Feedback Results

Your CompanyName Here

2024

Sample Employee

Introduction

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

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

Goals of the 360 Degree Feedback
Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

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

Receiving Feedback
Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots."   This feedback may help us to understand the negative impact our actions may unintentionally have on others.
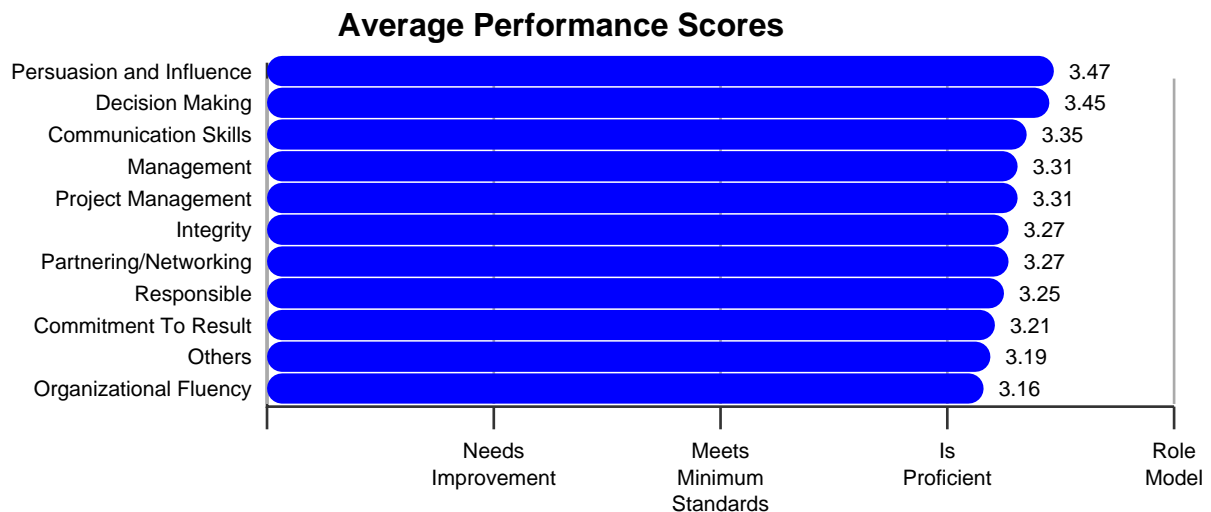
What to Do with Your Feedback
Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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

Average Performance Scores

Dimension	Score
Persuasion and Influence	3.47
Decision Making	3.45
Communication Skills	3.35
Management	3.31
Project Management	3.31
Integrity	3.27
Partnering/Networking	3.27
Responsible	3.25
Commitment To Result	3.21
Others	3.19
Organizational Fluency	3.16

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
Project Management	Self	2.60	0.76
	Other	3.36	
Integrity	Self	2.80	0.50
	Other	3.30	
Commitment To Result	Self	2.80	0.44
	Other	3.24	
Others	Self	2.80	0.41
	Other	3.21	
Organizational Fluency	Self	2.80	0.39
	Other	3.19	
Communication Skills	Self	3.00	0.37
	Other	3.37	
Management	Self	3.00	0.33
	Other	3.33	
Persuasion and Influence	Self	3.20	0.29
	Other	3.49	
Decision Making	Self	3.20	0.27
	Other	3.47	
Responsible	Self	3.00	0.27
	Other	3.27	
Partnering/Networking	Self	3.20	0.07
	Other	3.27	

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

Persuasion and Influence

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. Has excellent influencing/negotiating skills.	15	3.20	93.3	7%	67%		27%
2. Able to express own goals and needs.	15	3.87	100.0	13%	87%		
3. Ensures stakeholders are involved in the decision making process.	15	3.33	93.3	7%	53%		40%
4. Persuades others to consider alternative points of view.	15	3.60	93.3	7%	27%	67%	
5. Understanding what others need.	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. Has excellent influencing/negotiating skills.	3.29	3.20	-0.09 ▼
2. Able to express own goals and needs.	3.65	3.87	+0.22 ▲
3. Ensures stakeholders are involved in the decision making process.	3.18	3.33	+0.16 ▲
4. Persuades others to consider alternative points of view.	3.41	3.60	+0.19 ▲
5. Understanding what others need.	3.24	3.33	+0.10 ▲

Comments:
- He is a real advocate for the customers. Excellent department and computer skills
- He values our feedback and takes our recommendations seriously.
- He has consistently been a strong advocate for me and my team.
- Manager engages in all categories described above as marked.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- _____ is very good a recognizing the strengths of his staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that _____ respects their abilities and contrabutions to the department.

