



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.

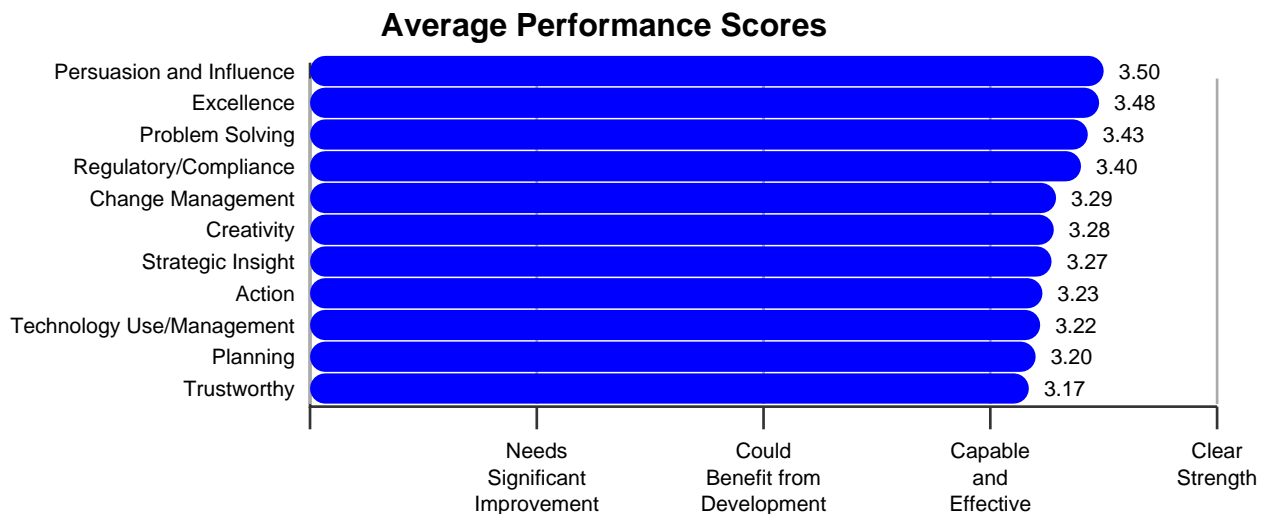
What to Do with Your Feedback

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.



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.



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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Ensures stakeholders are involved in the decision making process.	15	3.20	93.3	7%	67%		27%
2. Able to express own goals and needs.	15	3.87	100.0	13%	87%		
3. Develops a good rapport with others.	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%	

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. Ensures stakeholders are involved in the decision making process.	3.29	3.20	-0.09 ▼
2. Able to express own goals and needs.	3.65	3.87	+0.22 ▲
3. Develops a good rapport with others.	3.18	3.33	+0.16 ▲
4. Persuades others to consider alternative points of view.	3.41	3.60	+0.19 ▲

Comments:

- _____'s leadership at [CompanyName] has been outstanding. I have been very impressed with him since he came here and I admire his work.
- He lets us develop our own style and inspires us to do our best.
- _____ has done tremendous work this past year in the Finance team.
- _____ is a great team player for our organization as a whole and for the Department itself.
- He is quick to remind others, when needed why we are really here.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.

Creativity

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
5. Is creative and inspirational.	15	3.33	93.3	7%	53%	40%	
6. Creates a lot of new ideas.	15	3.20	93.3	7%	60%	33%	
7. Conceives, implements and evaluates ideas.	15	3.20	86.7	13%	53%	33%	
8. Inspires creativity in their team.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
5. Is creative and inspirational.	3.24	3.33	+0.10 ▲
6. Creates a lot of new ideas.	3.24	3.20	-0.04 ▼
7. Conceives, implements and evaluates ideas.	3.41	3.20	-0.21 ▼
8. Inspires creativity in their team.	3.24	3.40	+0.16 ▲

Comments:

- _____ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- _____ is always working to include staff in a shared decision making processes.
- He is very professional and caring in his job
- _____ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development He is extremely customer focused.
- I know _____ is working with his director and HR business partner in understanding his role as a operational manager.
- _____'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase his strengths and [CompanyName] has not capitalized on them.

