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.
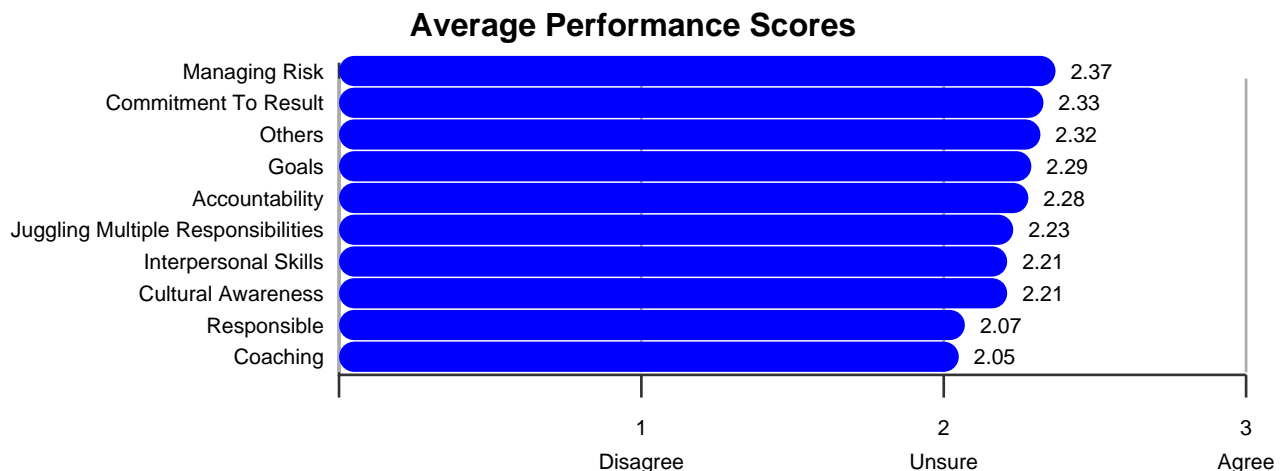
What to Do with Your Feedback

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.
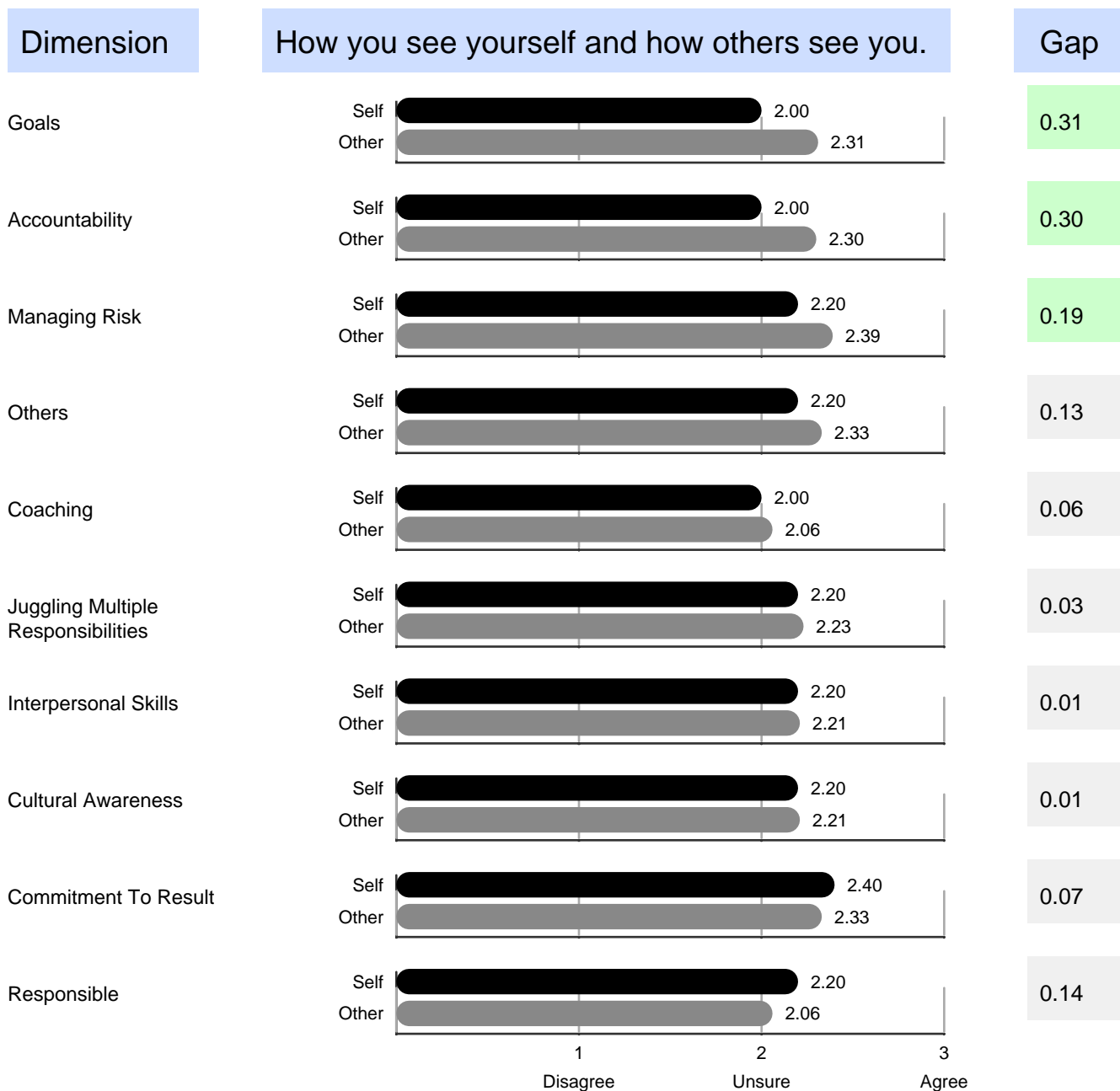
Summary

