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.
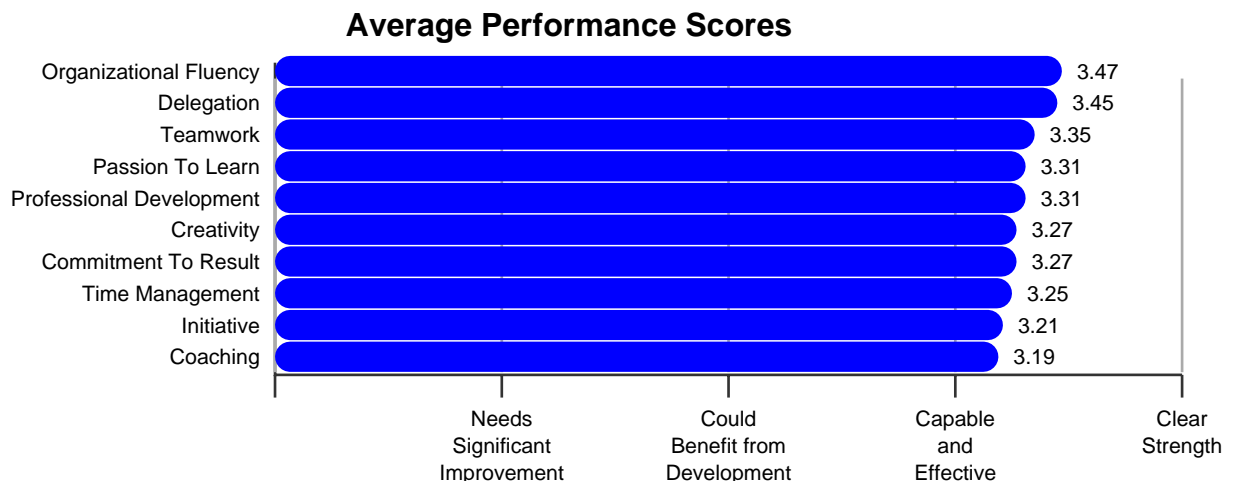
What to Do with Your Feedback

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
Organizational Fluency	3.47
Delegation	3.45
Teamwork	3.35
Passion To Learn	3.31
Professional Development	3.31
Creativity	3.27
Commitment To Result	3.27
Time Management	3.25
Initiative	3.21
Coaching	3.19

Needs Significant Improvement — Could Benefit from Development — Capable and Effective — Clear Strength

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
Professional Development	Self 2.60 / Other 3.36	0.76
Creativity	Self 2.80 / Other 3.30	0.50
Initiative	Self 2.80 / Other 3.24	0.44
Coaching	Self 2.80 / Other 3.21	0.41
Teamwork	Self 3.00 / Other 3.37	0.37
Passion To Learn	Self 3.00 / Other 3.33	0.33
Organizational Fluency	Self 3.20 / Other 3.49	0.29
Delegation	Self 3.20 / Other 3.47	0.27
Time Management	Self 3.00 / Other 3.27	0.27
Commitment To Result	Self 3.20 / Other 3.27	0.07

Scale:
1 Needs Significant Improvement
2 Could Benefit from Development
3 Capable and Effective
4 Clear Strength

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.20	93.3	7%	67%		27%
2. Able to explain departmental policies and procedures to others.	15	3.87	100.0	13%	87%		
3. Understands departmental policies and procedures.	15	3.33	93.3	7%	53%		40%
4. Effective in communicating with others within the organization.	15	3.60	93.3	7%	27%	67%	
5. Anticipates problems that may affect the department.	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. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.29	3.20	-0.09 ▼
2. Able to explain departmental policies and procedures to others.	3.65	3.87	+0.22 ▲
3. Understands departmental policies and procedures.	3.18	3.33	+0.16 ▲
4. Effective in communicating with others within the organization.	3.41	3.60	+0.19 ▲
5. Anticipates problems that may affect the department.	3.24	3.33	+0.10 ▲

Comments:
- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner.
- 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.
- _____ is an excellent listener.   He is HIGHLY respected by his staff, and other leaders around the organization.   I honestly have a very hard time trying to think of an area for improvement.
- just know going through the hiring process with him.
- _____ excels at customer service and keeping our team focused on the customer.
- I think _____ is an excellent addition to the manager team.   As a new manager, he seems to be doing a great job!

