



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

February 2025

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

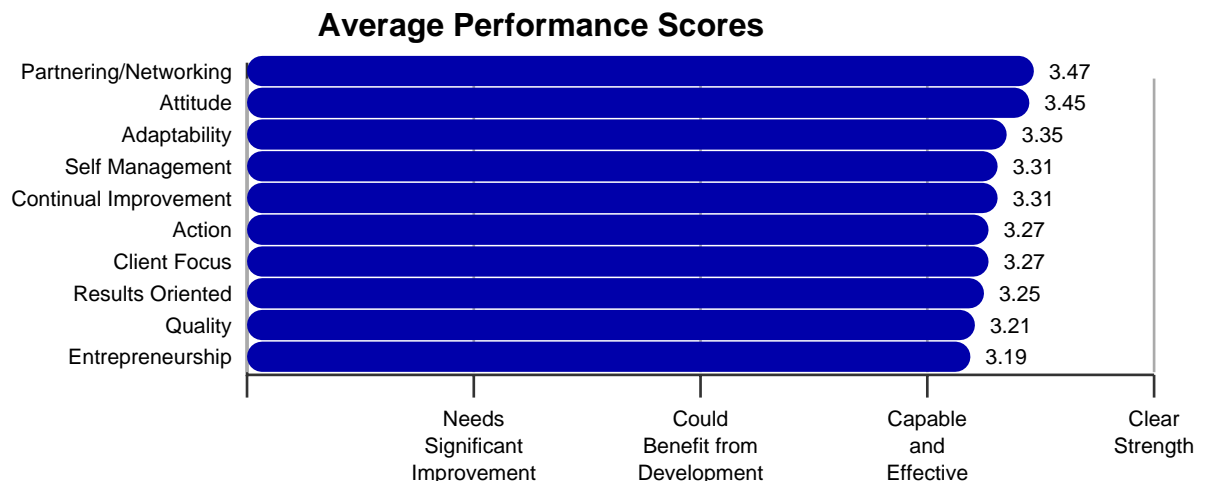
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

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

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

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



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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. I create joint initiatives or projects that serve the common interests of all parties.	15	3.20	93.3	7%	67%	27%	
2. I engage in partnerships that produce significant results.	15	3.87	100.0	13%	87%		
3. I host forums, colloquiums, and seminars to share information and ideas.	15	3.33	93.3	7%	53%	40%	
4. I build alliances with others in the company.	15	3.60	93.3	7%	27%	67%	
5. You capitalize on partnerships and networks to enhance the Company's bottom line.	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	2023	2024	Change
1. I create joint initiatives or projects that serve the common interests of all parties.	3.29	3.20	-0.09 ▼
2. I engage in partnerships that produce significant results.	3.65	3.87	+0.22 ▲
3. I host forums, colloquiums, and seminars to share information and ideas.	3.18	3.33	+0.16 ▲
4. I build alliances with others in the company.	3.41	3.60	+0.19 ▲
5. You capitalize on partnerships and networks to enhance the Company's bottom line.	3.24	3.33	+0.10 ▲

Comments:

- He has positive energy, leads by example, and cares about teammates.
- _____ teams with others to improve communication and process.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- _____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- He could benefit from becoming more comfortable challenging others.
- _____ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.

Adaptability

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. You are able to step in and help co-workers when needed.	15	3.20	93.3	7%	60%	33%	
7. You handle changes easily.	15	3.20	86.7	13%	53%	33%	
8. You are aware of changes to team personnel.	15	3.40	93.3	7%	47%	47%	
9. You easily accept new responsibilities.	15	3.47	93.3	7%	40%	53%	
10. You are able to quickly learn new ways of performing your job.	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	2023	2024	Change
6. You are able to step in and help co-workers when needed.	3.24	3.20	-0.04 ▼
7. You handle changes easily.	3.41	3.20	-0.21 ▼
8. You are aware of changes to team personnel.	3.24	3.40	+0.16 ▲
9. You easily accept new responsibilities.	3.18	3.47	+0.29 ▲
10. You are able to quickly learn new ways of performing your job.	3.35	3.47	+0.11 ▲

Comments:

- You can always count on _____ to respond to emails and telephone calls and follow through with commitments.
- He has made my job so much easier just having him in the facility and present to field questions/work related issues.
- _____ is a great asset to the team. We are grateful to have him.
- He is open to feedback, but I haven't seen noticeable changes in his behavior as a result.
- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- He listens to the team.

