



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

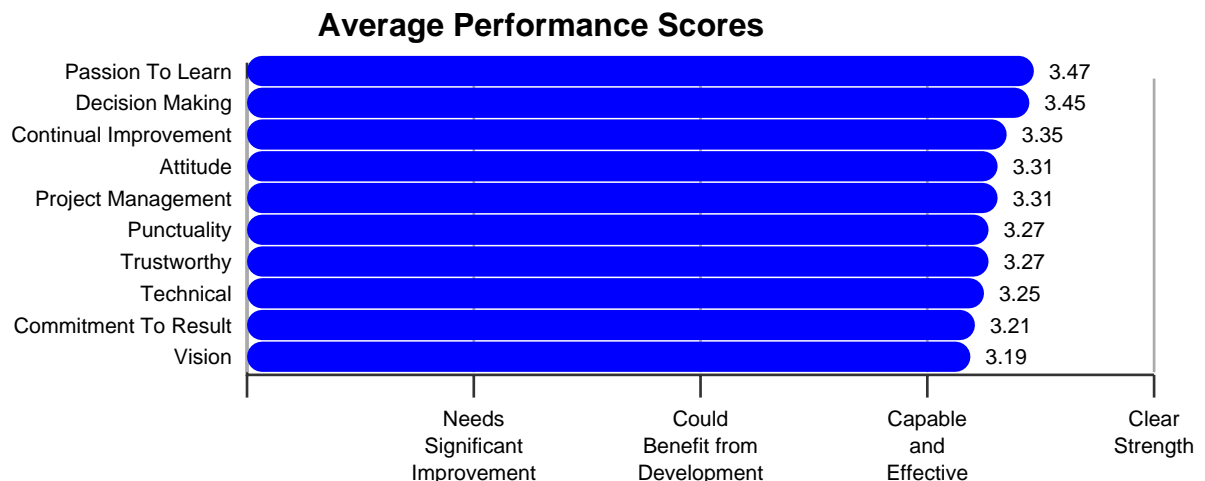
What to Do with Your Feedback

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

Summary

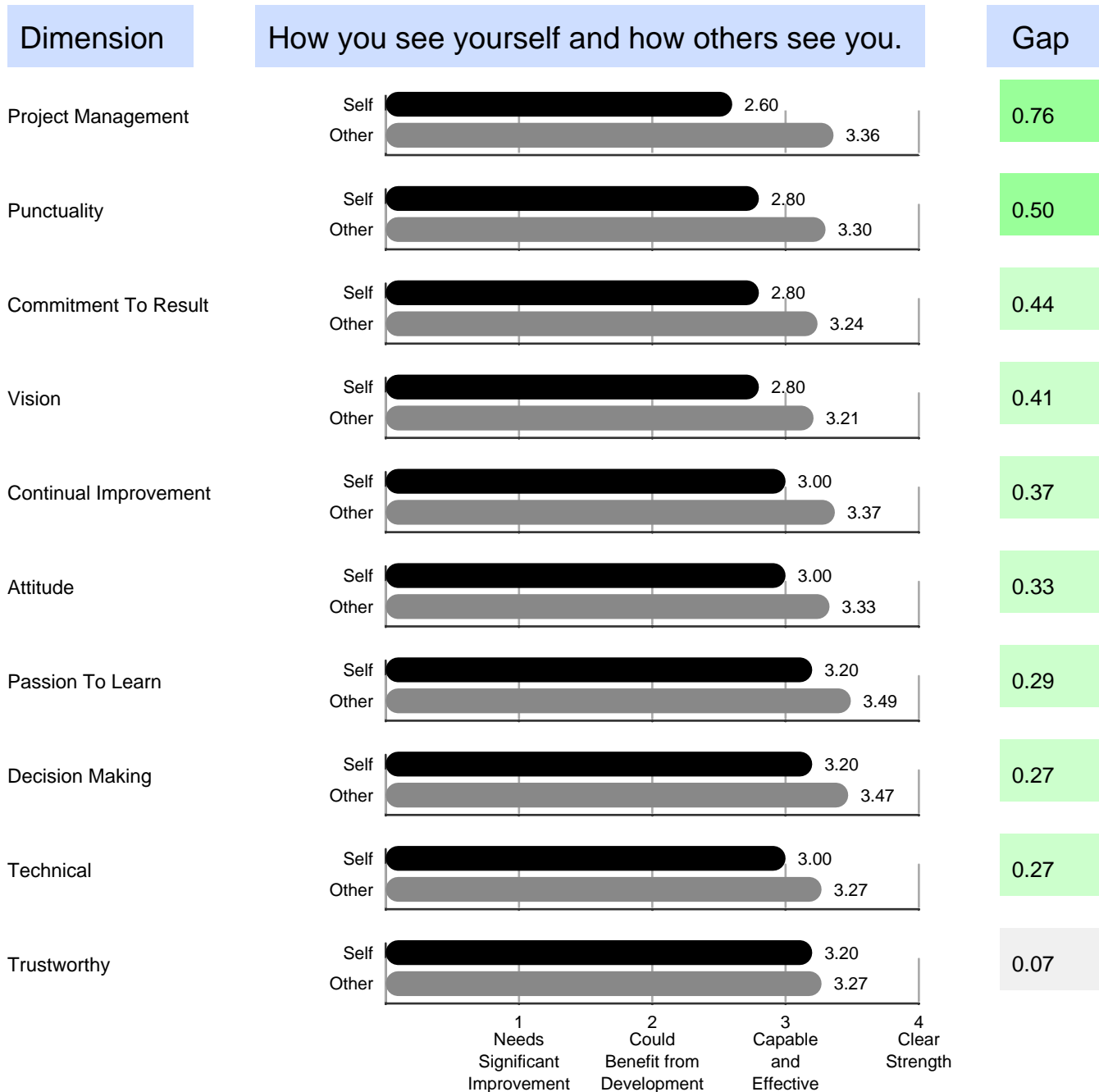
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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