Problem Solving

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
9. Ability to develop innovative solutions to problems.	15	3.47	93.3	7%	40%	53%	
10. Able to balance the needs of different people in a solution to a problem.	15	3.47	93.3	7%	40%	53%	
11. Generates alternative solutions to problems and challenges.	15	3.53	100.0		47%	53%	
12. Makes judgments based upon relevant information.	15	3.27	100.0		73%		27%

Time Comparisons by Item

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

Item	2022	2023	Change
9. Ability to develop innovative solutions to problems.	3.18	3.47	+0.29 ▲
10. Able to balance the needs of different people in a solution to a problem.	3.35	3.47	+0.11 ▲
11. Generates alternative solutions to problems and challenges.	3.47	3.53	+0.06 ▲
12. Makes judgments based upon relevant information.	3.47	3.27	-0.20 ▼

Comments:

- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- He is always collaborative in his approach, and makes good decisions.
- _____ has served as a valuable leader mentor to me. He is respectful of those he deals with and seeks to optimize others skills and strengths.
- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.
- _____ is a tremendous leader in our organization.
- _____ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.

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
13. Gets the job done.	15	3.33	100.0		67%		33%
14. Effectively makes decisions	15	3.13	86.7	13%	60%		27%
15. Makes effective decisions, even when under pressure.	15	3.07	80.0	20%	53%		27%
16. Motivates & supports others to gain skills	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2022	2023	Change
13. Gets the job done.	3.35	3.33	-0.02 ▼
14. Effectively makes decisions	3.18	3.13	-0.04 ▼
15. Makes effective decisions, even when under pressure.	3.00	3.07	+0.07 ▲
16. Motivates & supports others to gain skills	3.65	3.40	-0.25 ▼

Comments:

- _____ has been very helpful to me as a new manager this year.
- _____ strives to be professional with each and every interaction and I think inspires confidence.
- _____ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- _____ is able to manage an ever-changing work load. His time management has improved over the last year, to promote a work-life balance.
- He is very supportive of us and the job we do.
- _____ is a valued member of the department.

Change Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
17. Supports new initiatives for organizational changes to improve effectiveness.	15	3.27	93.3	7%	60%	33%	
18. Assists others in understanding changes to the organization.	14	3.00	92.9	7%	79%	14%	
19. Adopts changes to set and example for others to follow.	15	3.47	100.0		53%	47%	
20. Addresses organizational and departmental resistance to changes.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

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

Item	2022	2023	Change
17. Supports new initiatives for organizational changes to improve effectiveness.	3.47	3.27	-0.20 ▼
18. Assists others in understanding changes to the organization.	3.12	3.00	-0.12 ▼
19. Adopts changes to set and example for others to follow.	3.59	3.47	-0.12 ▼
20. Addresses organizational and departmental resistance to changes.	3.29	3.40	+0.11 ▲

Comments:

- _____ is the right man for the job...there have been a couple of instances in which I feel that _____ has had tendency to lose staff or participants in his communication. To his merit, _____ will stop the conversation and clarify expectations or needs prior to moving forward.
- _____ has always made himself available to help out in the department as needed, even willing to be there on weekends!
- Overall, _____ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.
- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.
- Have persistence and tenacity
- _____ is an excellent Director.

