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.
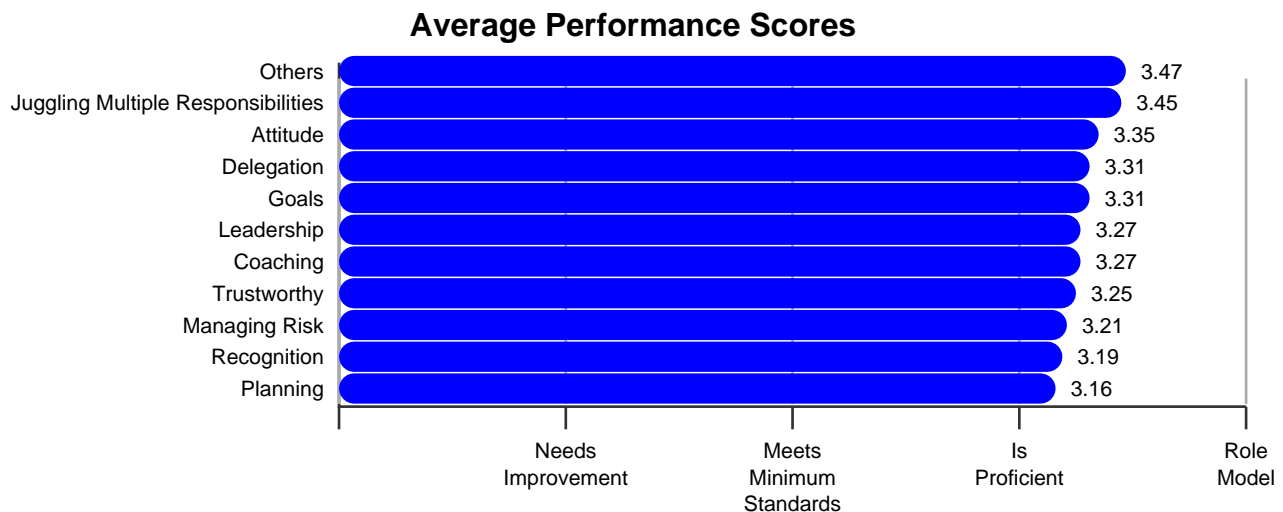
What to Do with Your Feedback

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 11 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
Others	3.47
Juggling Multiple Responsibilities	3.45
Attitude	3.35
Delegation	3.31
Goals	3.31
Leadership	3.27
Coaching	3.27
Trustworthy	3.25
Managing Risk	3.21
Recognition	3.19
Planning	3.16

Scale: Needs Improvement — Meets Minimum Standards — Is Proficient — Role Model

Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.

Dimension	How you see yourself and how others see you.	Gap
Goals	Self 2.60 / Other 3.36	0.76
Leadership	Self 2.80 / Other 3.30	0.50
Managing Risk	Self 2.80 / Other 3.24	0.44
Recognition	Self 2.80 / Other 3.21	0.41
Planning	Self 2.80 / Other 3.19	0.39
Attitude	Self 3.00 / Other 3.37	0.37
Delegation	Self 3.00 / Other 3.33	0.33
Others	Self 3.20 / Other 3.49	0.29
Juggling Multiple Responsibilities	Self 3.20 / Other 3.47	0.27
Trustworthy	Self 3.00 / Other 3.27	0.27
Coaching	Self 3.20 / Other 3.27	0.07

Scale:
1 Needs Improvement
2 Meets Minimum Standards
3 Is Proficient
4 Role Model

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
1. Forms working relationships with employees from other departments.	15	3.20	93.3	7%	67%		27%
2. Works across boundaries within the organization.	15	3.87	100.0	13%	87%		
3. Supports the efforts of other employees in implementing solutions to problems.	15	3.33	93.3	7%	53%		40%
4. Is able to see issues from others' perspectives.	15	3.60	93.3	7%	27%	67%	
5. Consistently demonstrates ability and willingness to trust others.	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. Forms working relationships with employees from other departments.	3.29	3.20	-0.09 ▼
2. Works across boundaries within the organization.	3.65	3.87	+0.22 ▲
3. Supports the efforts of other employees in implementing solutions to problems.	3.18	3.33	+0.16 ▲
4. Is able to see issues from others' perspectives.	3.41	3.60	+0.19 ▲
5. Consistently demonstrates ability and willingness to trust others.	3.24	3.33	+0.10 ▲

Comments:

- _____ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition he has maintained an open line of communication and remained available to staff who have voiced concerns.
- _____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- He has worked hard to understand people's strengths and what they need from him.
- _____ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates   well with other departments and is always focused on the customer experience.
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- I think _____ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.