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.



Passion To Learn

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Demonstrates a willingness to participate in continuing education courses.	15	3.20	93.3	7%	67%		27%
2. Constantly enhances product knowledge through experimentation and play.	15	3.87	100.0	13%	87%		
3. Is open minded and curious about learning new skills.	15	3.33	93.3	7%	53%		40%
4. Creates an environment that supports personal development and exploration.	15	3.60	93.3	7%	27%	67%	
5. Is committed to enhancing their own knowledge and skills.	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. Demonstrates a willingness to participate in continuing education courses.	3.29	3.20	-0.09 ▼
2. Constantly enhances product knowledge through experimentation and play.	3.65	3.87	+0.22 ▲
3. Is open minded and curious about learning new skills.	3.18	3.33	+0.16 ▲
4. Creates an environment that supports personal development and exploration.	3.41	3.60	+0.19 ▲
5. Is committed to enhancing their own knowledge and skills.	3.24	3.33	+0.10 ▲

Comments:

- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- I think _____ is off to a very good start with the new division. He is engaging key players and helping form vision with his leadership team.
- _____ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- I frequently reach out for assistance and appreciate that he is there when I/we need him and he actively engages in solving the issues at hand.

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
6. Looks for ways to improve work processes and procedures.	15	3.20	93.3	7%	60%		33%
7. Looks for ways to expand and learn new job skills.	15	3.20	86.7	13%	53%		33%
8. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.40	93.3	7%	47%		47%
9. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.47	93.3	7%	40%		53%
10. Looks for ways to expand current job responsibilities.	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. Looks for ways to improve work processes and procedures.	3.24	3.20	-0.04 ▼
7. Looks for ways to expand and learn new job skills.	3.41	3.20	-0.21 ▼
8. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.24	3.40	+0.16 ▲
9. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.18	3.47	+0.29 ▲
10. Looks for ways to expand current job responsibilities.	3.35	3.47	+0.11 ▲

Comments:

- 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.
- Don't be afraid to ask questions when stuck on a task.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- Lean on team to help reduce burden and establish clear expectations.
- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.

Punctuality

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. Arrives to meetings on time.	15	3.53	100.0	47%	53%		
12. Maintains an efficient schedule of activities.	15	3.27	100.0	73%	27%		
13. Invoices clients on a timely basis.	15	3.33	100.0	67%	33%		
14. Starts the workday when scheduled.	15	3.13	86.7	13%	60%	27%	
15. Conducts appointments at scheduled start time.	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. Arrives to meetings on time.	3.47	3.53	+0.06 ▲
12. Maintains an efficient schedule of activities.	3.47	3.27	-0.20 ▼
13. Invoices clients on a timely basis.	3.35	3.33	-0.02 ▼
14. Starts the workday when scheduled.	3.18	3.13	-0.04 ▼
15. Conducts appointments at scheduled start time.	3.00	3.07	+0.07 ▲

Comments:

- He's done a good job this year of addressing some difficult issues in his area (i.e. Budgeting and Finance leadership challenges).
- _____ is very knowledgeable, honest, and consistent in his leadership decisions.
- He is an excellent teammate, great attitude, effort, and energy.
- 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.
- _____ is a very positive addition to our Management team.
- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.

