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.
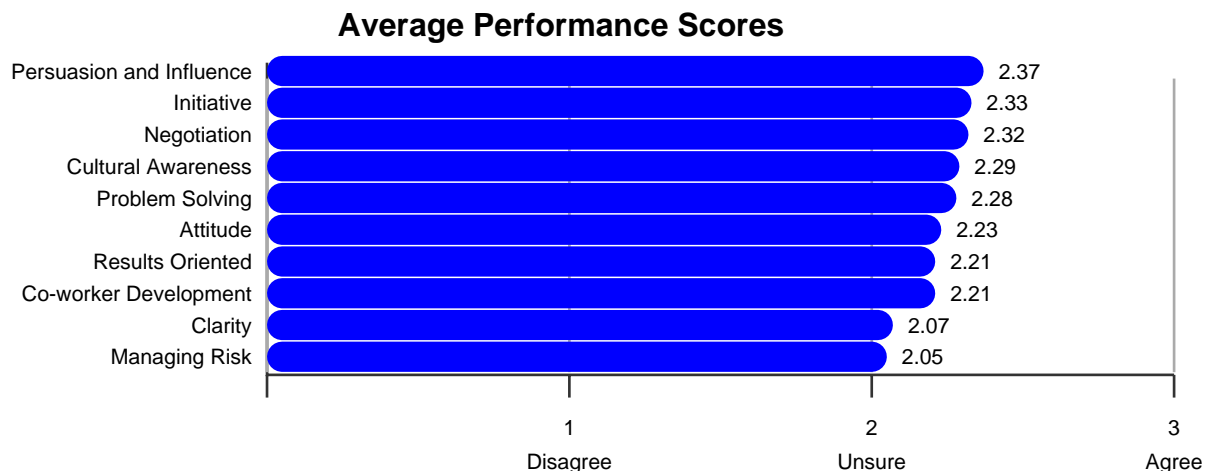
What to Do with Your Feedback

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.
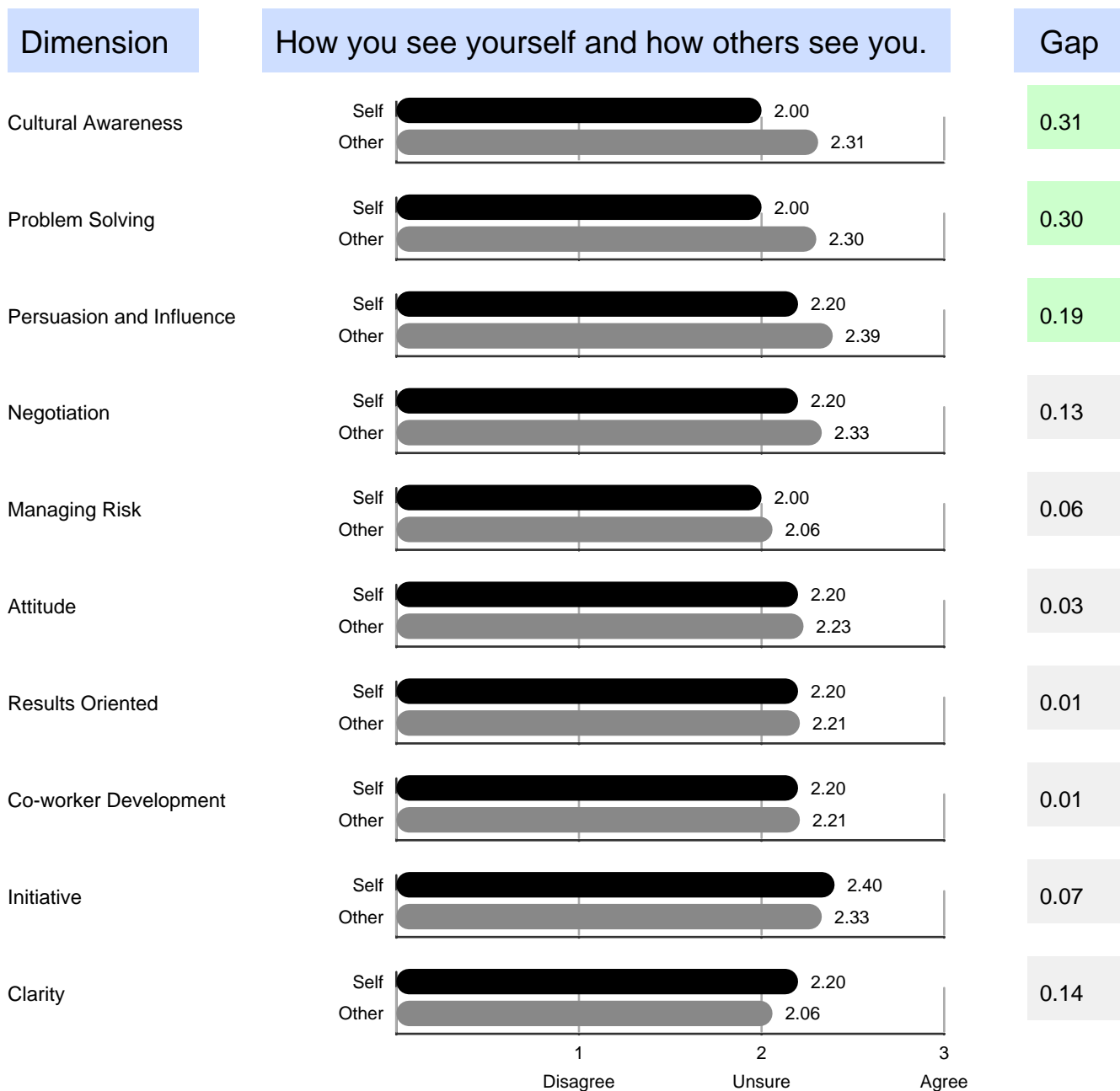
Summary