Communication 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
6. Presents issues, ideas, and strategy concisely and clearly.	15	3.20	93.3	7%	60%		33%
7. Delivers influential presentations.	15	3.20	86.7	13%	53%		33%
8. Deals with difficult situations calmly and confidently.	15	3.40	93.3	7%	47%		47%
9. Is an effective communicator	15	3.47	93.3	7%	40%		53%
10. Delivers information in a clear, concise, and logical manner.	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. Presents issues, ideas, and strategy concisely and clearly.	3.24	3.20	-0.04	▼
7. Delivers influential presentations.	3.41	3.20	-0.21	▼
8. Deals with difficult situations calmly and confidently.	3.24	3.40	+0.16	▲
9. Is an effective communicator	3.18	3.47	+0.29	▲
10. Delivers information in a clear, concise, and logical manner.	3.35	3.47	+0.11	▲

Comments:
- Is encouraging to other leaders and offers feedback as appropriate.   Great to work with.
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.
- _____ is not my manager but have worked with him quite a bit recently and have gained a lot of respect for his knowledge of contracts.
- _____ is a very effective leader and excellent communicator.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- _____ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.

Integrity

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Develops trust and confidence from others.	15	3.53	100.0		47%		53%
12. Does what was promised.	15	3.27	100.0		73%		27%
13. Accepts responsibility for mistakes.	15	3.33	100.0		67%		33%
14. Establishes relationships of trust, honesty, fairness, and integrity.	15	3.13	86.7	13%	60%		27%
15. Demonstrates sincerity in actions with others.	15	3.07	80.0	20%	53%		27%

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

Item	2022	2023	Change
11. Develops trust and confidence from others.	3.47	3.53	+0.06 ▲
12. Does what was promised.	3.47	3.27	-0.20 ▼
13. Accepts responsibility for mistakes.	3.35	3.33	-0.02 ▼
14. Establishes relationships of trust, honesty, fairness, and integrity.	3.18	3.13	-0.04 ▼
15. Demonstrates sincerity in actions with others.	3.00	3.07	+0.07 ▲

Comments:
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- _____ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. _____ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we funtion as one corporation.
- I appreciate _____ being open to suggestions, and available when concerns brought to him.
- He has a very engaging style which generates trust and respect.
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- Effective communication.   If I am not executing a task in a timely fashion, I am not held accountable for it.

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
16. Takes responsibility for things that go wrong	15	3.40	93.3	7%	47%	47%	
17. Keep staff informed about what is happening in the company	15	3.27	93.3	7%	60%	33%	
18. Sets an example for others to follow	14	3.00	92.9	7%	79%	14%	
19. Delegate tasks effectively	15	3.47	100.0		53%	47%	
20. Makes you feel enthusiastic about your work	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. Takes responsibility for things that go wrong	3.65	3.40	-0.25	▼
17. Keep staff informed about what is happening in the company	3.47	3.27	-0.20	▼
18. Sets an example for others to follow	3.12	3.00	-0.12	▼
19. Delegate tasks effectively	3.59	3.47	-0.12	▼
20. Makes you feel enthusiastic about your work	3.29	3.40	+0.11	▲

Comments:
- I am always impressed by _____'s insight into our processes so that we continuously strive to improve and be consistent.
- _____ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- _____ is a rock amongst the management at [CompanyName].
- One of the things that I most appreciate about _____ is his willingness to mentor and grow new talent.
- I love working with his and hope to continue having his as my supervisor!
- _____ provides opportunities for his staff to grow professionally and encourages them.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Organizes work and sets priorities as needed.	15	3.53	100.0		47%	53%	
22. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	3.00	80.0	20%	60%		20%
23. Works with customers and clients to assess their needs and define project parameters.	15	2.87	80.0	20%	73%		7%
24. Develops performance measures for various aspects of the project.	15	3.47	100.0		53%	47%	
25. Able to adjust project schedule as needed to accommodate unforeseen issues.	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. Organizes work and sets priorities as needed.	3.35	3.53	+0.18 ▲
22. Organizes, plans, and directs resources to accomplish the goals and objectives.	3.00	3.00	
23. Works with customers and clients to assess their needs and define project parameters.	2.88	2.87	-0.02 ▼
24. Develops performance measures for various aspects of the project.	3.00	3.47	+0.47 ▲
25. Able to adjust project schedule as needed to accommodate unforeseen issues.	3.76	3.67	-0.10 ▼