Teamwork

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Comes across as a reliable, committed team member	15	3.20	93.3	7%	60%		33%
7. Actively participates in the work of teams; seeks and listens to others' contributions	15	3.20	86.7	13%	53%		33%
8. Willingly share their technical expertise	15	3.40	93.3	7%	47%		47%
9. Relates to all kinds of people tactfully	15	3.47	93.3	7%	40%		53%
10. Shares credit for accomplishments with team members	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. Comes across as a reliable, committed team member	3.24	3.20	-0.04 ▼
7. Actively participates in the work of teams; seeks and listens to others' contributions	3.41	3.20	-0.21 ▼
8. Willingly share their technical expertise	3.24	3.40	+0.16 ▲
9. Relates to all kinds of people tactfully	3.18	3.47	+0.29 ▲
10. Shares credit for accomplishments with team members	3.35	3.47	+0.11 ▲

Comments:
- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- _____ is a strong leader and passionate about his customers, staff and safety.
- I think _____ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when _____ took over and I feel _____ has risen to the occasion and handled himself well.
- Participates in training to learn Core Competency processes.
- I really enjoy working with _____.   When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- I know when I go to him with a problem, he will make himself available and is very thorough with his response.

Creativity

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Conceives, implements and evaluates ideas.	15	3.53	100.0		47%		53%
12. Inspires creativity in their team.	15	3.27	100.0		73%		27%
13. Is creative.	15	3.33	100.0		67%		33%
14. Develops solutions to challenging problems.	15	3.13	86.7	13%	60%		27%
15. Is creative and inspirational.	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. Conceives, implements and evaluates ideas.	3.47	3.53	+0.06	▲
12. Inspires creativity in their team.	3.47	3.27	-0.20	▼
13. Is creative.	3.35	3.33	-0.02	▼
14. Develops solutions to challenging problems.	3.18	3.13	-0.04	▼
15. Is creative and inspirational.	3.00	3.07	+0.07	▲

Comments:
- He knows his subject matter!
- _____ does a great job of keeping the lines of communication and this is appreciated.
- I enjoyed working with _____ on the project and thought that the Rx team involves were strong partners.
- _____ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- _____ collaborates well with other departments and managers.
- _____ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.

Passion To Learn

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	3.40	93.3	7%	47%		47%
17. Creates an environment that supports personal development and exploration.	15	3.27	93.3	7%	60%		33%
18. Takes initiative for own learning and development.	14	3.00	92.9	7%	79%		14%
19. Holds self and associates accountable for goal achievement.	15	3.47	100.0		53%		47%
20. Demonstrates through personal behavior the commitment to high standards of performance.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2022	2023	Change	
16. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	3.65	3.40	-0.25	▼
17. Creates an environment that supports personal development and exploration.	3.47	3.27	-0.20	▼
18. Takes initiative for own learning and development.	3.12	3.00	-0.12	▼
19. Holds self and associates accountable for goal achievement.	3.59	3.47	-0.12	▼
20. Demonstrates through personal behavior the commitment to high standards of performance.	3.29	3.40	+0.11	▲

Comments:
- _____ always goes above and beyond in his daily work.
- I have not observed _____'s interaction with the members of his team. _____ consistently communicates openly in my interactions with him.
- I will always remember _____ as my first manager and be thankful he helped shape my first career.
- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.
- _____ is a tremendous leader in our organization.
- What I like is his standard line what resources do you need from me to make this work?