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.

Average Performance Scores

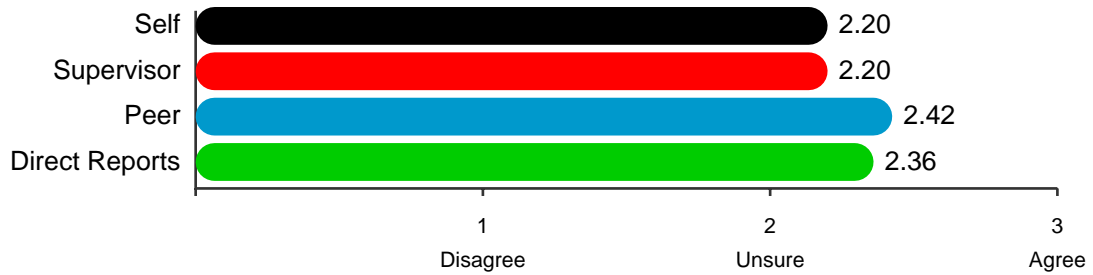| Dimension	Score
Persuasion and Influence	2.37
Initiative	2.33
Negotiation	2.32
Cultural Awareness	2.29
Problem Solving	2.28
Attitude	2.23
Results Oriented	2.21
Co-worker Development	2.21
Clarity	2.07
Managing Risk	2.05

Scale: 1 = Disagree, 2 = Unsure, 3 = Agree

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.
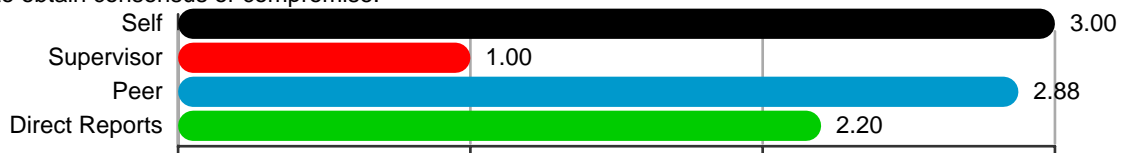
Dimension	How you see yourself and how others see you.	Gap
Cultural Awareness	Self 2.00 / Other 2.31	0.31
Problem Solving	Self 2.00 / Other 2.30	0.30
Persuasion and Influence	Self 2.20 / Other 2.39	0.19
Negotiation	Self 2.20 / Other 2.33	0.13
Managing Risk	Self 2.00 / Other 2.06	0.06
Attitude	Self 2.20 / Other 2.23	0.03
Results Oriented	Self 2.20 / Other 2.21	0.01
Co-worker Development	Self 2.20 / Other 2.21	0.01
Initiative	Self 2.40 / Other 2.33	0.07
Clarity	Self 2.20 / Other 2.06	0.14

1 Disagree   2 Unsure   3 Agree

Persuasion and Influence

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.42
Direct Reports	2.36

1 Disagree　　2 Unsure　　3 Agree

1. Understanding what others need.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

2. Seeks to obtain consensus or compromise.

Self	3.00
Supervisor	1.00
Peer	2.88
Direct Reports	2.20

3. Ensures stakeholders are involved in the decision making process.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.80

4. Attempts to persuade others rather than simply control them.

Self	2.00
Supervisor	1.00
Peer	2.75
Direct Reports	2.40

5. Has excellent influencing/negotiating skills.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20
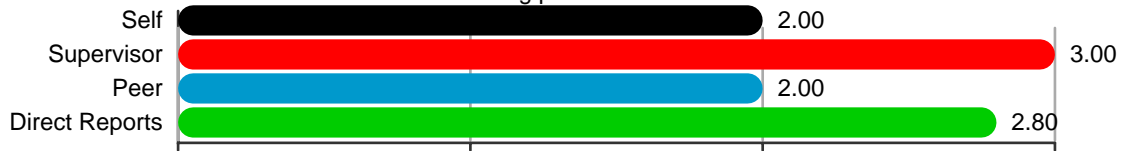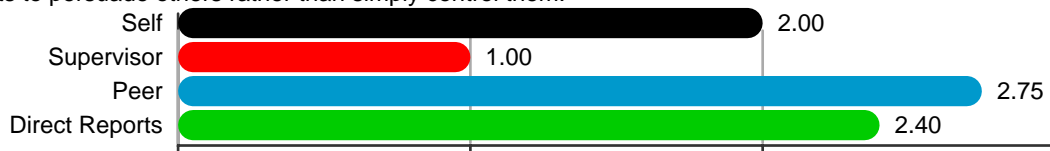
Level of Skill