Attitude

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. Treats all people fairly and with respect.	15	3.20	93.3	7%	60%		33%
7. Contributes to a positive and fun work environment.	15	3.20	86.7	13%	53%		33%
8. Shows by their actions that they trust in the positive intentions of others.	15	3.40	93.3	7%	47%		47%
9. Builds open and trusting relationships.	15	3.47	93.3	7%	40%		53%
10. Works to eliminate unnecessary work or barriers that get in others' way.	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. Treats all people fairly and with respect.	3.24	3.20	-0.04 ▼
7. Contributes to a positive and fun work environment.	3.41	3.20	-0.21 ▼
8. Shows by their actions that they trust in the positive intentions of others.	3.24	3.40	+0.16 ▲
9. Builds open and trusting relationships.	3.18	3.47	+0.29 ▲
10. Works to eliminate unnecessary work or barriers that get in others' way.	3.35	3.47	+0.11 ▲

Comments:
- He is also quick to tap into his past experiences in attempting to find the best solution.
- _____ conducts himself with a high level of integrity and respects honesty and integrity in the people he works with.
- _____ takes people where they want to go and pushes them to be their own success.
- What I like is his standard line what resources do you need from me to make this work?
- It shows that _____ takes pride in making his direct reports fell like they are doing good work and are valued members of the team.
- _____ 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.

Leadership

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Leads team to set goals, solve problems, and accomplish tasks.	15	3.53	100.0		47%		53%
12. Gives direct, constructive, and actionable feedback.	15	3.27	100.0		73%		27%
13. Gives inspiring presentations or discussions.	15	3.33	100.0		67%		33%
14. Expresses clear goals and objectives.	15	3.13	86.7	13%	60%		27%
15. Able to influence others.	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. Leads team to set goals, solve problems, and accomplish tasks.	3.47	3.53	+0.06 ▲
12. Gives direct, constructive, and actionable feedback.	3.47	3.27	-0.20 ▼
13. Gives inspiring presentations or discussions.	3.35	3.33	-0.02 ▼
14. Expresses clear goals and objectives.	3.18	3.13	-0.04 ▼
15. Able to influence others.	3.00	3.07	+0.07 ▲

Comments:
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- He exhibits vision, compassion and high integrity in all of his work.
- I have had personal interactions with _____ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- he continues to make improvements in core competencies.
- He has confidence in leading and making decisions improving rapidly.
- 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.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	15	3.40	93.3	7%	47%	47%	
17. Assigns tasks to create learning opportunities for the employees.	15	3.27	93.3	7%	60%	33%	
18. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	14	3.00	92.9	7%	79%	14%	
19. Clearly defines duties and tasks to be completed.	15	3.47	100.0		53%	47%	
20. Defines goals and objectives for subordinates.	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. Encourages and empowers subordinates to use initiative in achieving goals and objectives.	3.65	3.40	-0.25 ▼
17. Assigns tasks to create learning opportunities for the employees.	3.47	3.27	-0.20 ▼
18. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	3.12	3.00	-0.12 ▼
19. Clearly defines duties and tasks to be completed.	3.59	3.47	-0.12 ▼
20. Defines goals and objectives for subordinates.	3.29	3.40	+0.11 ▲

Comments:
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, _____ fits the leadership role well.
- _____ provides the appropriate amount of direction without being too hands-off or overbearing.
- _____ is professional in communication verbally, but misses hearing some important items that are verbalized to him.
- 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 ina timely fashion which increases anxiety and frustration levels.   Again, overall, I believe that _____ does a good job.
- You can count on _____ to be honest and stay true to committments.
- He has positive energy, leads by example, and cares about teammates.

Goals

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. Makes sure that team members have a clear idea of our group's goals.	15	3.53	100.0		47%	53%	
22. Conducts timely follow-up; keeps others informed on a need to know basis.	15	3.00	80.0	20%	60%		20%
23. Establishes and documents goals and objectives.	15	2.87	80.0	20%	73%		7%
24. Understands & contributes to development of strategic goals.	15	3.47	100.0		53%	47%	
25. Goal Setting	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. Makes sure that team members have a clear idea of our group's goals.	3.35	3.53	+0.18	▲
22. Conducts timely follow-up; keeps others informed on a need to know basis.	3.00	3.00		
23. Establishes and documents goals and objectives.	2.88	2.87	-0.02	▼
24. Understands & contributes to development of strategic goals.	3.00	3.47	+0.47	▲
25. Goal Setting	3.76	3.67	-0.10	▼

Comments:
- _____ is a new manager and it is clear that he wants to do well and engage his team.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.
- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- I can't think of a single thing _____ could improve upon.
- Sometimes _____'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.