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.

Average Performance Scores

Dimension	Score
Managing Risk	2.37
Commitment To Result	2.33
Others	2.32
Goals	2.29
Accountability	2.28
Juggling Multiple Responsibilities	2.23
Interpersonal Skills	2.21
Cultural Awareness	2.21
Responsible	2.07
Coaching	2.05

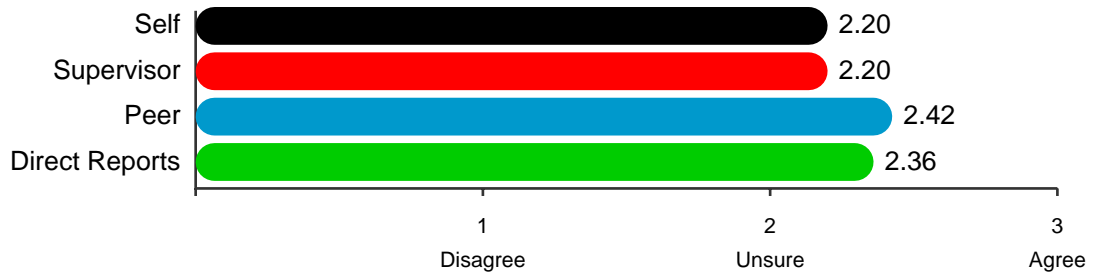Scale: 1 = Disagree, 2 = Unsure, 3 = Agree

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.
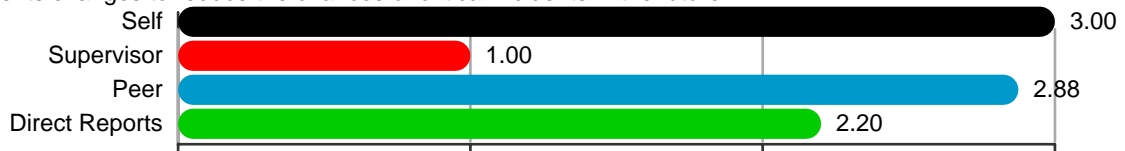
Dimension	How you see yourself and how others see you.	Gap
Goals	Self 2.00 / Other 2.31	0.31
Accountability	Self 2.00 / Other 2.30	0.30
Managing Risk	Self 2.20 / Other 2.39	0.19
Others	Self 2.20 / Other 2.33	0.13
Coaching	Self 2.00 / Other 2.06	0.06
Juggling Multiple Responsibilities	Self 2.20 / Other 2.23	0.03
Interpersonal Skills	Self 2.20 / Other 2.21	0.01
Cultural Awareness	Self 2.20 / Other 2.21	0.01
Commitment To Result	Self 2.40 / Other 2.33	0.07
Responsible	Self 2.20 / Other 2.06	0.14