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 (Disagree) to green (Agree).
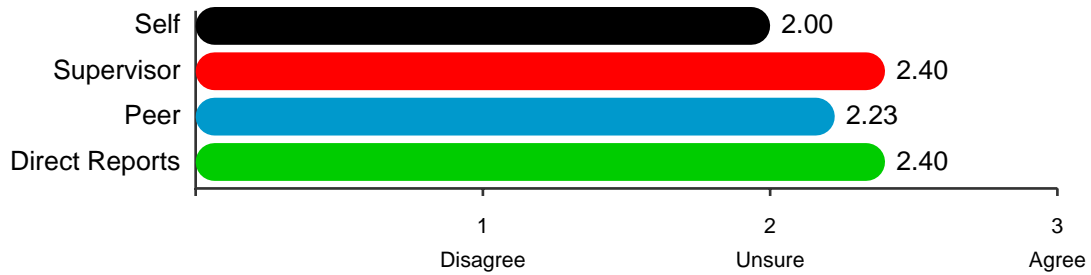
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Understanding what others need.	15	2.27	33.3	7%	60%	33%
2. Seeks to obtain consensus or compromise.	15	2.53	73.3	20%	7%	73%
3. Ensures stakeholders are involved in the decision making process.	15	2.33	40.0	7%	53%	40%
4. Attempts to persuade others rather than simply control them.	15	2.47	53.3	7%	40%	53%
5. Has excellent influencing/negotiating skills.	15	2.27	40.0	13%	47%	40%

Comments:

- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- _____ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along.   Unfortunately, that means he's had to personally fill big leadership gaps himself this past year.   I worry about his workload, but in the long run, it's better than hiring the wrong person.   He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.
- _____ is professional, collaborative. . .a great team member.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- 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 _____.

Problem Solving

Summary Scores

Self	2.00
Supervisor	2.40
Peer	2.23
Direct Reports	2.40

1 — Disagree   2 — Unsure   3 — Agree

6. Able to balance the needs of different people in a solution to a problem.

Self	2.00
Supervisor	2.00
Peer	2.12
Direct Reports	2.20

7. Ability to solve problems at root cause rather than at symptom level.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	1.80

8. Finds creative ways to get things done with limited resources.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

9. Solves problems using logic and insight.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.60

10. Works cooperatively with others to solve problems.

Self	2.00
Supervisor	1.00
Peer	2.38
Direct Reports	3.00

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 (Disagree) to green (Agree).
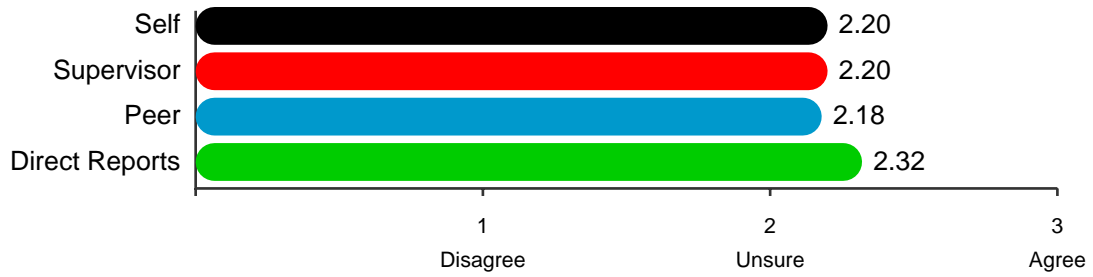
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Able to balance the needs of different people in a solution to a problem.	15	2.13	33.3	20%	47%	33%
7. Ability to solve problems at root cause rather than at symptom level.	15	2.07	26.7	20%	53%	27%
8. Finds creative ways to get things done with limited resources.	15	2.33	40.0	7%	53%	40%
9. Solves problems using logic and insight.	15	2.40	53.3	13%	33%	53%
10. Works cooperatively with others to solve problems.	15	2.47	60.0	13%	27%	60%

Comments:
- We have a very strong team in finance. There has been significant turnover but the efforts _____ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- He is a real advocate for the customers. Excellent department and computer skills
- Confidence, Attitude, Desire to learn.
- I am very surprised and impressed with _____ s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- 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.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
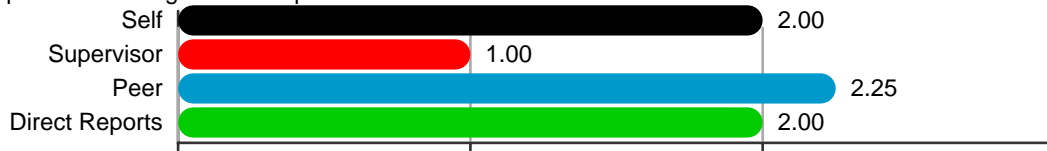
Attitude