Professional 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 (Needs Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Encourages employees to take courses relevant to their job.	15	3.53	100.0		47%		53%
22. Seeks opportunities for professional development.	15	3.00	80.0	20%	60%		20%
23. Contributing fully to the extent of their skills	15	2.87	80.0	20%	73%		7%
24. Seeks opportunities for continuous learning.	15	3.47	100.0		53%		47%
25. Allows employees to fully participate in employee training and professional development.	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. Encourages employees to take courses relevant to their job.	3.35	3.53	+0.18 ▲
22. Seeks opportunities for professional development.	3.00	3.00	
23. Contributing fully to the extent of their skills	2.88	2.87	-0.02 ▼
24. Seeks opportunities for continuous learning.	3.00	3.47	+0.47 ▲
25. Allows employees to fully participate in employee training and professional development.	3.76	3.67	-0.10 ▼

Comments:
- His communication techniques are clear and to the point which is very much appreciated.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- I enjoy working with _____. He is very responsive to questions. He seeks out advice or discussion with me at the appropriate times to make sure his projects are successful.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that he is getting more from his VP so he has what he needs to do his job well.
- He exceeded all of my expectations.   The outcome of this work was very successful, in great part to _____'s work.
- I appreciate that as a   new manager to this department _____ has sought to understand my work flow and process.He is actively learning more about our work processes and involved to determine needed resources.

Delegation

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	3.40	93.3	7%	47%		47%
27. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	3.33	93.3	7%	53%		40%
28. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	3.53	100.0		47%		53%
29. Defines goals and objectives for subordinates.	15	3.67	100.0		33%		67%
30. Assigns tasks to create learning opportunities for the employees.	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. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	3.53	3.40	-0.13	▼
27. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	3.12	3.33	+0.22	▲
28. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	3.41	3.53	+0.12	▲
29. Defines goals and objectives for subordinates.	3.59	3.67	+0.08	▲
30. Assigns tasks to create learning opportunities for the employees.	3.41	3.33	-0.08	▼

Comments:
- There are two items above that will be part of my goals for the coming year.
- He is open to new ideas and ways to improve the service we provide.
- I admire _____ for his vision and ability to think outside the box to better meet our organization's needs.
- He is a natural and perfect fit for the CFO position.
- _____ is very sharp and plays a vital role in this organization
- In many cases, not in all, he could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and he approved it.'•

Initiative

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Takes action without being asked.	15	3.20	86.7	13%	53%		33%
32. Takes the initiative to change the direction or course of events.	15	3.40	100.0		60%		40%
33. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	3.20	86.7	13%	53%		33%
34. Seeks and utilizes opportunities for continuous learning and self-development.	15	3.27	93.3	7%	60%		33%
35. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	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. Takes action without being asked.	3.18	3.20	+0.02 ▲
32. Takes the initiative to change the direction or course of events.	3.35	3.40	+0.05 ▲
33. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	3.18	3.20	+0.02 ▲
34. Seeks and utilizes opportunities for continuous learning and self-development.	2.88	3.27	+0.38 ▲
35. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.18	3.00	-0.18 ▼

Comments:
- His open and upbeat attitude is refreshing and contagious.   A real role model for professionalism.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- _____ is an amazing manager to work under.   He has taught me a ton on how to be an associate manager this past year.
- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- _____ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, _____ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Prioritizes tasks to identify immediate and long-term objectives.	15	3.20	93.3	7%	67%		27%
37. Does not become flustered by deadlines and timelines.	15	3.27	93.3	7%	60%		33%
38. Completes high-priority work within required timelines.	15	3.27	86.7	13%	47%		40%
39. Focuses on tasks that have high priority.	15	3.13	86.7	13%	60%		27%
40. Completes tasks ahead of schedule.	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. Prioritizes tasks to identify immediate and long-term objectives.	3.18	3.20	+0.02 ▲
37. Does not become flustered by deadlines and timelines.	3.35	3.27	-0.09 ▼
38. Completes high-priority work within required timelines.	3.24	3.27	+0.03 ▲
39. Focuses on tasks that have high priority.	3.59	3.13	-0.45 ▼
40. Completes tasks ahead of schedule.	3.29	3.40	+0.11 ▲

Comments:
- He is a joy to work for.
- _____ exemplifies all of the above.
- He works diligently with our supplier to ensure the inventory is cost effective.
- He is very astute, proactive in problem solving, and a great team member.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- _____ is an outstanding leader and [CompanyName] is incredibly fortunate to have him on our team!

