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.
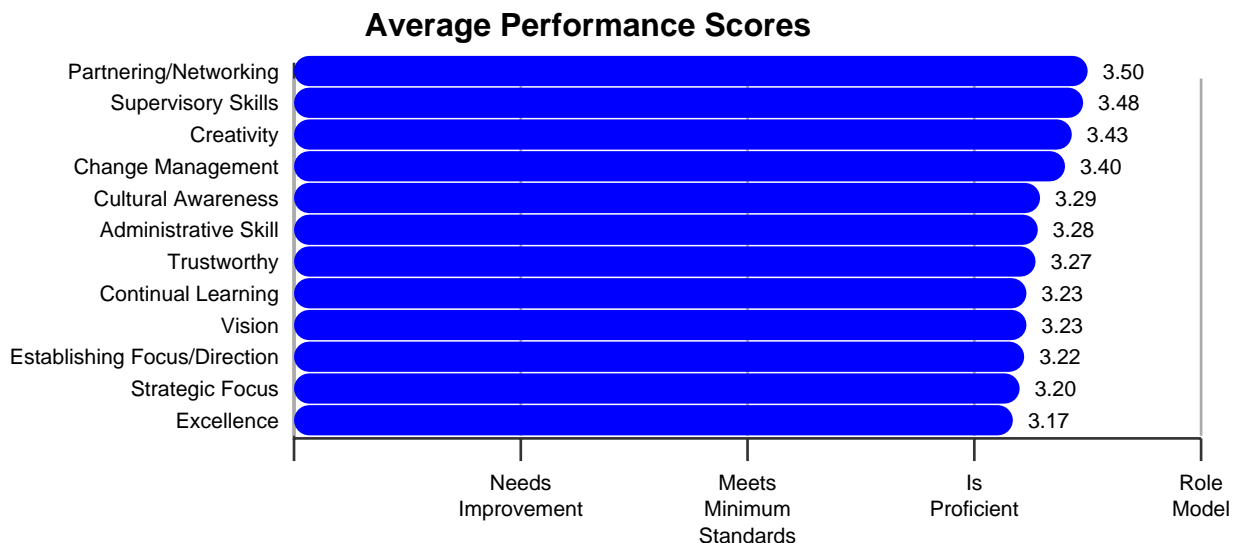
What to Do with Your Feedback

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 12 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
Partnering/Networking	3.50
Supervisory Skills	3.48
Creativity	3.43
Change Management	3.40
Cultural Awareness	3.29
Administrative Skill	3.28
Trustworthy	3.27
Continual Learning	3.23
Vision	3.23
Establishing Focus/Direction	3.22
Strategic Focus	3.20
Excellence	3.17

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
Establishing Focus/Direction	Self 2.50 / Other 3.27	0.77
Continual Learning	Self 2.75 / Other 3.27	0.52
Supervisory Skills	Self 3.00 / Other 3.52	0.52
Creativity	Self 3.00 / Other 3.46	0.46
Excellence	Self 2.75 / Other 3.20	0.45
Cultural Awareness	Self 3.00 / Other 3.31	0.31
Administrative Skill	Self 3.00 / Other 3.30	0.30
Trustworthy	Self 3.00 / Other 3.29	0.29
Partnering/Networking	Self 3.25 / Other 3.52	0.27
Strategic Focus	Self 3.00 / Other 3.21	0.21
Change Management	Self 3.25 / Other 3.41	0.16
Vision	Self 3.25 / Other 3.23	0.02

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

Partnering/Networking

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Supports and encourages relationships that are created by diverse team members.	15	3.20	93.3	7%	67%		27%
2. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	3.87	100.0	13%	87%		
3. Develops a sense of trust in subordinates so they can freely interact and share information with others.	15	3.33	93.3	7%	53%		40%
4. Collaborates with others to accomplish goals and objectives.	15	3.60	93.3	7%	27%	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
1. Supports and encourages relationships that are created by diverse team members.	3.29	3.20	-0.09 ▼
2. Capitalizes on partnerships and networks to enhance the Company's bottom line.	3.65	3.87	+0.22 ▲
3. Develops a sense of trust in subordinates so they can freely interact and share information with others.	3.18	3.33	+0.16 ▲
4. Collaborates with others to accomplish goals and objectives.	3.41	3.60	+0.19 ▲

Comments:
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- _____ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- _____ has been a tremendous resource for my own professional development in this department and in recruitment.   He openly provides feedback, talks through issues/questions, and engages me in the entire process. He finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- _____ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support _____ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by _____ without his bringing them before the team for discussion.
- He takes the time to explain to staff the rationale of changes being made.