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.18
Direct Reports	2.32

1 Disagree   2 Unsure   3 Agree

11. Contributes to a positive work environment.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.60

12. Visibly supports and encourages diversity in style and background.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.80

13. Builds open and trusting relationships.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.00

14. Treats all people fairly and with respect.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.60

15. Shows by their actions that they trust in the positive intentions of others.

Self	3.00
Supervisor	2.00
Peer	2.29
Direct Reports	2.60

1   2   3
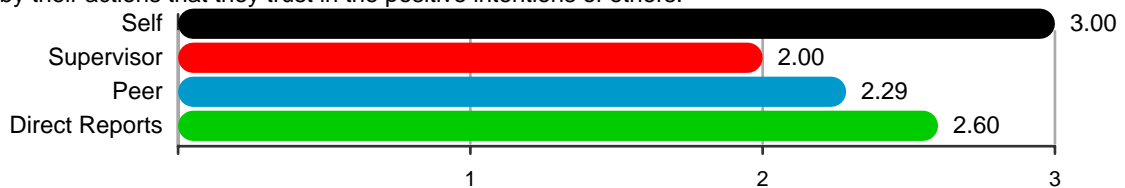
Level of Skill

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 (Disagree) to green (Agree).

| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Contributes to a positive work environment.	15	2.33	40.0	7%	53%	40%
12. Visibly supports and encourages diversity in style and background.	15	2.07	20.0	13%	67%	20%
13. Builds open and trusting relationships.	15	2.07	26.7	20%	53%	27%
14. Treats all people fairly and with respect.	15	2.27	40.0	13%	47%	40%
15. Shows by their actions that they trust in the positive intentions of others.	14	2.43	50.0	7%	43%	50%

Comments:

- _____ leads by example.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard.   He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- I honestly cannot think of anything that he could improve on.
- He involves our team and holds us accountable out of respect.
- Difficult to reach sometimes and often does not respond to messages at all.

Cultural Awareness

Summary Scores
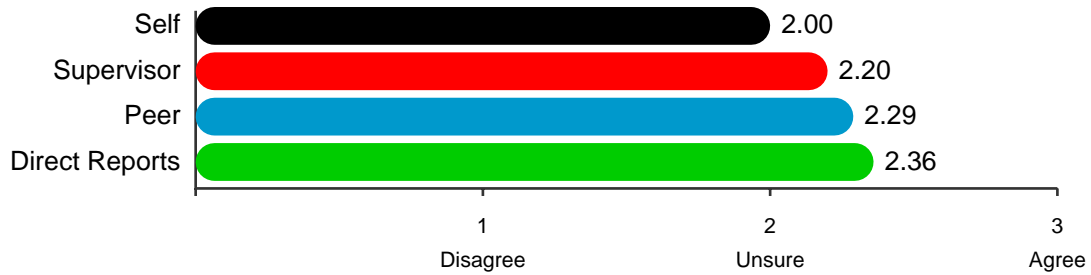
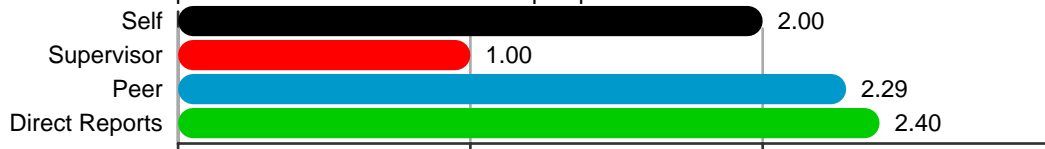16. Values the opinions of diverse groups and individual.
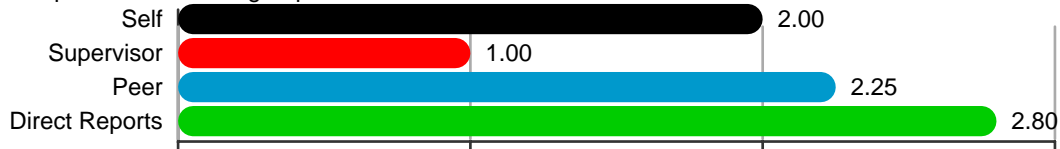
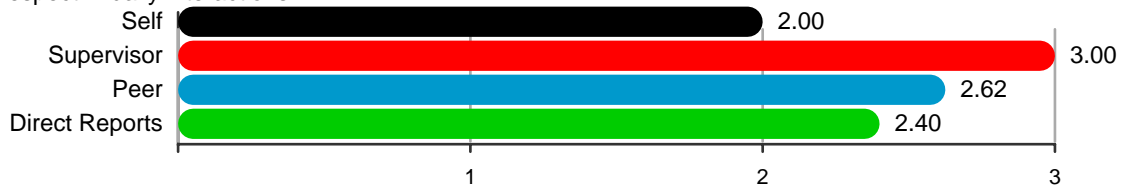17. Respects others regardless of age, race, gender, nationality, or disability.