Scale: 1 Disagree — 2 Unsure — 3 Agree

Managing Risk

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.42
Direct Reports	2.36

1	2	3
Disagree	Unsure	Agree

1. Seeks to retain the best and brightest employees.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

2. Implements changes to reduce the chances of critical incidents in the future.

Self	3.00
Supervisor	1.00
Peer	2.88
Direct Reports	2.20

3. Rewards innovative experiments to try new ideas.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.80

4. Develops appropriate strategies to minimize risks.

Self	2.00
Supervisor	1.00
Peer	2.75
Direct Reports	2.40

5. Evaluates risks against acceptable risk levels.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

| 1 | 2 | 3 |

Results for: 5
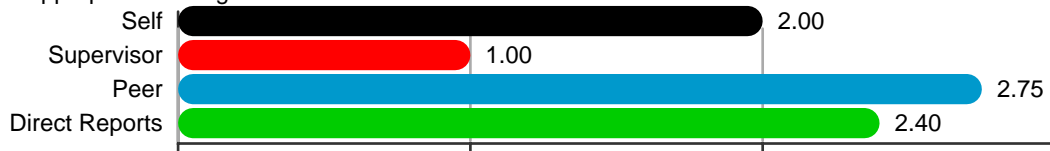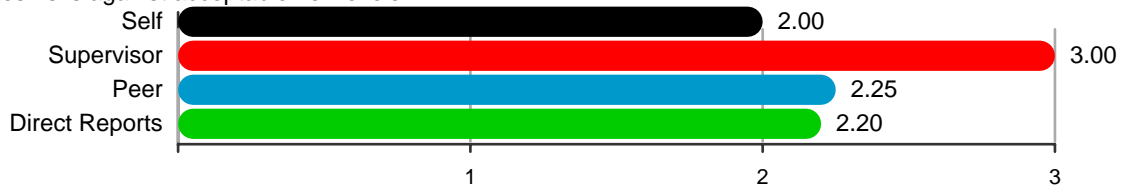
Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).
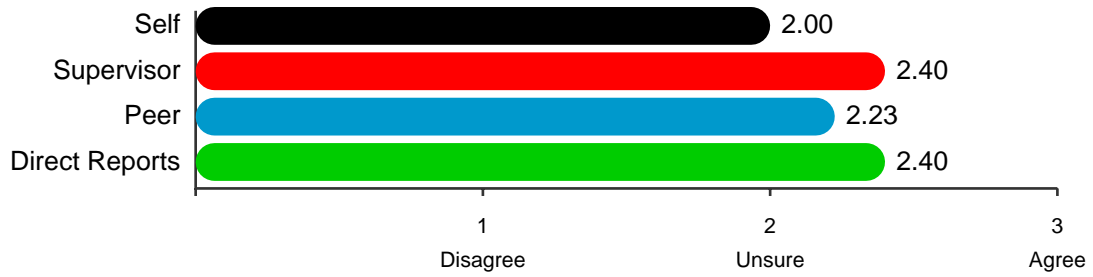
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Seeks to retain the best and brightest employees.	15	2.27	33.3	7%	60%	33%
2. Implements changes to reduce the chances of critical incidents in the future.	15	2.53	73.3	20%	7%	73%
3. Rewards innovative experiments to try new ideas.	15	2.33	40.0	7%	53%	40%
4. Develops appropriate strategies to minimize risks.	15	2.47	53.3	7%	40%	53%
5. Evaluates risks against acceptable risk levels.	15	2.27	40.0	13%	47%	40%

Comments:

- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see his in the rooms helping in the mornings.   Well liked by staff.
- _____ excels in defining outcomes and expectations. He isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. He is very effective in his communication. The thing I most appreciate about _____ is his enthusiasm about work, his dedication to teach others, and his passion to improve processes.
- _____ clearly communicates expectations and verifies information to ensure shared understanding.   A great example was the recent coaching session at our visibility wall.   This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- He communicates clearly and responds to request without unnecessary delay.
- _____ is very process oriented. He has streamlined/improved several processes in the lab.
- He is highly engaged in his work and passionate about connecting with others in a meaningful way.

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Accountability

Summary Scores

Self		2.00
Supervisor		2.40
Peer		2.23
Direct Reports		2.40

1	2	3
Disagree	Unsure	Agree

6. Takes responsibility for results.

Self		2.00
Supervisor		2.00
Peer		2.12
Direct Reports		2.20

7. Takes ownership of mistakes and learns from them.

Self		2.00
Supervisor		3.00
Peer		2.12
Direct Reports		1.80

8. Acts like an owner when they make decisions.

Self		2.00
Supervisor		3.00
Peer		2.25
Direct Reports		2.40

9. Can be counted on to do what they say they are going to do.

Self		2.00
Supervisor		3.00
Peer		2.25
Direct Reports		2.60

10. Implements and facilitates controls and processes that maintain the integrity of the organization.

Self		2.00
Supervisor		1.00
Peer		2.38
Direct Reports		3.00

1	2	3

Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Takes responsibility for results.	15	2.13	33.3	20%	47%	33%
7. Takes ownership of mistakes and learns from them.	15	2.07	26.7	20%	53%	27%
8. Acts like an owner when they make decisions.	15	2.33	40.0	7%	53%	40%
9. Can be counted on to do what they say they are going to do.	15	2.40	53.3	13%	33%	53%
10. Implements and facilitates controls and processes that maintain the integrity of the organization.	15	2.47	60.0	13%	27%	60%

Comments:
- I am confident that whenever I need to talk with _____, he is honest and direct and provides good guidance for my professional growth.
- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.
- _____ is a great manager, committed to each employee in our department.
- He always answers my questions even if he's having a busy day or isn't the right person to be asking.
- _____ takes people where they want to go and pushes them to be their own success.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.