Comments:
- He is a pleasure to work with and an asset to [CompanyName].
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occuring.
- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- 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.
- Is very upbeat and quick to contribute to the team.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Exercises good judgment by making sound and informed decisions.	15	3.40	93.3	7%	47%		47%
27. Seeks input from key people who should be involved in, or will be affected by, decisions	15	3.33	93.3	7%	53%		40%
28. Asks for additional information when making critical decisions.	15	3.53	100.0		47%		53%
29. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.67	100.0		33%		67%
30. Breaks complex issues into manageable parts and organizes them in a systematic way before making 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. Exercises good judgment by making sound and informed decisions.	3.53	3.40	-0.13 ▼
27. Seeks input from key people who should be involved in, or will be affected by, decisions	3.12	3.33	+0.22 ▲
28. Asks for additional information when making critical decisions.	3.41	3.53	+0.12 ▲
29. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.59	3.67	+0.08 ▲
30. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	3.41	3.33	-0.08 ▼

Comments:
- Communication to staff has greatly improved.
- I will always remember _____ as my first manager and be thankful he helped shape my first career.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that he is getting more from his VP so he has what he needs to do his job well.
- I do see _____ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for techincal staff, collaborating more within the entire RO team and regularly attending required meetings and following through on his assignments.
- _____, more than most, takes what we've learned and implements changes.
- This year _____ has completed his MBA degree and continues to be open to professional growth opportunities. He is receptive to any feedback that I have given him.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Takes immediate action toward goals.	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. Maintains persistence and dedication to achieving results.	15	3.20	86.7	13%	53%		33%
34. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.27	93.3	7%	60%		33%
35. Committed to the team.	15	3.00	80.0	20%	60%		20%

Time Comparisons by Item

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

Item	2022	2023	Change
31. Takes immediate action toward goals.	3.18	3.20	+0.02 ▲
32. Able to focus on a task even when working alone.	3.35	3.40	+0.05 ▲
33. Maintains persistence and dedication to achieving results.	3.18	3.20	+0.02 ▲
34. Creates a sense of urgency among the store team members to complete activities, which drive sales.	2.88	3.27	+0.38 ▲
35. Committed to the team.	3.18	3.00	-0.18 ▼

Comments:
- He supports each and every one of us and was very sensitive to how this was effecting every staff member.
- _____ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- _____ treats all employees with respect and in a very professional manner.
- _____ delegates very effectively.
- he understands where our opportunities for savings in the employee benefits plan may be.
- _____ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.

Responsible

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Acts as a resource without removing individual responsibility.	15	3.20	93.3	7%	67%		27%
37. Is a person you can trust.	15	3.27	93.3	7%	60%		33%
38. Sets a good example.	15	3.27	86.7	13%	47%		40%
39. ...takes personal responsibility for results.	15	3.13	86.7	13%	60%		27%
40. Holds herself / himself accountable to goals / 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	2022	2023	Change
36. Acts as a resource without removing individual responsibility.	3.18	3.20	+0.02 ▲
37. Is a person you can trust.	3.35	3.27	-0.09 ▼
38. Sets a good example.	3.24	3.27	+0.03 ▲
39. ...takes personal responsibility for results.	3.59	3.13	-0.45 ▼
40. Holds herself / himself accountable to goals / objectives	3.29	3.40	+0.11 ▲

Comments:
- I know _____ is working with his director and HR business partner in understanding his role as a operational manager.
- _____ is a great asset to the team. We are grateful to have him.
- Willingness to help, patience in teaching.
- 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.
- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.
- _____ treats all employees with respect and in a very professional manner.

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
41. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	3.33	93.3	7%	53%		40%
42. Creates value within the Company by building networks.	15	3.33	93.3	7%	53%		40%
43. Collaborates with others to accomplish goals and objectives.	15	3.13	86.7	13%	60%		27%
44. Partners with peers to obtain influence within the Company.	15	3.00	86.7	13%	73%		13%
45. Develops a sense of trust in subordinates so they can freely interact and share information with others.	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. Capitalizes on partnerships and networks to enhance the Company's bottom line.	3.29	3.33	+0.04 ▲
42. Creates value within the Company by building networks.	3.41	3.33	-0.08 ▼
43. Collaborates with others to accomplish goals and objectives.	3.35	3.13	-0.22 ▼
44. Partners with peers to obtain influence within the Company.	3.18	3.00	-0.18 ▼
45. Develops a sense of trust in subordinates so they can freely interact and share information with others.	3.35	3.53	+0.18 ▲

Comments:
- I think _____ is doing a wonderful job in his new role here at this [CompanyName]. He has quickly become a vital part of the team.   He is about to take on an even bigger role in the coming months and I think that he will demonstrate that he is very capable leader.   I am glad that he has joined us.
- _____ is someone I feel I can talk to about any problem or situation and I value his opinion.
- _____ is approachable and professional in his interaction with staff and with customers.
- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- _____ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.