18. Fosters a diverse workforce free from discrimination and harassment.

19. Seeks out different viewpoints and benefits from different perspectives.

20. Shows respect in daily interactions

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 (Disagree) to green (Agree).
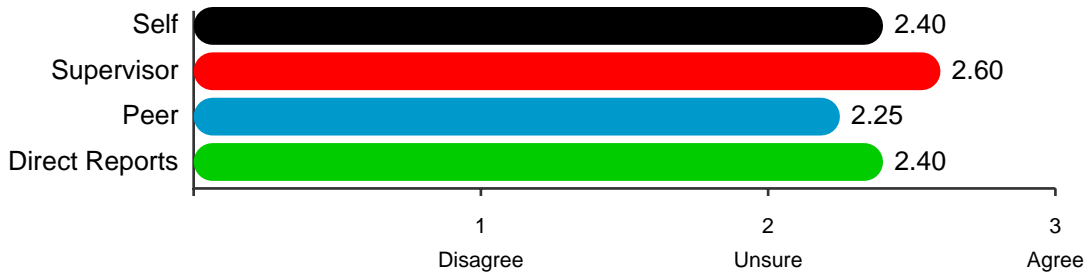
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Values the opinions of diverse groups and individual.	15	2.33	46.7	13%	40%	47%
17. Respects others regardless of age, race, gender, nationality, or disability.	15	2.33	40.0	7%	53%	40%
18. Fosters a diverse workforce free from discrimination and harassment.	14	2.00	14.3	14%	71%	14%
19. Seeks out different viewpoints and benefits from different perspectives.	14	2.21	42.9	21%	36%	43%
20. Shows respect in daily interactions	15	2.53	60.0	7%	33%	60%

Comments:
- He has helped make me a better manager through his actions and follow through.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.
- I respect _____'s focus and hard work to move this work forwards for the good of the organization and our customers, and without his personal efforts this project would not be underway.
- He is always looking to and listening to the staff for their and needs.
- I appreciate that as a   new manager to this department _____ has sought to understand my work flow and process.He is actively learning more about our work processes and involved to determine needed resources.

Initiative

Summary Scores

Role	Score
Self	2.40
Supervisor	2.60
Peer	2.25
Direct Reports	2.40

1 Disagree   2 Unsure   3 Agree

21. Takes action without being asked.

Role	Score
Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	3.00

22. Coach others to foster an environment which can adapt quickly and willingly to rapid change.

Role	Score
Self	3.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

23. Goes above and beyond the stated goals.

Role	Score
Self	3.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

24. Seeks and utilizes opportunities for continuous learning and self-development.

Role	Score
Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

25. Takes the initiative to change the direction or course of events.

Role	Score
Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.60

1   2   3
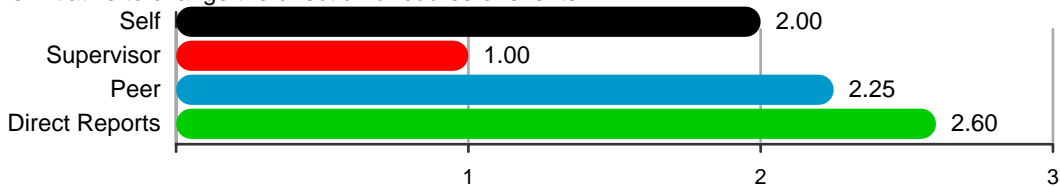
Level of Skill

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 (Disagree) to green (Agree).

| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Takes action without being asked.	15	2.60	66.7	7%	27%	67%
22. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.33	40.0	7%	53%	40%
23. Goes above and beyond the stated goals.	15	2.07	20.0	13%	67%	20%
24. Seeks and utilizes opportunities for continuous learning and self-development.	15	2.40	53.3	13%	33%	53%
25. Takes the initiative to change the direction or course of events.	15	2.27	53.3	27%	20%	53%

Comments:
- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- I'm not sure if management is _____'s niche, but given his lack of experience in this capacity and the lack of direction that has been set forth, he's done pretty well in this role.
- _____ is a definite asset to the organization. He is a creative thinker and a strong leader.
- 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.
- He has the desire and effort to get it right and continuously improve self and culture.
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.