Juggling Multiple Responsibilities

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Determines which tasks are critical and which tasks are optional.	15	3.40	93.3	7%	47%		47%
27. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	15	3.33	93.3	7%	53%		40%
28. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	15	3.53	100.0		47%		53%
29. Begins tasks as soon as possible.	15	3.67	100.0		33%		67%
30. Uses a scheduler/planner to keep tasks organized and on time.	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. Determines which tasks are critical and which tasks are optional.	3.53	3.40	-0.13 ▼
27. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	3.12	3.33	+0.22 ▲
28. Observes, analyzes, and responds to merchandise needs while serving customers and accomplishing operational tasks.	3.41	3.53	+0.12 ▲
29. Begins tasks as soon as possible.	3.59	3.67	+0.08 ▲
30. Uses a scheduler/planner to keep tasks organized and on time.	3.41	3.33	-0.08 ▼

Comments:
- On occasion _____'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- _____ models teamwork; he is always wiling to go the extra mile to assist on a project or help a co-worker.
- _____ did a great job with the new employee program development and he should be proud of his accomplishments.
- He uses the strengths of everyone around him to get the best solutions possible.
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.

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
31. Maintains open communication with other departments.	15	3.20	86.7	13%	53%		33%
32. Performs regular risk analyses to minimize adverse outcomes.	15	3.40	100.0		60%		40%
33. Tracks and monitors incidents that may increase the risk of adverse consequences.	15	3.20	86.7	13%	53%		33%
34. Attends risk management seminars and conferences.	15	3.27	93.3	7%	60%		33%
35. Improves process safety where possible.	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. Maintains open communication with other departments.	3.18	3.20	+0.02 ▲
32. Performs regular risk analyses to minimize adverse outcomes.	3.35	3.40	+0.05 ▲
33. Tracks and monitors incidents that may increase the risk of adverse consequences.	3.18	3.20	+0.02 ▲
34. Attends risk management seminars and conferences.	2.88	3.27	+0.38 ▲
35. Improves process safety where possible.	3.18	3.00	-0.18 ▼

Comments:
- _____ has a clear process for hiring which has aided his in building an amazing team.
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- _____ is a intricate part of the team.   He is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- He strives to be an effective and available leader.

Trustworthy

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Demonstrates a sense of responsibility and commitment to public trust.	15	3.20	93.3	7%	67%		27%
37. Takes care to maintain confidential information.	15	3.27	93.3	7%	60%		33%
38. Delivers on promises made.	15	3.27	86.7	13%	47%		40%
39. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.13	86.7	13%	60%		27%
40. Works in a way that makes others want to work with her/him.	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. Demonstrates a sense of responsibility and commitment to public trust.	3.18	3.20	+0.02 ▲
37. Takes care to maintain confidential information.	3.35	3.27	-0.09 ▼
38. Delivers on promises made.	3.24	3.27	+0.03 ▲
39. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.59	3.13	-0.45 ▼
40. Works in a way that makes others want to work with her/him.	3.29	3.40	+0.11 ▲

Comments:
- I admire _____ for his vision and ability to think outside the box to better meet our organization's needs.
- Without a doubt, _____ is the best director I have worked for in my 30+ year carrer at [CompanyName].
  He inspires me and everyone else he comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- _____'s passion is construction. I had the pleasure of working for him as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.
- He gives you confidence knowing he always has your back.
- _____ has done a great job clarifying roles on his team and leading them by example and hard work as well.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	3.33	93.3	7%	53%	40%	
42. Helps employees to maintain high personal standards.	15	3.33	93.3	7%	53%	40%	
43. Addresses employee behavior problems effectively.	15	3.13	86.7	13%	60%	27%	
44. Provides clear, motivating, and constructive feedback.	15	3.00	86.7	13%	73%	13%	
45. Helps employees to understand responsibilities, authority, and expectations.	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. Coaches employees in how to strengthen knowledge and skills to improve work performance.	3.29	3.33	+0.04	▲
42. Helps employees to maintain high personal standards.	3.41	3.33	-0.08	▼
43. Addresses employee behavior problems effectively.	3.35	3.13	-0.22	▼
44. Provides clear, motivating, and constructive feedback.	3.18	3.00	-0.18	▼
45. Helps employees to understand responsibilities, authority, and expectations.	3.35	3.53	+0.18	▲

Comments:
- _____ takes people where they want to go and pushes them to be their own success.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- _____ consistently asks how the day is going, if he can help us at all.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- Improvement should come over time. There is potential which is present.

