



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.

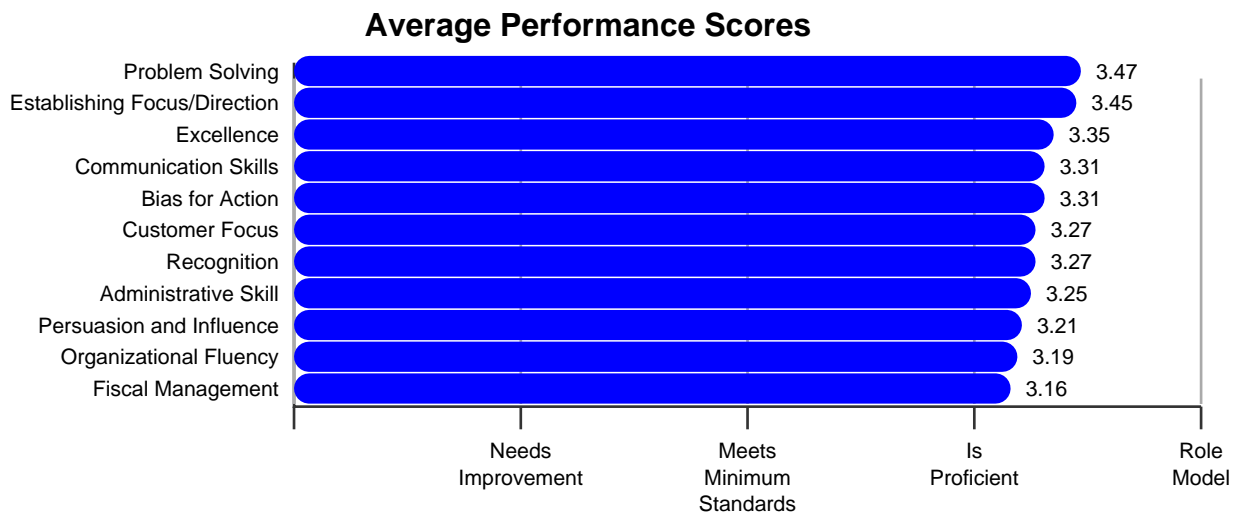
What to Do with Your Feedback

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.



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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Solves problems using logic and insight.	15	3.20	93.3	7%	67%		27%
2. Able to balance the needs of different people in a solution to a problem.	15	3.87	100.0	13%	87%		
3. Identifies and assesses all potential responses to a problem.	15	3.33	93.3	7%	53%		40%
4. Identifies fresh approaches and shows a willingness to question traditional assumptions.	15	3.60	93.3	7%	27%	67%	
5. Ability to develop innovative solutions to problems.	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. Solves problems using logic and insight.	3.29	3.20	-0.09 ▼
2. Able to balance the needs of different people in a solution to a problem.	3.65	3.87	+0.22 ▲
3. Identifies and assesses all potential responses to a problem.	3.18	3.33	+0.16 ▲
4. Identifies fresh approaches and shows a willingness to question traditional assumptions.	3.41	3.60	+0.19 ▲
5. Ability to develop innovative solutions to problems.	3.24	3.33	+0.10 ▲

Comments:

- He always answers my questions even if he's having a busy day or isn't the right person to be asking.
- 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.
- He encourages teammates more as a peer than a coach.
- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.
- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- I think that _____ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Demonstrates the functional or technical skills necessary to do their job.	15	3.20	93.3	7%	60%	33%	
7. Takes a lot of pride in their work.	15	3.20	86.7	13%	53%	33%	
8. Demonstrates the analytical skills to do their job.	15	3.40	93.3	7%	47%	47%	
9. Is planful and organized.	15	3.47	93.3	7%	40%	53%	
10. Produces high quality work.	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. Demonstrates the functional or technical skills necessary to do their job.	3.24	3.20	-0.04 ▼
7. Takes a lot of pride in their work.	3.41	3.20	-0.21 ▼
8. Demonstrates the analytical skills to do their job.	3.24	3.40	+0.16 ▲
9. Is planful and organized.	3.18	3.47	+0.29 ▲
10. Produces high quality work.	3.35	3.47	+0.11 ▲

Comments:

- Needs to have more face-to-face communications with other employees in the company.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.
- _____ 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.
- Strive for excellence. Willing to learn. Implement advice from others.
- _____ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. _____ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.