Results Oriented

Summary Scores
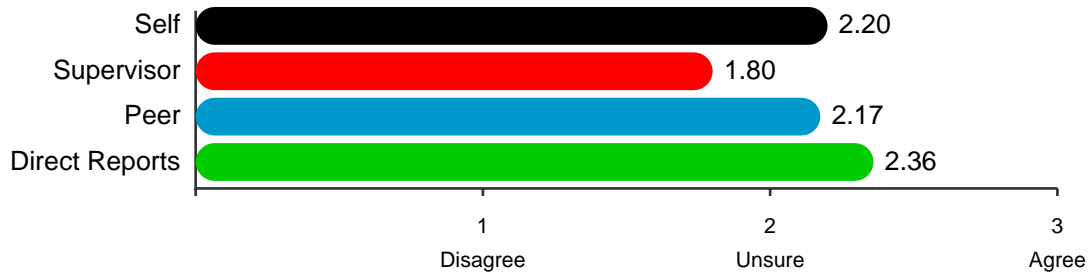
26. Encourages a high-energy, fun work environment and coaches others on how to do the same
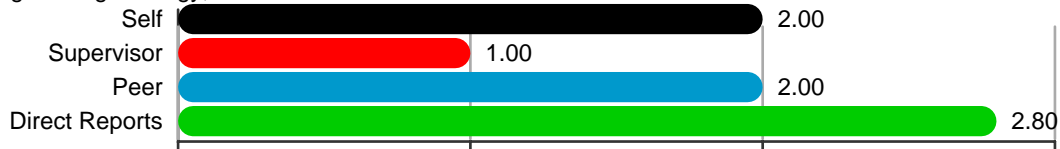
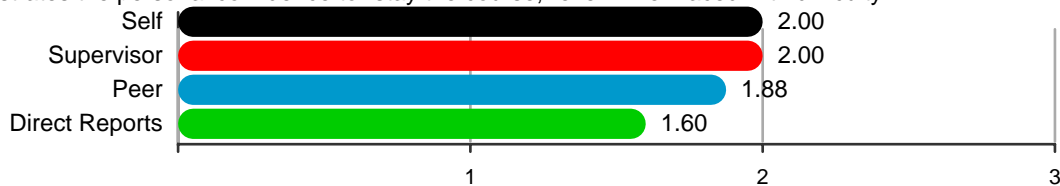## 27. Helps others when free-time is available.

28. Inspires and motivates co-workers to be productive and energetic at work

29. Directs team in prioritizing daily work activities

30. Demonstrates the personal confidence to "stay the course," even when faced with difficulty

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 (Disagree) to green (Agree).
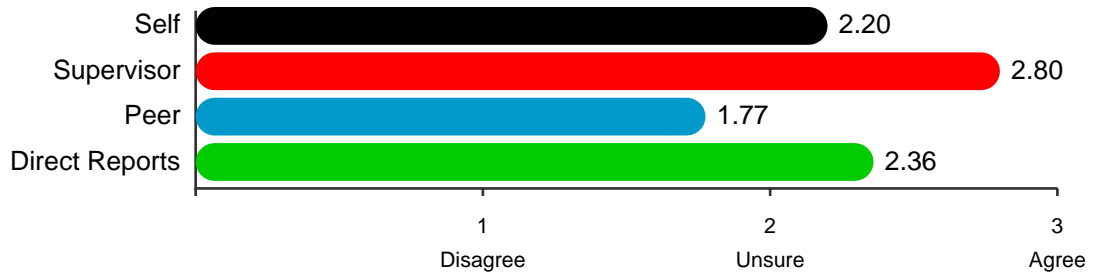
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	2.20	33.3	13%	53%	33%
27. Helps others when free-time is available.	15	2.00	26.7	27%	47%	27%
28. Inspires and motivates co-workers to be productive and energetic at work	15	2.47	53.3	7%	40%	53%
29. Directs team in prioritizing daily work activities	15	2.60	60.0		40%	60%
30. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	1.80	13.3	33%	53%	13%

Comments:

- He has really filled the role of interim manager for the department well.
- _____ 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.
- _____ has been very supportive of me and the Institute.
- _____ is someone I have immense respect for.   He is someone that I can turn to if I am having problems or concerns.   Whenever I have concerns or frustrations, I feel that I can always ask _____ and get an honest response.
- Very approachable.   Listens to problems and always willing to assist in coming up with solutions.
- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.

Clarity

Summary Scores

Self	2.20	
Supervisor	2.80	
Peer	1.77	
Direct Reports	2.36	

1	2	3
Disagree	Unsure	Agree

31. Attends to the important details of a job or task.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

32. Is clear about the roles and duties of team members.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.40

33. Adjusts communication methods to the needs of the audience.

Self	3.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.40

34. Checks details thoroughly.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

35. Avoids creating ambiguity or mixed messages.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	1.80

1	2	3

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Attends to the important details of a job or task.	15	2.13	33.3	20%	47%	33%
32. Is clear about the roles and duties of team members.	15	2.13	33.3	20%	47%	33%
33. Adjusts communication methods to the needs of the audience.	15	2.07	33.3	27%	40%	33%
34. Checks details thoroughly.	15	2.13	26.7	13%	60%	27%
35. Avoids creating ambiguity or mixed messages.	15	1.87	20.0	33%	47%	20%

Comments:
- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- He always asks and seeks the advice of the whole leadership he listens to what we have to say.
- He consistently involves employees in shared decision making.
- _____ is a very effective leader. His ability to drill down to find root cause with regards to issues, allows him to pin point the real issue instead of the surface issues.
- He has the ability to look at the system as a whole and make solid long range decisions.