Others

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Supports the efforts of other employees in implementing solutions to problems.	15	3.00	86.7	13%	73%		13%
47. Forms working relationships with employees from other departments.	15	3.20	93.3	7%	60%		33%
48. ...treats others with respect and dignity.	15	3.20	93.3	7%	67%		27%
49. Constructively receives criticism and suggestions from others.	15	3.40	93.3	7%	47%		47%
50. Works across boundaries within the organization.	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. Supports the efforts of other employees in implementing solutions to problems.	3.24	3.00	-0.24	▼
47. Forms working relationships with employees from other departments.	3.00	3.20	+0.20	▲
48. ...treats others with respect and dignity.	3.18	3.20	+0.02	▲
49. Constructively receives criticism and suggestions from others.	3.35	3.40	+0.05	▲
50. Works across boundaries within the organization.	3.29	3.13	-0.16	▼

Comments:
- I look forward to learning and improving with his and the other members in the division.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- _____'s management style is to push work down because it opens up capacity for him to do new tasks and provides his subordinates with new learning opportunities.   As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- Great to have you on the team!
- _____ 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.
- His integrity is never in question.   I appreciate his ability to partner with me on issues between the VP and my unit.

Organizational Fluency

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
51. Gets things done through the department.	14	3.14	92.9	7%	71%		21%
52. Anticipates problems that may affect the department.	14	3.21	85.7	14%	50%		36%
53. Understands departmental policies and procedures.	15	3.27	86.7	13%	47%		40%
54. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.13	86.7	13%	60%		27%
55. Able to use corporate politics to advance department objectives.	15	3.07	86.7	13%	67%		20%

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

Item	2022	2023	Change
51. Gets things done through the department.	3.24	3.14	-0.09 ▼
52. Anticipates problems that may affect the department.	3.06	3.21	+0.16 ▲
53. Understands departmental policies and procedures.	3.59	3.27	-0.32 ▼
54. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	2.94	3.13	+0.19 ▲
55. Able to use corporate politics to advance department objectives.	2.88	3.07	+0.18 ▲

Comments:
- I think _____ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower him and are willing to follow.
- His years of experience and wisdom are generously shared and appreciated.
- He is very collaborative and always attempts to work with others.
- _____ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- _____ is still learning his role and I see his only improving in the future. I do question his judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.

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?

- _____ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- Collaboration and dissemination of information and projects is something _____ does well.
- _____ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- _____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- Does well in most technical skills and is willing to learn anything that is new
- I think at times his dedicaton to his team can sometimes come off like he is not thinking about a system perspective, I know that _____ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.

What do you like best about working with this individual?

- _____ is a rock amongst the management at [CompanyName].
- With Process improvement & porfessional 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 likly 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.
- Although I have only reported to _____ for a couple of months, the quality of my work life" has improved greatly.
- _____ has excellent communication skills with both staff and his management team.
- _____ has high expectations of himself and his employees.   He does an excellent job of managing the department.
- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.

What do you like least about working with this individual?

- _____ always goes above and beyond in his daily work.
- I appreciate his helpful and cheerful outlook!
- He is a fantastic resource.
- Detail oriented
- _____ not only values and listens to his staff he also gives them the support they need.
- He is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!

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

- He has positive energy, leads by example, and cares about teammates.
- _____ can be counted on for his reliability.
- _____ is very supportive of Core Competency and concepts. The one concept that _____ refers to consistently is what we respect most is people's ability to think.
- _____ takes pride in his department. His follow through is excellent.   _____ leads be 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.
- _____ demonstrates daily his engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.

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

- He is an excellent teammate, great attitude, effort, and energy.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate.   I always appreciate his candor and feedback.
- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- I am impressed with his commitment to task and job knowledge.
- _____'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals.   He has worked with many different teams over the years and the managment teams that he partners with have great respect for him and value his input.
- I have found that _____ takes feedback very well.   Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.

Any final comments?

- He provided coaching and support to improve this individual's performance.
- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- _____ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- At times I feel like _____ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- _____ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- He collaborates with all departments and operates under shared governance.