Customer Focus

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Consistently models positive customer service attitudes.	15	3.53	100.0	47%	53%		
12. Does not hesitate to address customer concerns or complaints.	15	3.27	100.0	73%	27%		
13. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	3.33	100.0	67%	33%		
14. Develops strong customer relationships.	15	3.13	86.7	13%	60%	27%	
15. Considers customers point of view when making decisions.	15	3.07	80.0	20%	53%	27%	

Time Comparisons by Item

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

Item	2022	2023	Change
11. Consistently models positive customer service attitudes.	3.47	3.53	+0.06 ▲
12. Does not hesitate to address customer concerns or complaints.	3.47	3.27	-0.20 ▼
13. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	3.35	3.33	-0.02 ▼
14. Develops strong customer relationships.	3.18	3.13	-0.04 ▼
15. Considers customers point of view when making decisions.	3.00	3.07	+0.07 ▲

Comments:

- _____ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.
- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- One of the things I appreciate about _____ as a leader is his willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been his involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- _____ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about _____ is that he is very supportive and allows me to work autonomously and yet he is available whenever I need his assistance.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- _____ has been an excellent assistant manager.

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
16. Checks for understanding throughout conversations or group presentations/discussions	15	3.40	93.3	7%	47%	47%	
17. Coaches others and provides feedback on the use of different oral communication styles for different audiences	15	3.27	93.3	7%	60%	33%	
18. Communications with department leadership	14	3.00	92.9	7%	79%	14%	
19. Asks follow-up questions as needed.	15	3.47	100.0		53%	47%	
20. Communicates effectively with all levels of the organization.	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. Checks for understanding throughout conversations or group presentations/discussions	3.65	3.40	-0.25 ▼
17. Coaches others and provides feedback on the use of different oral communication styles for different audiences	3.47	3.27	-0.20 ▼
18. Communications with department leadership	3.12	3.00	-0.12 ▼
19. Asks follow-up questions as needed.	3.59	3.47	-0.12 ▼
20. Communicates effectively with all levels of the organization.	3.29	3.40	+0.11 ▲

Comments:

- I think that _____ is making good strides in setting expectations through clear communication.
- 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.
- He has set clear expectations, promotes my professional growth and expresses his appreciation for the work that I do.
- 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 responsibility.
- He has positive energy, leads by example, and cares about teammates.
- _____ does an excellent job as a leader. He has been presented with many challenges in the last year and has remained positive for his staff.

Bias for 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	3.53	100.0	47%	53%		
22. Completes a large volume of work.	15	3.00	80.0	20%	60%	20%	
23. Conveys a sense of urgency about addressing problems and opportunities	15	2.87	80.0	20%	73%	7%	
24. Encourages risk taking and experimentation to improve performance	15	3.47	100.0	53%	47%		
25. Displays high energy and enthusiasm on consistent basis.	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. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.35	3.53	+0.18 ▲
22. Completes a large volume of work.	3.00	3.00	
23. Conveys a sense of urgency about addressing problems and opportunities	2.88	2.87	-0.02 ▼
24. Encourages risk taking and experimentation to improve performance	3.00	3.47	+0.47 ▲
25. Displays high energy and enthusiasm on consistent basis.	3.76	3.67	-0.10 ▼

Comments:

- _____ is able to multitask in a variety of ways.
- Has a "go getter" attitude!
- He consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. He shows integrity in his approach, always striving to add value, improve quality, and spend resources wisely.
- He is always asking for input and feedback. His understanding of the Core measures role was little to start, but he has become incredibly savvy at understanding the issues and barriers that impact my role. He does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- Information is given concisely at meetings, and his explanations of all information is very clear.
- Set clear expectations for others.

Establishing Focus/Direction

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. Excellent at managing time.	15	3.40	93.3	7%	47%	47%	
27. Makes sure that employees understand and identify with the team's mission.	15	3.33	93.3	7%	53%	40%	
28. Helps guide employees with prioritizing tasks.	15	3.53	100.0		47%	53%	
29. Aligns the department's goals with the goals of the organization.	15	3.67	100.0		33%	67%	
30. Sets appropriate goals for employees.	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. Excellent at managing time.	3.53	3.40	-0.13 ▼
27. Makes sure that employees understand and identify with the team's mission.	3.12	3.33	+0.22 ▲
28. Helps guide employees with prioritizing tasks.	3.41	3.53	+0.12 ▲
29. Aligns the department's goals with the goals of the organization.	3.59	3.67	+0.08 ▲
30. Sets appropriate goals for employees.	3.41	3.33	-0.08 ▼

Comments:

- He quickly addresses any challenges that may arise.
- I have truly appreciated his guidance.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- I have worked with _____ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- _____ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- 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.