Juggling Multiple Responsibilities

Summary Scores
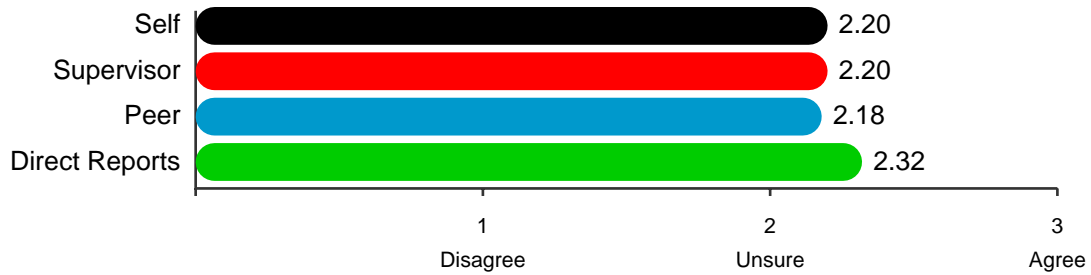
11. Can multitask while performing all of their other responsibilities and activities.

12. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.

13. Plans and organizes continuously while performing all other responsibilities and activities.
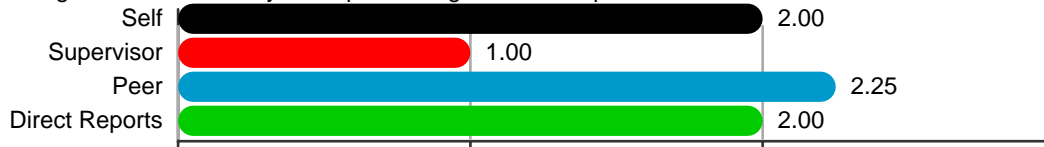
14. Begins tasks as soon as possible.

15. Ranks the importance of tasks to make sure critical tasks are completed first.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).
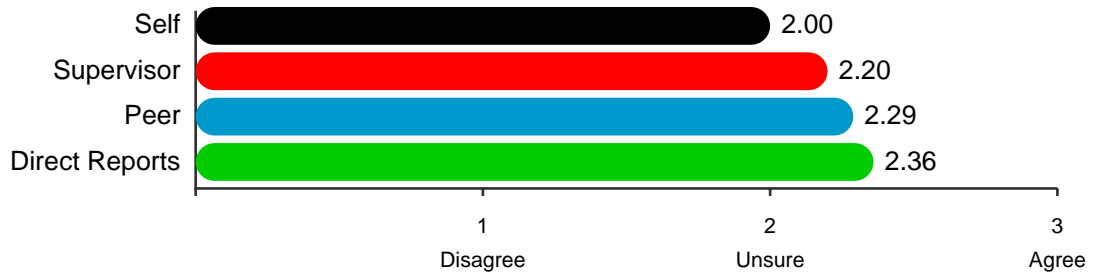
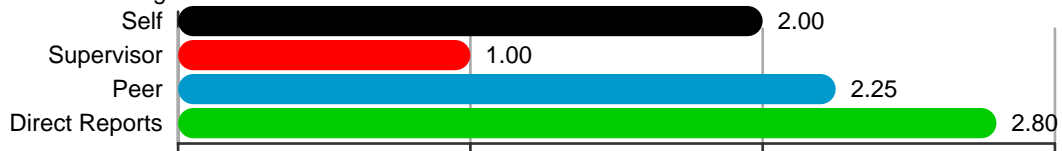| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Can multitask while performing all of their other responsibilities and activities.	15	2.33	40.0	7%	53%	40%
12. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	2.07	20.0	13%	67%	20%
13. Plans and organizes continuously while performing all other responsibilities and activities.	15	2.07	26.7	20%	53%	27%
14. Begins tasks as soon as possible.	15	2.27	40.0	13%	47%	40%
15. Ranks the importance of tasks to make sure critical tasks are completed first.	14	2.43	50.0	7%	43%	50%

Comments:

- He is truly dedicated to doing a good job, by helping us do a good job.
- He can be friendly and does care about people. However he can be dismissive of ideas he does not agree with. It's possible that he is unaware of how strongly he comes across and how the simple fact of being a vice president can amplify people's perceptions of his actions and behaviors.
- I his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- He encourages staff skill development and input to improve department processes
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- _____ is a new manager. His openness and positive communication with his team and his steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
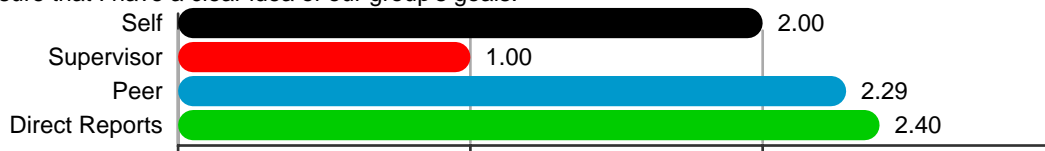
Goals