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
16. Builds open and trusting relationships.	15	3.40	93.3	7%	47%	47%	
17. Shows by their actions that they trust in the positive intentions of others.	15	3.27	93.3	7%	60%	33%	
18. Contributes to a positive work environment.	14	3.00	92.9	7%	79%	14%	
19. Treats all people fairly and with respect.	15	3.47	100.0		53%	47%	
20. Visibly supports and encourages diversity in style and background.	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. Builds open and trusting relationships.	3.65	3.40	-0.25 ▼
17. Shows by their actions that they trust in the positive intentions of others.	3.47	3.27	-0.20 ▼
18. Contributes to a positive work environment.	3.12	3.00	-0.12 ▼
19. Treats all people fairly and with respect.	3.59	3.47	-0.12 ▼
20. Visibly supports and encourages diversity in style and background.	3.29	3.40	+0.11 ▲

Comments:

- Overall, I think _____ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer. Once we get an answer it usually involves _____ wanting to complete the task on his own. More communication in this area would be nice, even when he would rather complete the task on his own.
- _____ is a valued member of the department.
- _____ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.
- _____ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- He has great sense of vision and purpose for the division and organization as a whole.
- _____ is by far a leader in the service area.

Project 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
21. Defines project outcomes based on customer requirements.	15	3.53	100.0	47%		53%	
22. Develops performance measures for various aspects of the project.	15	3.00	80.0	20%	60%		20%
23. Develops action items, workplans, timelines, and criteria for projects.	15	2.87	80.0	20%	73%		7%
24. Anticipates potential problems and institutes controls and contingency plans to address them.	15	3.47	100.0	53%		47%	
25. Organizes work and sets priorities as needed.	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. Defines project outcomes based on customer requirements.	3.35	3.53	+0.18 ▲
22. Develops performance measures for various aspects of the project.	3.00	3.00	
23. Develops action items, workplans, timelines, and criteria for projects.	2.88	2.87	-0.02 ▼
24. Anticipates potential problems and institutes controls and contingency plans to address them.	3.00	3.47	+0.47 ▲
25. Organizes work and sets priorities as needed.	3.76	3.67	-0.10 ▼

Comments:

- He is beginning to reach out to the other managers more, and it is appreciated.
- One of the things that I most appreciate about _____ is his willingness to mentor and grow new talent.
- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- Detail oriented
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- The only area with which he struggles is the need for relationship building with staff he supervises. I know he understands the reason for this and has been working on developing a better approach.

Decision Making

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. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	3.40	93.3	7%	47%	47%	
27. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.33	93.3	7%	53%	40%	
28. Does not lose sight of the big picture when making decisions	15	3.53	100.0		47%	53%	
29. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	3.67	100.0		33%	67%	
30. Seeks input from key people who should be involved in, or will be affected by, decisions	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. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	3.53	3.40	-0.13 ▼
27. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.12	3.33	+0.22 ▲
28. Does not lose sight of the big picture when making decisions	3.41	3.53	+0.12 ▲
29. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.59	3.67	+0.08 ▲
30. Seeks input from key people who should be involved in, or will be affected by, decisions	3.41	3.33	-0.08 ▼

Comments:

- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.
- He could help teammates by becoming more proficient in some areas.
- He collaborates with all departments and operates under shared governance.
- He is very supportive and easily approachable.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- _____ consistently asks how the day is going, if he can help us at all.

Commitment To Result

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.20	86.7	13%	53%	33%	
32. Able to focus on a task even when working alone.	15	3.40	100.0		60%	40%	
33. Committed to the team.	15	3.20	86.7	13%	53%	33%	
34. Coordinates all department activities into a cohesive team effort.	15	3.27	93.3	7%	60%	33%	
35. Takes immediate action toward goals.	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. Creates a sense of urgency among the store team members to complete activities, which drive sales.	3.18	3.20	+0.02 ▲
32. Able to focus on a task even when working alone.	3.35	3.40	+0.05 ▲
33. Committed to the team.	3.18	3.20	+0.02 ▲
34. Coordinates all department activities into a cohesive team effort.	2.88	3.27	+0.38 ▲
35. Takes immediate action toward goals.	3.18	3.00	-0.18 ▼

Comments:

- I have enjoyed working with _____ and will miss his support and direction.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- He often will say he doesn't need the details or that he already knows and doesn't need an explanation.
- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- I appreciate the honest evaluative feedback _____ provides for the staff in his area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- The only constructive feedback that I would have for _____ is that it would be nice to have him "present" more often. There are times during 1:1 or group meetings where I feel that _____ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given his current burden here.