Administrative Skill

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
5. Enthusiastic about taking on challenging projects.	15	3.33	93.3	7%	53%		40%
6. Takes responsibility for decisions.	15	3.20	93.3	7%	60%		33%
7. High attention to detail.	15	3.20	86.7	13%	53%		33%
8. Strong organizational skills to keep the workspace and department in order	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
5. Enthusiastic about taking on challenging projects.	3.24	3.33	+0.10 ▲
6. Takes responsibility for decisions.	3.24	3.20	-0.04 ▼
7. High attention to detail.	3.41	3.20	-0.21 ▼
8. Strong organizational skills to keep the workspace and department in order	3.24	3.40	+0.16 ▲

Comments:

- _____ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidence to develope and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- When _____ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.
- _____ has been wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- 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.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- _____ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
9. Develops solutions to challenging problems.	15	3.47	93.3	7%	40%	53%	
10. Conceives, implements and evaluates ideas.	15	3.47	93.3	7%	40%	53%	
11. Adds value to the department/organization.	15	3.53	100.0		47%	53%	
12. Is creative and inspirational.	15	3.27	100.0		73%	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
9. Develops solutions to challenging problems.	3.18	3.47	+0.29 ▲
10. Conceives, implements and evaluates ideas.	3.35	3.47	+0.11 ▲
11. Adds value to the department/organization.	3.47	3.53	+0.06 ▲
12. Is creative and inspirational.	3.47	3.27	-0.20 ▼

Comments:
- Manager routinely demonstrates all of the above characteristics, as marked
- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- He make sure the team effort not only succeed on paper.
- _____ continues to be a great boss. He is available to us and always has time to help with anything.
- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.
- Is reliable and keeps the team focused on the delivery of outcomes.

Continual Learning

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
13. Takes the initiative to learn new skills.	15	3.33	100.0		67%		33%
14. Takes charge of their training and skills enhancement.	15	3.13	86.7	13%	60%		27%
15. Improves on their skill sets.	15	3.07	80.0	20%	53%		27%
16. Seeks opportunities to grow in skills and knowledge.	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
13. Takes the initiative to learn new skills.	3.35	3.33	-0.02 ▼
14. Takes charge of their training and skills enhancement.	3.18	3.13	-0.04 ▼
15. Improves on their skill sets.	3.00	3.07	+0.07 ▲
16. Seeks opportunities to grow in skills and knowledge.	3.65	3.40	-0.25 ▼

Comments:
- I trust that I can go to him in confidence and he will really listen to what I am saying.
- Working with _____ on the IP rehab project has been awesome. He is great at what he does. He understands his role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with his anytime.
- He is showing more comfort in providing and receiving critical feedback.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- _____ leads by example.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.

Cultural Awareness

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
17. Encourages a work environment where individual differences are valued.	15	3.27	93.3	7%	60%		33%
18. Recognizes and values individual and cultural differences.	14	3.00	92.9	7%	79%		14%
19. Fosters a diverse workforce free from discrimination and harassment.	15	3.47	100.0		53%		47%
20. Shows respect in daily interactions	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
17. Encourages a work environment where individual differences are valued.	3.47	3.27	-0.20 ▼
18. Recognizes and values individual and cultural differences.	3.12	3.00	-0.12 ▼
19. Fosters a diverse workforce free from discrimination and harassment.	3.59	3.47	-0.12 ▼
20. Shows respect in daily interactions	3.29	3.40	+0.11 ▲

Comments:
- _____ has done a remarkable job managing the department.
- The most important attribute that _____ demonstrates is making sure there is a solid, vibrant leadership team. When he meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. He pushes for honest opinions and decisions and he expects those decisions and opinions to be supportable with reason. At the same time, he somehow nurtures innovation that leads to improving process and outcomes.
- _____ is a great listener and leader for the department.
- His focus is for quality that is customer centered.
- _____ is always looking for ways to improve our workflow and values input from the team members. On a personal note, he has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- He has never said he was to busy for me or stated come back later. I think [CompanyName] is very lucky to have his as a manager.