Summary Scores

Self		2.00
Supervisor		2.20
Peer		2.29
Direct Reports		2.36

1 Disagree — 2 Unsure — 3 Agree

16. Achieves established goals.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.80

17. Makes sure that team members have a clear idea of our group's goals.

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.00

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

Self	2.00
Supervisor	3.00
Peer	1.71
Direct Reports	2.20

19. Makes sure that I have a clear idea of our group's goals.

Self	2.00
Supervisor	1.00
Peer	2.29
Direct Reports	2.40

20. Goal Setting

Self	2.00
Supervisor	3.00
Peer	2.62
Direct Reports	2.40

Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Achieves established goals.	15	2.33	46.7	13%	40%	47%
17. Makes sure that team members have a clear idea of our group's goals.	15	2.33	40.0	7%	53%	40%
18. Conducts timely follow-up; keeps others informed on a need to know basis.	14	2.00	14.3	14%	71%	14%
19. Makes sure that I have a clear idea of our group's goals.	14	2.21	42.9	21%	36%	43%
20. Goal Setting	15	2.53	60.0	7%	33%	60%

Comments:

- I think _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
- _____ is passionate about his role and does a fantastic job of working with other departments to improve process flows.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- Closes off discussions with action plans.

Commitment To Result

Summary Scores
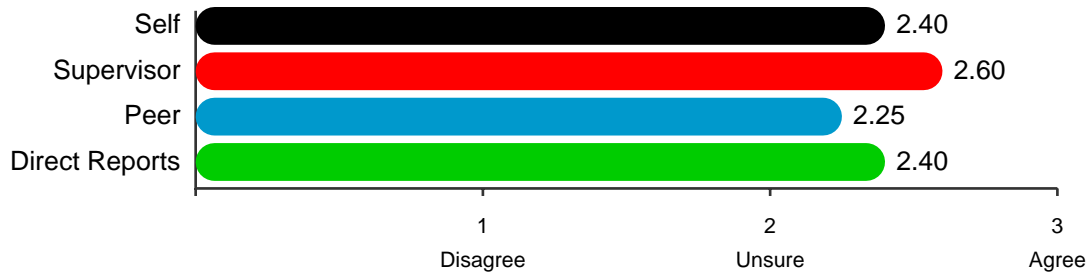
21. Encourages commitment in others to obtain results.

22. Creates a sense of urgency among the store team members to complete activities, which drive sales.
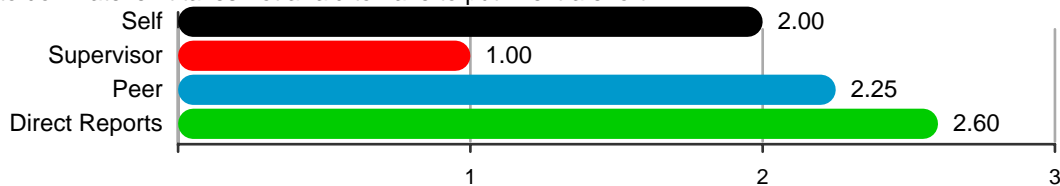

23. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.

24. Maintains persistence and dedication to achieving results.

25. Willing to do whatever it takes-not afraid to have to put in extra effort.

Level of Skill

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

| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Encourages commitment in others to obtain results.	15	2.60	66.7	7%	27%	67%
22. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	2.33	40.0	7%	53%	40%
23. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.07	20.0	13%	67%	20%
24. Maintains persistence and dedication to achieving results.	15	2.40	53.3	13%	33%	53%
25. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	2.27	53.3	27%	20%	53%

Comments:
- _____ is smart, detailed and committed.   I appreciate having his on our team.
- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- _____ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.
- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.