Recognition

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Readily shares credit and gives others opportunity for visibility.	15	3.00	86.7	13%	73%		13%
47. Offers recognition in a timely manner.	15	3.20	93.3	7%	60%		33%
48. Recognizes the abilities and skills of self and others	15	3.20	93.3	7%	67%		27%
49. Makes people around them feel appreciated and valued.	15	3.40	93.3	7%	47%		47%
50. Lets employees know when they have done well	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. Readily shares credit and gives others opportunity for visibility.	3.24	3.00	-0.24 ▼
47. Offers recognition in a timely manner.	3.00	3.20	+0.20 ▲
48. Recognizes the abilities and skills of self and others	3.18	3.20	+0.02 ▲
49. Makes people around them feel appreciated and valued.	3.35	3.40	+0.05 ▲
50. Lets employees know when they have done well	3.29	3.13	-0.16 ▼

Comments:
- He encourages teammates more as a peer than a coach.
- From what I can see _____ meets or exceeds all of these leadership roles but remember he is not my manager.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- _____ is a true transformational leader who focuses on developing the talents and interests of individual staff members.   With six departments reporting to her, he has broadened his perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- _____ is an outstanding leader in this organization. He has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments he leads.
- _____ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.

Planning

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
51. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	14	3.14	92.9	7%	71%		21%
52. Delegates role to team members to accomplish goals.	14	3.21	85.7	14%	50%		36%
53. Works in an organized manner	15	3.27	86.7	13%	47%		40%
54. Makes plans and follows through.	15	3.13	86.7	13%	60%		27%
55. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.07	86.7	13%	67%		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
51. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	3.24	3.14	-0.09 ▼
52. Delegates role to team members to accomplish goals.	3.06	3.21	+0.16 ▲
53. Works in an organized manner	3.59	3.27	-0.32 ▼
54. Makes plans and follows through.	2.94	3.13	+0.19 ▲
55. Able to look ahead (beyond the present) when addressing the work/needs of the department.	2.88	3.07	+0.18 ▲

Comments:
- _____ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- _____ exceeds in above in all he does.
- _____ is very process oriented. He has streamlined/improved several processes in the lab.
- _____ is very friendly and expresses genuine care for the staff when he is present.
- He seems to be well respected from members of his own team as well.
- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard.   He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.

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?

- _____ is able to multitask in a variety of ways.
- He has a very engaging style which generates trust and respect.
- _____ knows his team very well and is gaining the same knowledge in regards to his team
- I really appreciate him as a member of the team.
- _____ is someone I have immense respect for.   He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask _____ and get an honest response.
- I have also had the pleasure of partnering with _____ in our Core Competency leader learning.   _____ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.

What do you like best about working with this individual?

- _____ leads by example. Great Employee engagement.
- _____ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- _____ is very sharp and plays a vital role in this organization
- He is a natural and perfect fit for the CFO position.
- _____ involves the members of the team in the interview process whenever we need to hire a new team member. He has hired individuals who have proven by their talents and strengths to be the best candidate.
- _____ is a great manager to work for.

What do you like least about working with this individual?

- His professionalism is beyond reproach and he is fair and just.
- _____ is able to manage an ever-changing work load.   His time management has improved over the last year, to promote a work-life balance.
- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- He is open to feedback, but I haven't seen noticeable changes in his behavior as a result.

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

- He is effective and his knowledge of processes is invaluable.
- _____'s style of leading a team is both refreshing and different than what I have experienced in the past.
- You can count on _____ to be honest and stay true to committments.
- He has put together a fantastic leadership group that keeps the customer experience first and foremost.
- _____ is an exceptional leader in my opinion.   He leads by example and knows his teams at the depth necessary to effectively engage them and lead them to improved performance.
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.

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

- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- Overall, _____ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.
- _____ encourages us as directors to go out with one voice and keeps us accountable.
- 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.
- He exceeded all of my expectations.   The outcome of this work was very successful, in great part to _____'s work.

- The department is lucky to have him.

Any final comments?

- _____ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. _____ is a true collaborator and has a global view in the impact this role can bring to process improvement across the ogranization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- _____ is able to manage an ever-changing work load.   His time management has improved over the last year, to promote a work-life balance.
- I really enjoy working with _____ and I respect his as a leader and role model.
- _____ applied his strong analytical skills to problem solving.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles.   Weakness is in the area of being consistent with communications of desired outcomes or expections to the staff.
- Confidence is the only thing I think he needs to improve on.