Managing Risk

Summary Scores
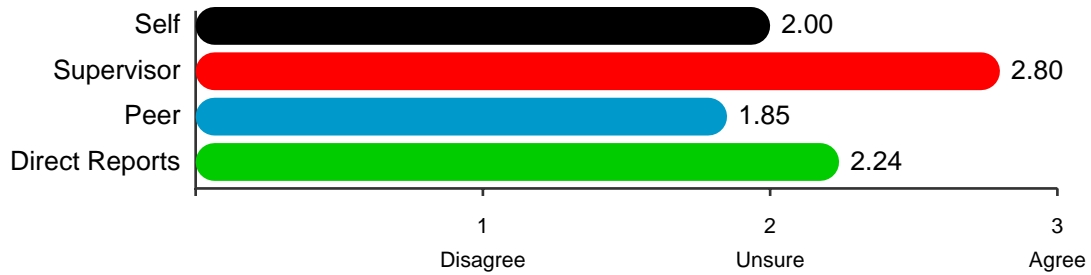
36. Knows how to obtain desired results with minimal losses.

37. Creates informative guides regarding potential risks and risky behaviors.
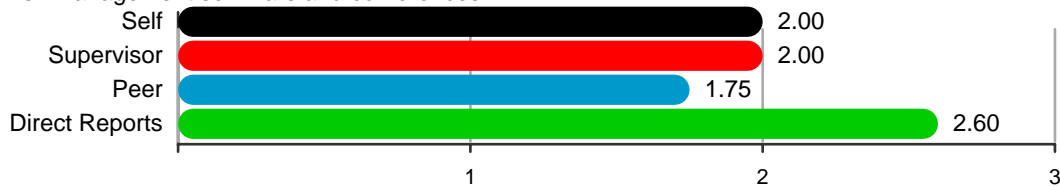

38. Seeks to maintain the long-term viability of the Company.

39. Gathers information regarding potential risks.

40. Attends risk management seminars and conferences.

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 (Disagree) to green (Agree).
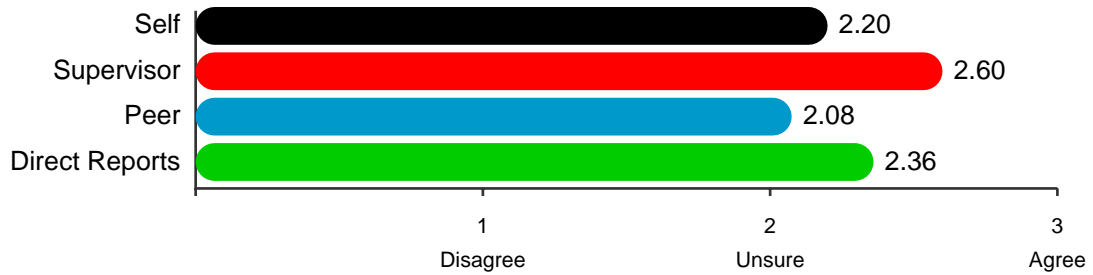
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Knows how to obtain desired results with minimal losses.	15	1.87	20.0	33%	47%	20%
37. Creates informative guides regarding potential risks and risky behaviors.	15	1.93	13.3	20%	67%	13%
38. Seeks to maintain the long-term viability of the Company.	15	2.07	33.3	27%	40%	33%
39. Gathers information regarding potential risks.	15	2.33	33.3		67%	33%
40. Attends risk management seminars and conferences.	15	2.07	33.3	27%	40%	33%

Comments:

- There have been hires and rehires of employees that have not worked out well. Not all of this is his fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.

- He allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.

- He's very good at his job, Service and relationship development are talents at which he excels.   My constructive feedback would be for _____ to speak up more in meetings and be more forthcoming in groups and with other leaders with his thoughts and opinions.   I know he has them as he does share them with me aside, but but I would encourage him to share them more broadly.

- Could benefit from increasing awareness on how much influence they have on the department.

- 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 has incredible strengths in most of these areas.   I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.