Interpersonal Skills

Summary Scores
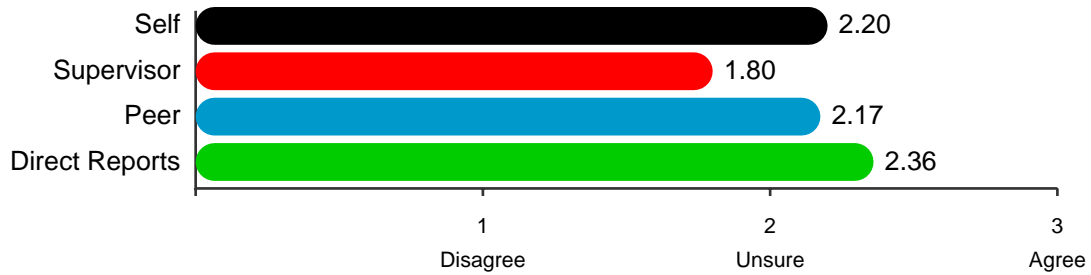
26. Applies appropriate communication techniques to the situation.
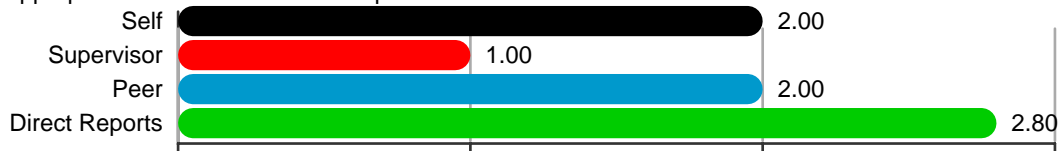
27. Uses knowledge and charisma rather than position, power, or coercion to influence others
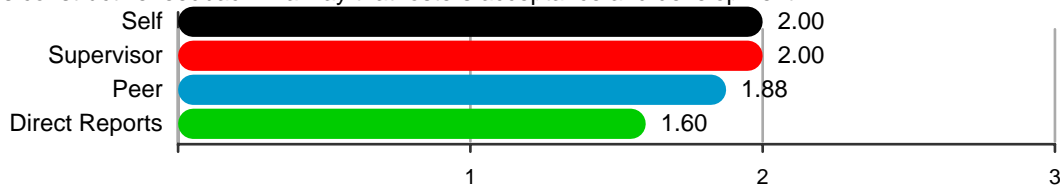

28. Is trusted by peers and co-workers; others are willing to confide in him/her

29. Values the opinions of others.

30. Provides constructive feedback in a way that fosters acceptance and development.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).
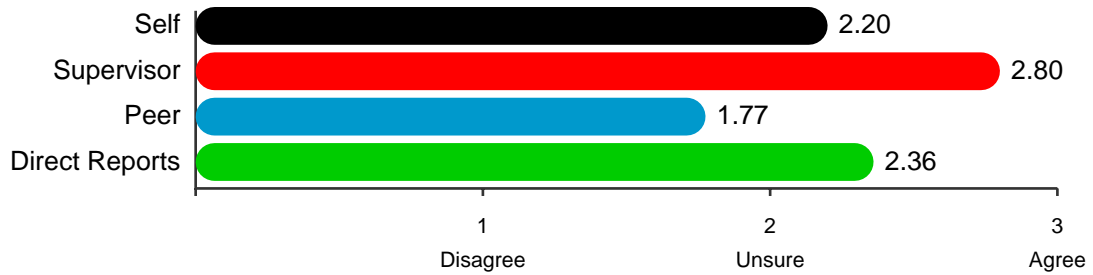
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Applies appropriate communication techniques to the situation.	15	2.20	33.3	13%	53%	33%
27. Uses knowledge and charisma rather than position, power, or coercion to influence others	15	2.00	26.7	27%	47%	27%
28. Is trusted by peers and co-workers; others are willing to confide in him/her	15	2.47	53.3	7%	40%	53%
29. Values the opinions of others.	15	2.60	60.0		40%	60%
30. Provides constructive feedback in a way that fosters acceptance and development.	15	1.80	13.3	33%	53%	13%

Comments:
- Is always learning.   Whether it is a webinar, tutorial, self-improvement books, etc.
- _____ is a wonderful partner to work with.   He has been consistently responsive to issues or requests from my team.   He is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- _____ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- _____ leads by example. Great Employee engagement.
- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- _____ has excellent writing skills when destined for department or the broad groups, but tends to relax his standards when outside that audience, especially in email.   This makes it difficult for his management staff to share information and approvals directly with staff or external sources.

Responsible

Summary Scores

Self	2.20
Supervisor	2.80
Peer	1.77
Direct Reports	2.36

```
        1           2           3
    Disagree     Unsure      Agree
```

31. Sets a good example

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

32. Acts as a resource without removing individual responsibility.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.40

33. Behavior is ethical and honest.

Self	3.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.40

34. Sets a good example.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

35. ...takes personal responsibility for results.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	1.80

```
        1           2           3
```

Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Sets a good example	15	2.13	33.3	20%	47%	33%
32. Acts as a resource without removing individual responsibility.	15	2.13	33.3	20%	47%	33%
33. Behavior is ethical and honest.	15	2.07	33.3	27%	40%	33%
34. Sets a good example.	15	2.13	26.7	13%	60%	27%
35. ...takes personal responsibility for results.	15	1.87	20.0	33%	47%	20%

Comments:
- I have always respected his concern for stakeholder input and his efforts to put his customers first.
- _____ has been in a challenging role this past year with a lot of change and transitions.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- He can ask a question and truly listen to the answer before giving feedback.
- _____ is great to work with.   I really feel like I am a valued member of his team.   He values what I have to say and really listens.
- _____ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.