Action

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. You stay committed to my goals even when progress is slow.	15	3.53	100.0	47%	53%		
12. You decide to act rather than remain passive.	15	3.27	100.0		73%		27%
13. I navigate organizational structures and boundaries to achieve goals.	15	3.33	100.0		67%		33%
14. I take responsibility for actions.	15	3.13	86.7	13%	60%		27%
15. You make effective decisions	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	2023	2024	Change
11. You stay committed to my goals even when progress is slow.	3.47	3.53	+0.06 ▲
12. You decide to act rather than remain passive.	3.47	3.27	-0.20 ▼
13. I navigate organizational structures and boundaries to achieve goals.	3.35	3.33	-0.02 ▼
14. I take responsibility for actions.	3.18	3.13	-0.04 ▼
15. You make effective decisions	3.00	3.07	+0.07 ▲

Comments:

- Overall I think he does a great job and he is very approachable.
- He is very knowledgeable and is always willing to lend a helping hand!
- Is a great teammate and valuable resource for the company. it is obvious he cares for the team
- I have been most impressed by _____ in the last year. His leadership and intervention into the roles and responsibilities of his staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from _____.
- _____ 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 a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.

Self 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
16. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.40	93.3	7%	47%	47%	
17. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.27	93.3	7%	60%	33%	
18. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	14	3.00	92.9	7%	79%	14%	
19. You step away from a situation to process appropriate response.	15	3.47	100.0		53%	47%	
20. You do not allow own emotions to interfere with the performance 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	2023	2024	Change
16. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.65	3.40	-0.25 ▼
17. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.47	3.27	-0.20 ▼
18. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.12	3.00	-0.12 ▼
19. You step away from a situation to process appropriate response.	3.59	3.47	-0.12 ▼
20. You do not allow own emotions to interfere with the performance of others.	3.29	3.40	+0.11 ▲

Comments:

- This has been a challenging year for _____ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- He has put together a fantastic leadership group that keeps the customer experience first and foremost.
- I think _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- _____ has made good judgements in hiring top notch employees.
- He is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.

Continual Improvement

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. You are open to the suggestions from others.	15	3.53	100.0	47%		53%	
22. You look for ways to expand current job responsibilities.	15	3.00	80.0	20%	60%		20%
23. You look for ways to improve work processes and procedures.	15	2.87	80.0	20%	73%		7%
24. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	15	3.47	100.0	53%		47%	
25. You analyze processes to determine areas for improvement.	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	2023	2024	Change
21. You are open to the suggestions from others.	3.35	3.53	+0.18 ▲
22. You look for ways to expand current job responsibilities.	3.00	3.00	
23. You look for ways to improve work processes and procedures.	2.88	2.87	-0.02 ▼
24. You encourage an employee culture of continuous improvement to seek out better ways of doing things.	3.00	3.47	+0.47 ▲
25. You analyze processes to determine areas for improvement.	3.76	3.67	-0.10 ▼

Comments:

- He has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- Our department continues to have a very low loss rate.
- Sometimes _____'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- _____ promotes and encourages teambuilding throughout the entire department.
- _____ juggles a lot of responsibilities and appears to have it all under control.
- 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.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. You visibly support and encourages diversity in style and background.	15	3.40	93.3	7%	47%	47%	
27. You are gracious and professional in your interactions with others.	15	3.33	93.3	7%	53%	40%	
28. You build open and trusting relationships.	15	3.53	100.0		47%	53%	
29. You contribute to a positive and fun work environment.	15	3.67	100.0		33%	67%	
30. You show by your actions that you trust in the positive intentions of others.	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	2023	2024	Change
26. You visibly support and encourages diversity in style and background.	3.53	3.40	-0.13 ▼
27. You are gracious and professional in your interactions with others.	3.12	3.33	+0.22 ▲
28. You build open and trusting relationships.	3.41	3.53	+0.12 ▲
29. You contribute to a positive and fun work environment.	3.59	3.67	+0.08 ▲
30. You show by your actions that you trust in the positive intentions of others.	3.41	3.33	-0.08 ▼

Comments:

- _____ has excellent communication skills.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- When in need, he picks the appropriate person to conquer a task or assignment. He delegates well and seems to know who best to direct projects, questions and or initiatives to.
- He often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.

Quality

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. You develop specific quality standards/goals to be met within a specified timeframe.	15	3.20	86.7	13%	53%	33%	
32. I view quality issues as a system failure rather than an individual failure.	15	3.40	100.0		60%	40%	
33. I maintain detailed instructions to ensure consistency and quality in the production line.	15	3.20	86.7	13%	53%	33%	
34. You recognize your role in promoting quality and safety in the workplace.	15	3.27	93.3	7%	60%	33%	
35. I set benchmarks for quality improvements.	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	2023	2024	Change
31. You develop specific quality standards/goals to be met within a specified timeframe.	3.18	3.20	+0.02 ▲
32. I view quality issues as a system failure rather than an individual failure.	3.35	3.40	+0.05 ▲
33. I maintain detailed instructions to ensure consistency and quality in the production line.	3.18	3.20	+0.02 ▲
34. You recognize your role in promoting quality and safety in the workplace.	2.88	3.27	+0.38 ▲
35. I set benchmarks for quality improvements.	3.18	3.00	-0.18 ▼

Comments:

- Confidence, Attitude, Desire to learn.
- _____ is a valuable resource to the organization and the team.
- He is well respected.
- He involves our team and holds us accountable out of respect.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- He is someone that has proven he can be trusted to do what is right.

Results Oriented

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. I am motivated by a strong desire to exceed performance standards.	15	3.20	93.3	7%	67%	27%	
37. I persist in seeking objectives despite obstacles or setbacks.	15	3.27	93.3	7%	60%	33%	
38. I quickly analyze the situation to determine the most pressing needs.	15	3.27	86.7	13%	47%	40%	
39. You set a common goals for the team.	15	3.13	86.7	13%	60%	27%	
40. I set benchmarks and milestones to measure progress toward the objectives.	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	2023	2024	Change
36. I am motivated by a strong desire to exceed performance standards.	3.18	3.20	+0.02 ▲
37. I persist in seeking objectives despite obstacles or setbacks.	3.35	3.27	-0.09 ▼
38. I quickly analyze the situation to determine the most pressing needs.	3.24	3.27	+0.03 ▲
39. You set a common goals for the team.	3.59	3.13	-0.45 ▼
40. I set benchmarks and milestones to measure progress toward the objectives.	3.29	3.40	+0.11 ▲

Comments:

- _____ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- _____ has been the best manager by far we have had in this department. He encourages personal growth with making sure we have time to attend classes offered to us.
- _____ would be my choice for permanent manager of the department.
- Professionalism is an area where I feel _____ could continue to develop is making sure that his non-verbal cues are kept to a minimum. He tends to show more of his frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with him.
- _____ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- _____ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.