Co-worker Development

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.08
Direct Reports	2.36

1 — Disagree
2 — Unsure
3 — Agree

41. Provides ongoing feedback to co-workers on their development progress

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

42. Gives others development opportunities through project assignments and increased job responsibilities

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

43. Sets and clearly communicates expectations, performance goals, and measurements to others

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.20

44. Works to identify root causes of performance problems

Self	2.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.60

45. Takes immediate action on poor performance

Self	3.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.60

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 (Disagree) to green (Agree).
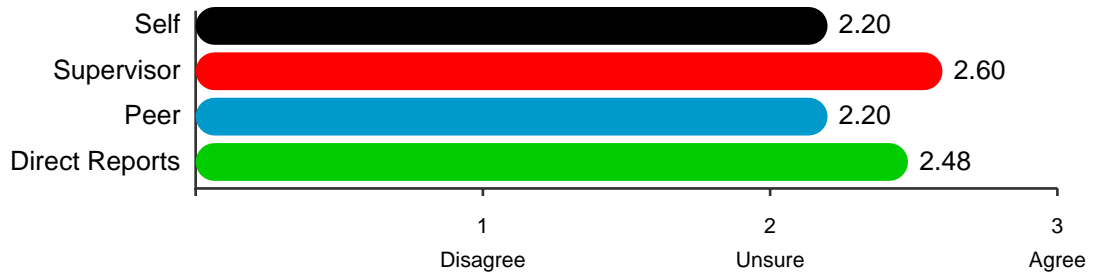
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Provides ongoing feedback to co-workers on their development progress	15	2.00	26.7	27%	47%	27%
42. Gives others development opportunities through project assignments and increased job responsibilities	15	2.13	33.3	20%	47%	33%
43. Sets and clearly communicates expectations, performance goals, and measurements to others	15	2.20	40.0	20%	40%	40%
44. Works to identify root causes of performance problems	15	2.20	26.7	7%	67%	27%
45. Takes immediate action on poor performance	15	2.53	60.0	7%	33%	60%

Comments:
- I would like to see his expand personal long-term goals at the company.
- I know _____ is working with his director and HR business partner in understanding his role as a operational manager.
- We are lucky to have his here at [CompanyName].
- Your initiative influences others in a positive way.
- As mentioned above, good collaboration.
- _____ needs to remove himself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.

Negotiation

Summary Scores

Self	2.20
Supervisor	2.60
Peer	2.20
Direct Reports	2.48

1	2	3
Disagree	Unsure	Agree

46. Conducts necessary preparations before engaging in negotiations.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

47. Stays calm and focuses on the core issues to be discussed.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

48. Changes communication styles to meet the listener's needs.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

49. Maintains communication channels between parties in the negotiation.

Self	2.00
Supervisor	3.00
Peer	2.50
Direct Reports	2.40

50. Leverages relationships with others to achieve goals.

Self	3.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.80

1	2	3

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Conducts necessary preparations before engaging in negotiations.	15	2.27	26.7		73%	27%
47. Stays calm and focuses on the core issues to be discussed.	15	2.13	26.7	13%	60%	27%
48. Changes communication styles to meet the listener's needs.	15	2.40	40.0		60%	40%
49. Maintains communication channels between parties in the negotiation.	15	2.47	46.7		53%	47%
50. Leverages relationships with others to achieve goals.	15	2.33	46.7	13%	40%	47%

Comments:

- _____ has a good perspective on the organization as a whole.
- I have witnessed his supporting and encouraging the strengths of his team while managing their weaknesses.
- Allocates resources in advance to ensure the required work can be completed.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- _____ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what he has learned while leading his team-in other words he does not implement continuous improvement strategies independently.
- he remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.

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?

*   This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
*   _____ is a wonderful collaborator and leader.   It is a treat to be able to work with him.
*   _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
*   He follows up on questions and he is easily accessible. I think he is doing a great job!
*   _____ 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.
*   _____ 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.

What do you like best about working with this individual?

*   _____ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.
*   He also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from _____ and his style of leadership.   His understanding and appreciation of his leadership team and all his associates is something I would aspire to replicate in my own leadership areas of repsonsibility.
*   _____ is great…He provides valuable insight/opinion when asked and easily makes decisions.
*   _____ has been excellent about obtaining feedback and our opinions about system and program changes.
*   More opportunities to share knowledge with the team.
*   I have found that when _____ has hit a barrier or road block in accomplishing a task or goal he is quick to overcome it and take action.

What do you like least about working with this individual?

*   _____ excels at looking at other people's strengths and building upon them for the good of the department.
*   _____ would be my choice for permanent manager of the department.
*   He cares deeply for what he does and it shows.
*   _____ is always working collaboratively with many different teams not only within the organization but within the community
*   _____ excels at keeping in touch with all aspects of her, and our jobs.
*   _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.

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

*   _____ defines outcomes clearly and sets expectations/timelines with regards to results.   He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization.   He is very customer and system focused.
*   His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
*   He is very supportive and easily approachable.
*   I believe that if more staff members in [CompanyName] had the opportunity to directly work with _____, our customer satisfaction scores will be out of the charts, because his expectations are clear, his communication is superb and there is a lot to learn from him.
*   _____ has nothing but [CompanyName]'s best interest at heart.
*   He is a strong leader complemented with sound judgement

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

- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- I feel _____ is really listening when you talk to him. He always repeats back what he thinks he's hearing, so there is no misunderstanding.
- I appreciate that as a   new manager to this department _____ has sought to understand my work flow and process.He is actively learning more about our work processes and involved to determine needed resources.
- _____ is a new manager.   His openness and positive communication with his team and his steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.
- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me.   If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me.   I find this to be very valuable.

Any final comments?

- The Core Competency Training has been a great success. _____ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- He translated the creative thinking into real change and solution that advanced our department.
- He effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.
- _____ has been eager to learn his new position and is transitioning well.
- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- He also cares about me as a person.   I have learned a lot from his and look forward to learning more.