Coaching

Summary Scores
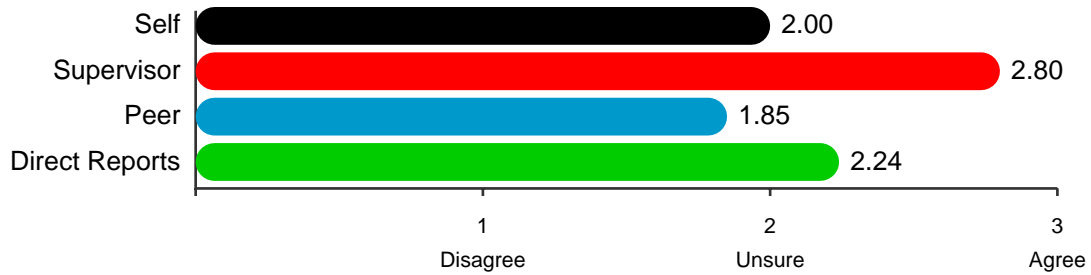
36. Helps employees to understand responsibilities, authority, and expectations.

37. Addresses employee behavior problems effectively.
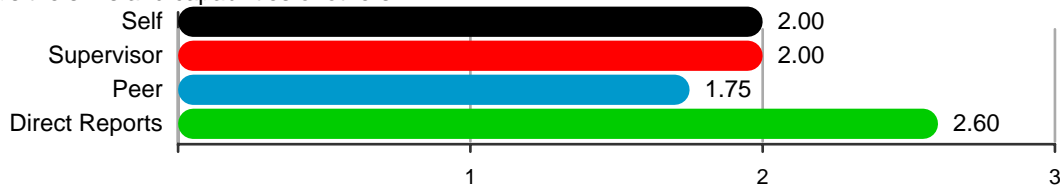

38. Coaches employees in how to strengthen knowledge and skills to improve work performance.

39. Helps employees to maintain high personal standards.

40. Develops the skills and capabilities of others.

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).
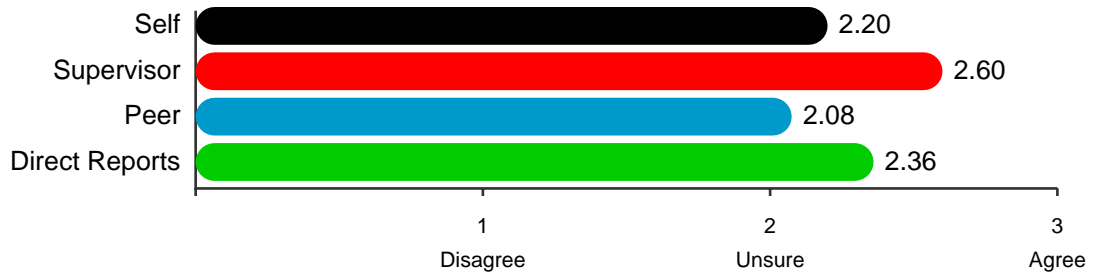
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Helps employees to understand responsibilities, authority, and expectations.	15	1.87	20.0	33%	47%	20%
37. Addresses employee behavior problems effectively.	15	1.93	13.3	20%	67%	13%
38. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	2.07	33.3	27%	40%	33%
39. Helps employees to maintain high personal standards.	15	2.33	33.3		67%	33%
40. Develops the skills and capabilities of others.	15	2.07	33.3	27%	40%	33%

Comments:

- He is very astute, proactive in problem solving, and a great team member.
- Appreciate _____'s willingness to participate on leadership in expanding research activity.
- Could be more self-aware of impact on other team members
- 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.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- _____ analyzes all situations before making a decision.

