- _____ would be my choice for permanent manager of the department.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.