Technology Use/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. Understands and is committed to implementing new technologies.	15	3.53	100.0	47%	53%		
22. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.00	80.0	20%	60%	20%	
23. Maximizes the use of new technology to deliver products and services.	15	2.87	80.0	20%	73%	7%	
24. Proficient in the use of technical systems and processes.	15	3.47	100.0	53%	47%		

Time Comparisons by Item

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

Item	2022	2023	Change
21. Understands and is committed to implementing new technologies.	3.35	3.53	+0.18 ▲
22. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.00	3.00	
23. Maximizes the use of new technology to deliver products and services.	2.88	2.87	-0.02 ▼
24. Proficient in the use of technical systems and processes.	3.00	3.47	+0.47 ▲

Comments:

- Over the past few months _____ has been creating a bridge between the billing staff and the operations departments.
- He has never said he was too busy for me or stated come back later. I think [CompanyName] is very lucky to have him as a manager.
- he has patience.
- _____ is a definite asset to the organization. He is a creative thinker and a strong leader.
- Sometimes I feel like I need to check on _____ and make sure that he reads an email/understands that I need his input on a project.
- 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.

Excellence

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
25. Can be counted on to add value wherever they are involved.	15	3.67	100.0	33%	67%		
26. Produces high quality work.	15	3.40	93.3	7%	47%	47%	
27. Keeps themselves and others focused on constant improvement.	15	3.33	93.3	7%	53%	40%	
28. Demonstrates the analytical skills to do their job.	15	3.53	100.0	47%	53%		

Time Comparisons by Item

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

Item	2022	2023	Change
25. Can be counted on to add value wherever they are involved.	3.76	3.67	-0.10 ▼
26. Produces high quality work.	3.53	3.40	-0.13 ▼
27. Keeps themselves and others focused on constant improvement.	3.12	3.33	+0.22 ▲
28. Demonstrates the analytical skills to do their job.	3.41	3.53	+0.12 ▲

Comments:

- Provides reinforcement and feedback within the context of the overall business strategy.
- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- Sometimes I feel like I need to check on _____ and make sure that read an email/understands that I need his input on a project.
- _____'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- _____ has improved with his follow-up assignments from meetings.

Regulatory/Compliance

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
29. Ensures regulations are followed as required.	15	3.67	100.0	33%	67%		
30. Performs regular compliance audits.	15	3.33	100.0		67%		33%
31. Complies with trade agreements affecting international companies.	15	3.20	86.7	13%	53%		33%
32. Interacts with auditors and regulators on a professional basis.	15	3.40	100.0		60%		40%

Time Comparisons by Item

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

Item	2022	2023	Change
29. Ensures regulations are followed as required.	3.59	3.67	+0.08 ▲
30. Performs regular compliance audits.	3.41	3.33	-0.08 ▼
31. Complies with trade agreements affecting international companies.	3.18	3.20	+0.02 ▲
32. Interacts with auditors and regulators on a professional basis.	3.35	3.40	+0.05 ▲

Comments:

- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- 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 _____.
- I enjoy working with _____ very much.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- He is such a model for leaders throughout our organization.
- _____ is an extremely competent leader and I am enjoying learning by his example.

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
33. Communicates an understanding of the other person's interests, needs and concerns.	15	3.20	86.7	13%	53%	33%	
34. Takes ownership, delivers on commitments	15	3.27	93.3	7%	60%	33%	
35. Works in a way that makes others want to work with her/him.	15	3.00	80.0	20%	60%	20%	
36. Consistently keeps commitments.	15	3.20	93.3	7%	67%	27%	

Time Comparisons by Item

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

Item	2022	2023	Change
33. Communicates an understanding of the other person's interests, needs and concerns.	3.18	3.20	+0.02 ▲
34. Takes ownership, delivers on commitments	2.88	3.27	+0.38 ▲
35. Works in a way that makes others want to work with her/him.	3.18	3.00	-0.18 ▼
36. Consistently keeps commitments.	3.18	3.20	+0.02 ▲

Comments:

- I would encourage him to share with others the work going on in his area in this regard. It deserves to be recognized and shared.
- _____ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- Don't work with him enough to observe the vast majority of these items.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- _____ is approachable and professional in his interaction with staff and with customers.
- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.