Cultural Awareness

Summary Scores

Role	Score
Self	2.20
Supervisor	2.60
Peer	2.08
Direct Reports	2.36

Scale: 1 Disagree — 2 Unsure — 3 Agree

41. Fosters a diverse workforce free from discrimination and harassment.

Role	Score
Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

42. Respects others regardless of age, race, gender, nationality, or disability.

Role	Score
Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

43. Seeks out different viewpoints and benefits from different perspectives.

Role	Score
Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.20

44. Shows respect in daily interactions

Role	Score
Self	2.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.60

45. Recognizes and values individual and cultural differences.

Role	Score
Self	3.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.60

Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Disagree) to green (Agree).
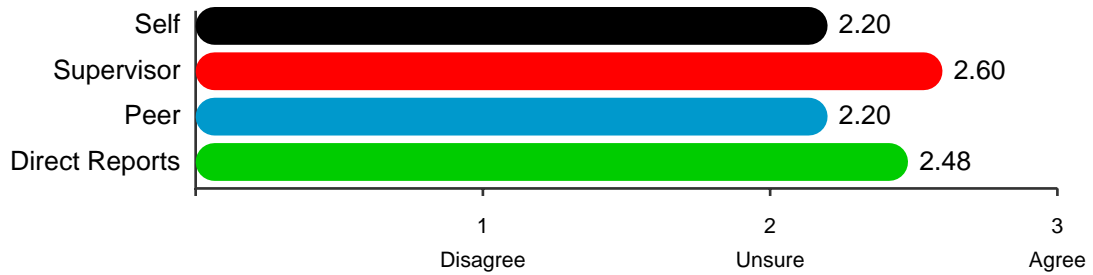
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Fosters a diverse workforce free from discrimination and harassment.	15	2.00	26.7	27%	47%	27%
42. Respects others regardless of age, race, gender, nationality, or disability.	15	2.13	33.3	20%	47%	33%
43. Seeks out different viewpoints and benefits from different perspectives.	15	2.20	40.0	20%	40%	40%
44. Shows respect in daily interactions	15	2.20	26.7	7%	67%	27%
45. Recognizes and values individual and cultural differences.	15	2.53	60.0	7%	33%	60%

Comments:
- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- He is an excellent communicator.   The only real opportunity I see is around translating his data and observations into solid action plans to drive improvement.
- _____ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development He is extremely customer focused.
- _____ has been very supportive for me in my new role as technical specialist.   He has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- _____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- He is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.

Others

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.20
Direct Reports	2.48

1 — Disagree
2 — Unsure
3 — Agree

46. Works effectively with people from other departments.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

47. Helpful

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

48. Includes others in the decision making processes.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

49. ...treats others with respect and dignity.

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.40

50. Forms working relationships with employees from other departments.

Self	3.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.80

Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Works effectively with people from other departments.	15	2.27	26.7		73%	27%
47. Helpful	15	2.13	26.7	13%	60%	27%
48. Includes others in the decision making processes.	15	2.40	40.0		60%	40%
49. ...treats others with respect and dignity.	15	2.47	46.7		53%	47%
50. Forms working relationships with employees from other departments.	15	2.33	46.7	13%	40%	47%

Comments:
- He translated the creative thinking into real change and solution that advanced our department.
- _____ would be my choice for permanent manager of the department.
- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.
- Team-oriented and goal focused.   Shows continuous desire for improvement.
- _____ does try to increase his knowledge in the department. He's not quite there yet but is making a noticeable effort. _____ has shown marked improvement in being present when needed in the department.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.

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?

- _____'s leadership in finance and strategy is exemplary.   However, his ability to use his team and discuss direction is an area where he can improve.
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- _____ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- He is passionate about providing the services necessary to meet the needs of our organization.
- _____ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides his with some feeling of success. While it is true that not everything can be important if everything IS important, _____ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humany possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. _____ has a solid reputation for being a direct communicator and his opinion is respected in our group.
- He lets us develop our own style and inspires us to do our best.

What do you like best about working with this individual?

- _____ is a strong leader and passionate about his customers, staff and safety.
- _____ is highly professional in his everyday work.
- _____ is the absolute definition of team player.
- It's a pleasure to work with _____ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.
- _____ has extremely strong communication skills and is able to work in a wide variety of settings.
- 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.

What do you like least about working with this individual?

- _____ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- 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.
- He believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- He was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.

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

- _____ continues to be a wonderful boss and mentor.
- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- He solicits input and involves front line staff in his everyday work and is admired for his holistic, humble view.
- Don't work with him enough to observe the vast majority of these items.
- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner.
- Again, _____ is still learning his role and hasen't been with us very long so I have not seen some of these skills in action yet.

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

- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.
- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.
- _____ is always professional and demonstrates integrity in his daily work.   He is consistently respectful and values other members of the team.
- Timely follow through.
- _____ has done a wonderful job in supporting his team and making himself available.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.

Any final comments?

- I know that _____ would want me to include suggestions on how he could be a better leader.   I have really thought long and hard about this, and sincerely cannot think of what he could do differently to improve as a leader.   Maybe allow Christmas decor before December?
- _____ has been very supportive of me and the Institute.
- _____ is a very effective leader and excellent communicator.
- _____ has an impressive vision for the company.
- Ithink   _____ is a great manager. He is fair, he is there for us if we need his and helps us in anyway he can.
- His great communication style allows him to draw in floor staff, other departments and individuals easily.