Establishing Focus/Direction

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. Helps guide employees with prioritizing tasks.	15	3.53	100.0			47%	53%
22. Aligns the department's goals with the goals of the organization.	15	3.00	80.0	20%	60%		20%
23. Stays focused even when under pressure and stress.	15	2.87	80.0	20%	73%		7%
24. Sets appropriate goals for employees.	15	3.47	100.0		53%	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
21. Helps guide employees with prioritizing tasks.	3.35	3.53	+0.18 ▲
22. Aligns the department's goals with the goals of the organization.	3.00	3.00	
23. Stays focused even when under pressure and stress.	2.88	2.87	-0.02 ▼
24. Sets appropriate goals for employees.	3.00	3.47	+0.47 ▲

Comments:
- He is also an excellent resource to other managers and will take the time to offer information and support.
- _____ is a great leader.   He provides guidance and sets expectations to ensure desired outcomes.
- I may not always agree with his decisions but I understand why they were made because he takes the time to explain them.   The things he does for our department and me are immeasureable
- 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.
- Even though he is part-time, I don't like the minimal face-to-face exposure.
- _____ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone elses department, he is willing to help in any capacity he can to help reach goals.

Supervisory Skills

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
25. Resolves personnel problems quickly and effectively.	15	3.67	100.0		33%	67%	
26. Promotes teamwork and cooperation within the department.	15	3.40	93.3	7%	47%	47%	
27. Delegates effectively.	15	3.33	93.3	7%	53%	40%	
28. Treats all staff equitably.	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
25. Resolves personnel problems quickly and effectively.	3.76	3.67	-0.10 ▼
26. Promotes teamwork and cooperation within the department.	3.53	3.40	-0.13 ▼
27. Delegates effectively.	3.12	3.33	+0.22 ▲
28. Treats all staff equitably.	3.41	3.53	+0.12 ▲

Comments:
- I believe his hands are tied regarding some of the hiring/retention decisions that are made, but, he always works well with whatever situations that arise.
- His integrity is never in question.   I appreciate his ability to partner with me on issues between the VP and my unit.
- Thoroughness, accuracy, professionalism.
- 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.
- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.
- He makes sure we work together as a manager team when it comes to the Fleet scheduling.

Change Management

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
29. Effective in implementing new organizational vision and values.	15	3.67	100.0			33%	67%
30. Adopts changes to set and example for others to follow.	15	3.33	100.0		67%		33%
31. Effective in dealing with ambiguous and challenging situations.	15	3.20	86.7	13%	53%		33%
32. Works cooperatively with others to implement changes.	15	3.40	100.0		60%		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	
29. Effective in implementing new organizational vision and values.	3.59	3.67	+0.08	▲
30. Adopts changes to set and example for others to follow.	3.41	3.33	-0.08	▼
31. Effective in dealing with ambiguous and challenging situations.	3.18	3.20	+0.02	▲
32. Works cooperatively with others to implement changes.	3.35	3.40	+0.05	▲

Comments:
- He clearly assigns our responsibilities by our individual strengths.
- _____ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear.   I appreciate the way he approaches a problem, using Competency methods and training to provide examples for the rest of us.   I really appreciate _____ !
- _____ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- It is often difficult to contact _____ and email communication may take a long period for a reply.
- I think he is doing really good work and I found that to be one area I could list that might help.
- His time has been in huge demand on the [CompanyName] operations side, which has not allowed him to do as much professional development for himself that he would like.

Excellence

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
33. Demonstrates the analytical skills to do their job.	15	3.20	86.7	13%	53%		33%
34. Is planful and organized.	15	3.27	93.3	7%	60%		33%
35. Produces high quality work.	15	3.00	80.0	20%	60%		20%
36. Takes a lot of pride in their work.	15	3.20	93.3	7%	67%		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
33. Demonstrates the analytical skills to do their job.	3.18	3.20	+0.02 ▲
34. Is planful and organized.	2.88	3.27	+0.38 ▲
35. Produces high quality work.	3.18	3.00	-0.18 ▼
36. Takes a lot of pride in their work.	3.18	3.20	+0.02 ▲

Comments:
- _____ 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.
- He is very supportive of us and the job we do.
- _____ 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.
- Strive for excellence. Willing to learn. Implement advice from others.
- I feel safe and comfortable going to him for any reason.   I am very glad to have him for a Director, and also as a partner and teammate.
- I truly enjoy working with _____ on a daily basis.

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
37. Consistently keeps commitments.	15	3.27	93.3	7%	60%		33%
38. Is trustworthy; is someone I can trust.	15	3.27	86.7	13%	47%		40%
39. Demonstrates a sense of responsibility and commitment to public trust.	15	3.13	86.7	13%	60%		27%
40. Builds and maintains the trust of others.	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
37. Consistently keeps commitments.	3.35	3.27	-0.09 ▼
38. Is trustworthy; is someone I can trust.	3.24	3.27	+0.03 ▲
39. Demonstrates a sense of responsibility and commitment to public trust.	3.59	3.13	-0.45 ▼
40. Builds and maintains the trust of others.	3.29	3.40	+0.11 ▲

Comments:
- _____ has done a great job of continuing to grow and refine the service lines.
- I value _____'s insight, knowledge and assistance on complex issues.   He is a great team member.
- _____ has a calm and professional style.
- His decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- I appreciate the reality of his open door policy. Thanks for letting his be a part of our department.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!