Commitment To Result

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Maintains persistence and dedication to achieving results.	15	3.33	93.3	7%	53%		40%
42. Encourages commitment in others to obtain results.	15	3.33	93.3	7%	53%		40%
43. Coordinates all department activities into a cohesive team effort.	15	3.13	86.7	13%	60%		27%
44. Committed to the team.	15	3.00	86.7	13%	73%		13%
45. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	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. Maintains persistence and dedication to achieving results.	3.29	3.33	+0.04 ▲
42. Encourages commitment in others to obtain results.	3.41	3.33	-0.08 ▼
43. Coordinates all department activities into a cohesive team effort.	3.35	3.13	-0.22 ▼
44. Committed to the team.	3.18	3.00	-0.18 ▼
45. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.35	3.53	+0.18 ▲

Comments:
- I really enjoy working with _____ and I respect his as a leader and role model.
- I admire his ability to see the big picture (both within our walls and outside our walls).
- Increase in confidence. Being willing to lean into the uncomfortable.
- _____ is a outstanding manager.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- _____ demonstrates excellent skills at approaching employees that need correction action.   My only thought would be he could be a more enforcing with employees that show continued bad behavior after correction action was taken.

Coaching

Level of Skill
The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Needs Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Helps employees to understand responsibilities, authority, and expectations.	15	3.00	86.7	13%	73%		13%
47. Helps employees to maintain high personal standards.	15	3.20	93.3	7%	60%		33%
48. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	3.20	93.3	7%	67%		27%
49. Provides clear, motivating, and constructive feedback.	15	3.40	93.3	7%	47%		47%
50. Addresses employee behavior problems effectively.	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. Helps employees to understand responsibilities, authority, and expectations.	3.24	3.00	-0.24	▼
47. Helps employees to maintain high personal standards.	3.00	3.20	+0.20	▲
48. Coaches employees in how to strengthen knowledge and skills to improve work performance.	3.18	3.20	+0.02	▲
49. Provides clear, motivating, and constructive feedback.	3.35	3.40	+0.05	▲
50. Addresses employee behavior problems effectively.	3.29	3.13	-0.16	▼

Comments:
- Is self-aware of own strength and weakness.   Asking for help by adding another manager.
- 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.
- Ithink   _____ is a great manager. He is fair, he is there for us if we need his and helps us in anyway he can.
- He has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when _____ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.

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?

- 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.
- _____ 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.
- He is always collaborative in his approach, and makes good decisions.
- I do very much appreciate that _____ will support me in a decision when needed.
- I can depend on him with whatever is needed.
- Whenever I go to _____ with a question, problem, or something that isn't working right, he acts on it immediately - not in a day, a week, or whenever.

What do you like best about working with this individual?

- _____ is a solid asset to the human resources division and the [CompanyName] senior management team.
- _____ models teamwork; he is always wiling to go the extra mile to assist on a project or help a co-worker.
- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- _____ is an outstanding manager.
- _____ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.

What do you like least about working with this individual?

- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes.   He focuses on many tiny details without encompassing the larger picture.
- Gets the job organized and in time.   Makes sure all are on the same page and communicates very well.
- Become more aware of the impact you have on teammates.   Encourage the team to take ownership and lead instead of doing everything for everyone.
- I think we have a great team. _____ does his best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- _____ is an excellent communicator and is very open and supportive to his staff.
- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.

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

- Improvement should come over time. There is potential which is present.
- 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.
- _____ 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.
- A willingness and flexibility to pitch in help where needed is important.
- _____ is aware that he can come off as intimidating, and recognizes that fact in certain instances.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.

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

- His open and upbeat attitude is refreshing and contagious.   A real role model for professionalism.
- He has integrity, dependability, and a desire to constantly improve.
- Have persistence and tenacity
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- Too many changes that are not needed at a department our size.   Not enough input from current staff in decision making.
- He removes barriers so that we can do our job to the best of our ability.

Any final comments?

- _____'s department has changed considerably over the last year, yet he still managed to serve his customers.
- He is determined to find the answer to any problem or obstacle in his way.
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- Our department continues to have a very low loss rate.
- _____ needs to remove himself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- There are two items above that will be part of my goals for the coming year.