Technical

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. Seeks information from others as needed.	15	3.20	93.3	7%	67%	27%	
37. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.27	93.3	7%	60%	33%	
38. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.27	86.7	13%	47%	40%	
39. Demonstrates mastery of the technical competencies required in his/her work.	15	3.13	86.7	13%	60%	27%	
40. Willingly shares information and expertise; sought out as resource by 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
36. Seeks information from others as needed.	3.18	3.20	+0.02 ▲
37. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.35	3.27	-0.09 ▼
38. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.24	3.27	+0.03 ▲
39. Demonstrates mastery of the technical competencies required in his/her work.	3.59	3.13	-0.45 ▼
40. Willingly shares information and expertise; sought out as resource by others	3.29	3.40	+0.11 ▲

Comments:

- I appreciate _____'s reputation in the community and his advocacy for the programs and initiatives implemented here at [CompanyName].
- Sometimes you want a little more direction from _____, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- He goes above and beyond with the amount of time he puts in and all the projects he is working on.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!
- He works diligently with our supplier to ensure the inventory is cost effective.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Demonstrates congruence between statements and actions.	15	3.33	93.3	7%	53%	40%	
42. Is a person you can trust.	15	3.33	93.3	7%	53%	40%	
43. Takes care to maintain confidential information.	15	3.13	86.7	13%	60%	27%	
44. Builds and maintains the trust of others.	15	3.00	86.7	13%	73%	13%	
45. Demonstrates a sense of responsibility and commitment to public trust.	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. Demonstrates congruence between statements and actions.	3.29	3.33	+0.04 ▲
42. Is a person you can trust.	3.41	3.33	-0.08 ▼
43. Takes care to maintain confidential information.	3.35	3.13	-0.22 ▼
44. Builds and maintains the trust of others.	3.18	3.00	-0.18 ▼
45. Demonstrates a sense of responsibility and commitment to public trust.	3.35	3.53	+0.18 ▲

Comments:

- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- _____'s job performance exceeds all the elements.
- _____ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- _____ has improved on his quick assessment of situations and as a result it has helped me improve also
- _____ always makes decisions based on what is best for the department or organization.
- I believe _____ has done a very good job in developing his team members and providing guidance for the respect growth of each person. While his time is precious, he is always open to discussing a problem. I really like working with _____ and I appreciate his style and understanding and support of the work that I do.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Clearly articulates a vision for his/her work and inspires others to support it	15	3.00	86.7	13%	73%		13%
47. Communicates a vision of where the Company needs to be in the future.	15	3.20	93.3	7%	60%		33%
48. Communicates the vision and strategy of [Company]	15	3.20	93.3	7%	67%		27%
49. Creates a positive vision of the future for the Company.	15	3.40	93.3	7%	47%		47%
50. Works to support the strategy of [Company]	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. Clearly articulates a vision for his/her work and inspires others to support it	3.24	3.00	-0.24 ▼
47. Communicates a vision of where the Company needs to be in the future.	3.00	3.20	+0.20 ▲
48. Communicates the vision and strategy of [Company]	3.18	3.20	+0.02 ▲
49. Creates a positive vision of the future for the Company.	3.35	3.40	+0.05 ▲
50. Works to support the strategy of [Company]	3.29	3.13	-0.16 ▼

Comments:

- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.
- Uses his people skills to change negative situations into positive.
- _____ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance he may receive from his peers.
- _____ helped to keep us positively focus in the right direction, while keeping us well informed.
- I do not have knowledge of _____'s own department and how he hires, assigns, or fits with his team.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (_____) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.

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?

- _____ wants what is best for the organization and Security team and as a manager he expects the best the each have to offer.
- _____ recently set a good example with staff in living out a key behavior he believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- _____ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.
- _____ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with. I am on a committee that he runs and he is an excellent meeting facilitator.
- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- He is fully engaged in his work and shares his professional goals and projects so his team is aware of what he is working on and how the work of each team members fits within the departmental goals.

What do you like best about working with this individual?

- I have seen improvement and will try to encourage even more growth.
- He really wants the best for [CompanyName] and I see him consistently use that as a decision-making barometer.
- He has made my job so much easier just having him in the facility and present to field questions/work related issues.
- _____ came to [CompanyName] and has done a wonderful job of getting the message out.
- His knowledge of what's needed to take us to the next level (designation) is to be commended.
- _____ has a strong knowledge base and willingly shares information.

What do you like least about working with this individual?

- _____ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.
- 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 immeasurable
- I appreciate his ability to deliver a direct message while remaining sensitive to how it may impact others as well as his sense of humor.
- _____ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- He uses the strengths of everyone around him to get the best solutions possible.

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

- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- He has put together a fantastic leadership group that keeps the customer experience first and foremost.
- I have found that _____ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- He is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- As I have indicated above, _____ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate _____'s engagement since last month and I am hopeful that he will grow in his leadership role.

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

- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- He consistently helps us in problem solving a variety of issues.
- _____ gives me feedback good and indifferent.
- He leads by example.
- _____ 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.
- He is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.

Any final 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.
- _____ is a great partner in Systems Implementation.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- _____ seems to excel in his perspective of the organization as a whole, and how his departments contribute and support the organization, as well as how the organization lends support to us.
- _____ is a great leader. His team has been through a lot of change. _____ is focused on building his team and helping them through the change.
- He has an innate ability to match assigned roles with individual strengths.