Client 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. You put client's needs first.	15	3.33	93.3	7%	53%	40%	
42. I deliver customized solutions for each client.	15	3.33	93.3	7%	53%	40%	
43. You document client interactions.	15	3.13	86.7	13%	60%	27%	
44. I build long term relationships with clients.	15	3.00	86.7	13%	73%	13%	
45. You identify the most pressing needs of each client.	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	2023	2024	Change
41. You put client's needs first.	3.29	3.33	+0.04 ▲
42. I deliver customized solutions for each client.	3.41	3.33	-0.08 ▼
43. You document client interactions.	3.35	3.13	-0.22 ▼
44. I build long term relationships with clients.	3.18	3.00	-0.18 ▼
45. You identify the most pressing needs of each client.	3.35	3.53	+0.18 ▲

Comments:

- _____ does not shy away from making the tough calls and is respected by many members of our team.
- _____ is always working collaboratively with many different teams not only within the organization but within the community
- _____ is extremely professional and has strong communication. He is always looking for process improvement opportunities and engages his staff and other leaders in the process.
- _____ is a very positive addition to our Management team.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!
- _____ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.

Entrepreneurship

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. You take the initiative to complete tasks.	15	3.00	86.7	13%	73%		13%
47. You understand the processes and various stages of business development.	15	3.20	93.3	7%	60%		33%
48. You are excellent at managing relationships with stakeholders.	15	3.20	93.3	7%	67%		27%
49. You can work effectively in an environment of uncertainty.	15	3.40	93.3	7%	47%		47%
50. You encourage dynamic growth opportunities.	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	2023	2024	Change
46. You take the initiative to complete tasks.	3.24	3.00	-0.24 ▼
47. You understand the processes and various stages of business development.	3.00	3.20	+0.20 ▲
48. You are excellent at managing relationships with stakeholders.	3.18	3.20	+0.02 ▲
49. You can work effectively in an environment of uncertainty.	3.35	3.40	+0.05 ▲
50. You encourage dynamic growth opportunities.	3.29	3.13	-0.16 ▼

Comments:

- _____ has been very supportive for me in my new role as technical specialist. He has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- _____ has done a great job of continuing to grow and refine the service lines.
- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.
- Participates in training to learn Core Competency processes.
- He communicates well to all staff and we know what is expected of us.
- _____ has a Competency mindset. He is always looking for how we as an organization and specifically his department can improve.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- He follows up on questions and he is easily accessible. I think he is doing a great job!
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. _____ does an excellent job of managing ongoing frustration with humor. He stays on point in meetings and encourages adherence to the agenda.
- Building relationships of trust to enhance safety is an important part of our approach.
- _____ is determined to help make [CompanyName] successful.
- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- He interacts effectively with our most difficult customers.

What do you like best about working with this individual?

- Uses his people skills to change negative situations into positive.
- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.
- He is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- He does not ask for anything from his team that he is not willing to do, or has done himself.
- _____ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and to the point.

What do you like least about working with this individual?

- Provides team members with frequent informal feedback.
- _____ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- Increase in confidence. Being willing to lean into the uncomfortable.
- _____ encourages us as directors to go out with one voice and keeps us accountable.
- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- I believe _____ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.

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

- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- _____ is a definite asset to the organization. He is a creative thinker and a strong leader.
- I honestly cannot think of anything to recommend that would help him to improve at this point.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- He solicits input and involves front line staff in his everyday work and is admired for his holistic, humble view.
- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.

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

- Be being better organized. It would help with prioritizing.
- _____ is always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.
- _____ is very friendly and expresses genuine care for the staff when he is present.
- He sets his expectations high, and delivers a high level of performance herself.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- _____ appears engaged, focused on improvement, and bettering the organization. He collaborates with other leaders and his staff to drive increases in service and efficiency. I feel like my team's needs are met and _____ will respond to any escalation request or need for strategic planning positively and effectively.

Any final comments?

- _____ has been eager to learn his new position and is transitioning well.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- He is such a model for leaders throughout our organization.
- _____ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.
- He stays in his office, and is largely oblivious to the daily activities of customer service.
- I've only had the pleasure of working with _____ for a short while but I have to say he is one of the most helpful people that I've run into at [CompanyName].