Strategic Insight

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
37. Identifies root causes of problems.	15	3.27	93.3	7%	60%	33%	
38. Analyzes records and reports to obtain insight into potential issues and trends.	15	3.27	86.7	13%	47%	40%	
39. Formulates policies and strategies for addressing the Company's important challenges.	15	3.13	86.7	13%	60%	27%	
40. Communicates vision for the department and company.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

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

Item	2022	2023	Change
37. Identifies root causes of problems.	3.35	3.27	-0.09 ▼
38. Analyzes records and reports to obtain insight into potential issues and trends.	3.24	3.27	+0.03 ▲
39. Formulates policies and strategies for addressing the Company's important challenges.	3.59	3.13	-0.45 ▼
40. Communicates vision for the department and company.	3.29	3.40	+0.11 ▲

Comments:

- _____ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- Transparency and honesty is important early in the process.
- Our desire to improve loss rates has been encouraged and supported by _____.
- He is also very enthusiastic and energetic.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.

Planning

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	3.33	93.3	7%	53%	40%	
42. Able to identify the needs of the department before a major change.	15	3.33	93.3	7%	53%	40%	
43. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.13	86.7	13%	60%	27%	
44. Makes plans and follows through.	15	3.00	86.7	13%	73%	13%	

Time Comparisons by Item

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

Item	2022	2023	Change
41. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	3.29	3.33	+0.04 ▲
42. Able to identify the needs of the department before a major change.	3.41	3.33	-0.08 ▼
43. Able to look ahead (beyond the present) when addressing the work/needs of the department.	3.35	3.13	-0.22 ▼
44. Makes plans and follows through.	3.18	3.00	-0.18 ▼

Comments:

- _____ is a role model of a leader and I feel privileged to have _____ as a leader and a mentor.
- I have participated in multiple interviews with _____ and he is always clear that the individual selected be one with the right talents- not just skills.
- In one word I can summarize _____ in leadership skill. WOW!
- _____ does an exceptional job at running the department.
- He removes barriers so that we can do our job to the best of our ability.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.

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?

- The role of interim director is new to _____ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.
- _____ routinely goes out of his way to make work a more engaging experience.
- _____ is a good leader because he gives examples through his own behavior.
- He has an innate ability to match assigned roles with individual strengths.
- Need to continue to engage staff in team development and role clarification.
- _____ has always been helpful in working to assess the current situation and then partner with us to determine next steps.

What do you like best about working with this individual?

- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- I think staff would respect _____ more as a leader in the department if he would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging him to finish something.
- He is strong in his convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- He values our feedback and takes our recommendations seriously.

What do you like least about working with this individual?

- His positive attitude is constant.
- _____ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- I honestly cannot think of anything that he could improve on.
- I appreciate the reality of his open door policy. Thanks for letting him be a part of our department.
- I think _____ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- _____ is a great mentor and leader for his team. He recognizes the strengths that each of his team members bring to the organization and works to continue to develop those strengths. _____ also helps his team recognize areas of improvement and works to improve those areas as well.

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

- I think having _____ as a manager is one of the reasons I've been here 10 years. He has given me great space to grow -- to make mistakes and learn from them. He's taught me about budgets, evaluations, and policies, among other things. He's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when he's most engaged and focused on the specific issue before us.
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- _____ sometimes uses an intense lecturing style with colleagues which is not effective.
- There have been many changes in management over the last 5 years. I can truly say that _____ is an exceptional manager. Our dept has made some truly good changes under _____.
- _____ does not shy away from making the tough calls and is respected by many members of our team.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.

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

- _____ 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.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.
- I believe the team greatly values _____'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.

Any final comments?

- _____ has a clear process for hiring which has aided his in building an amazing team.
- _____ is highly professional in his everyday work.
- he is trying to prove his strengths and be a firm leader in the organization, however when he makes these decisions before hearing all sides, he appears as if he does not care about the consequences.
- Your initiative influences others in a positive way.
- I feel as though I have a shared decision making relationship with _____ which makes me feel valued. He supports me and values my opinion.
- Increase in confidence. Being willing to lean into the uncomfortable.