Strategic Focus

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Looks for opportunities to enhance contributions to the bottom line.	15	3.33	93.3	7%	53%	40%	
42. Able to decline a poor strategy by proposing alternate strategies.	15	3.33	93.3	7%	53%	40%	
43. Understands their role within the organization.	15	3.13	86.7	13%	60%	27%	
44. Communicates goals and objectives to employees.	15	3.00	86.7	13%	73%	13%	

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. Looks for opportunities to enhance contributions to the bottom line.	3.29	3.33	+0.04 ▲
42. Able to decline a poor strategy by proposing alternate strategies.	3.41	3.33	-0.08 ▼
43. Understands their role within the organization.	3.35	3.13	-0.22 ▼
44. Communicates goals and objectives to employees.	3.18	3.00	-0.18 ▼

Comments:
- Before _____ came into the position it seemed that the department was a dump.
- He is a team player and willing to help other departments and staff when needed.
- _____ is fully engaged in his unit. He took on the position and jumped in with both feet.
- Timely follow through.
- I have felt his support since the minute I came to [CompanyName] and appreciate his more every day.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.

Vision

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
45. Persuades others to follow the Company's vision.	15	3.53	100.0		47%		53%
46. Leads employees in new directions.	15	3.00	86.7	13%	73%		13%
47. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	3.20	93.3	7%	60%		33%
48. Behaves in a way that is consistent with business values & code of conduct	15	3.20	93.3	7%	67%		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
45. Persuades others to follow the Company's vision.	3.35	3.53	+0.18 ▲
46. Leads employees in new directions.	3.24	3.00	-0.24 ▼
47. Expresses the Company vision in a way that is easily understood and adopted by employees.	3.00	3.20	+0.20 ▲
48. Behaves in a way that is consistent with business values & code of conduct	3.18	3.20	+0.02 ▲

Comments:
- _____'s management style is excellent.
- I cannot say if he challenges others.
- _____ has done an excellent job as the VP of Operations. He engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- At times I feel that _____ presents things in meetings that he's not well versed in. I would encourage him to be very familiar with the items he's presenting as his credibility, at times, suffers when he attempts to address something in meetings in his area that he's not well versed in.
- _____ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- Positive energy and a team player.

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 not always open to new ideas or troubleshooting issue and workflows.   He does end up willing to review situations, it just sometimes takes some time.
- He is a high energy individual, with a level of integrity that goes above and beyond.
- He has been challenging us to find other ways to communicate that would be effective, other than email.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.
- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.

What do you like best about working with this individual?

- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- Has a very good attitude which makes it a pleasure working environment.   Stays organized and on top of most all issues that arise.
- Don't know where we would be without him.
- Needs to have more face-to-face communications with other employees in the company.
- _____ has excellent job and people skills.
- _____ has a good perspective on the organization as a whole.

What do you like least about working with this individual?

- _____ does not always follow through with things (ordering equipment).
- Even tempered with a wealth of experience, he has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- _____ is someone I feel I can talk to about any problem or situation and I value his opinion.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- _____ 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.
- I am still learning how to work with _____ so sometimes I have at difficulty understanding where he is coming from and in the process of working through this it there is some uncertainty that is created.

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

- _____ has used his strengths to make this department stronger in many ways.
- _____ is such an inspiration and role model to me, I feel empowered by him to make sound decisions.
- Could benefit from increasing awareness on how much influence they have on the department.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- _____ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.
- Provide and solicit more frequent feedback.

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

- He is a charismatic leader. Really the best!!
- Always has a positive, cheerful, and strong attitude.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- I really enjoy working with _____ and I respect his as a leader and role model.
- Don't be afraid to ask questions when stuck on a task.

Any final comments?

- His view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.
- _____ is a very strong leader. His straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped _____ be successful is his focus on doing the right thing. He doesn't waste any time pointing fingers or placing blame. Instead, he focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- The staff works very well together and is a fine tooled machine.   Everyone is very good at the role and engaged.   The annual scores for the department were high and I believe very accurate in representing that we are a strong team.   All of the staff know what is expected of them and they know I respect their work expertise.   Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- Each member feels they are a part of the team and knows their contribution is valued.
- He correctly sets limits, and expectations of his managers.