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
31. Persuades others to consider alternative points of view.	15	3.20	86.7	13%	53%		33%
32. Ensures stakeholders are involved in the decision making process.	15	3.40	100.0		60%		40%
33. Communicates effectively with others.	15	3.20	86.7	13%	53%		33%
34. Able to express own goals and needs.	15	3.27	93.3	7%	60%		33%
35. Develops a good rapport with others.	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. Persuades others to consider alternative points of view.	3.18	3.20	+0.02 ▲
32. Ensures stakeholders are involved in the decision making process.	3.35	3.40	+0.05 ▲
33. Communicates effectively with others.	3.18	3.20	+0.02 ▲
34. Able to express own goals and needs.	2.88	3.27	+0.38 ▲
35. Develops a good rapport with others.	3.18	3.00	-0.18 ▼

Comments:

- he understands where our opportunities for savings in the employee benefits plan may be.
- It shows that _____ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.
- He has confidence in leading and making decisions improving rapidly.
- _____ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.
- _____'s department has changed considerably over the last year, yet he still managed to serve his customers.
- I trust that I can go to him in confidence and he will really listen to what I am saying.

Administrative Skill

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. Implements and uses performance measures.	15	3.20	93.3	7%	67%		27%
37. Able to develop, justify and present a budget.	15	3.27	93.3	7%	60%		33%
38. High attention to detail.	15	3.27	86.7	13%	47%		40%
39. Strong organizational skills to keep the workspace and department in order	15	3.13	86.7	13%	60%		27%
40. Takes responsibility for decisions.	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. Implements and uses performance measures.	3.18	3.20	+0.02 ▲
37. Able to develop, justify and present a budget.	3.35	3.27	-0.09 ▼
38. High attention to detail.	3.24	3.27	+0.03 ▲
39. Strong organizational skills to keep the workspace and department in order	3.59	3.13	-0.45 ▼
40. Takes responsibility for decisions.	3.29	3.40	+0.11 ▲

Comments:

- He includes appropriate people in his decisions and follows through on decisions made.
- He strives to raise the bar everyday to improve our processes to best serve our customers.
- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- He can fall behind on projects without providing timely feedback.
- _____ took over supervising an employee due to a difficult situation. He worked closely with HR to ensure his treatment of this individual was consistent and fair.
- The only area I feel _____ needs improvement is that when he gives a project he often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.

Recognition

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. Readily shares credit and gives others opportunity for visibility.	15	3.33	93.3	7%	53%	40%	
42. Recognizes individuals for a specific outstanding achievement.	15	3.33	93.3	7%	53%	40%	
43. Is sincerely interested in the suggestions of co-workers	15	3.13	86.7	13%	60%	27%	
44. Recognizes the abilities and skills of self and others	15	3.00	86.7	13%	73%	13%	
45. Reinforces and rewards employees for accomplishing necessary goals.	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. Readily shares credit and gives others opportunity for visibility.	3.29	3.33	+0.04 ▲
42. Recognizes individuals for a specific outstanding achievement.	3.41	3.33	-0.08 ▼
43. Is sincerely interested in the suggestions of co-workers	3.35	3.13	-0.22 ▼
44. Recognizes the abilities and skills of self and others	3.18	3.00	-0.18 ▼
45. Reinforces and rewards employees for accomplishing necessary goals.	3.35	3.53	+0.18 ▲

Comments:

- I appreciate _____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which _____ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- _____ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support _____ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by _____ without his bringing them before the team for discussion.
- He is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- 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 occurring.

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
46. Anticipates problems that may affect the department.	15	3.00	86.7	13%	73%		13%
47. Effective in communicating with others within the organization.	15	3.20	93.3	7%	60%		33%
48. Understands the current organizational culture.	15	3.20	93.3	7%	67%		27%
49. Able to deal with sensitive issues with tact and professionalism.	15	3.40	93.3	7%	47%		47%
50. Able to explain departmental policies and procedures to others.	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. Anticipates problems that may affect the department.	3.24	3.00	-0.24 ▼
47. Effective in communicating with others within the organization.	3.00	3.20	+0.20 ▲
48. Understands the current organizational culture.	3.18	3.20	+0.02 ▲
49. Able to deal with sensitive issues with tact and professionalism.	3.35	3.40	+0.05 ▲
50. Able to explain departmental policies and procedures to others.	3.29	3.13	-0.16 ▼

Comments:

- Demonstrates an ability to remain focused on outcomes.
- _____ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- _____ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.
- A great addition to the team.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- He is a great manager and person to work for/with.

Fiscal 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
51. Develops budgets and plans for various programs and initiatives.	14	3.14	92.9	7%	71%		21%
52. Develops of the department's annual budget.	14	3.21	85.7	14%	50%		36%
53. Monitors spending.	15	3.27	86.7	13%	47%		40%
54. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.13	86.7	13%	60%		27%
55. Keeps excellent records for financial transparency.	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. Develops budgets and plans for various programs and initiatives.	3.24	3.14	-0.09 ▼
52. Develops of the department's annual budget.	3.06	3.21	+0.16 ▲
53. Monitors spending.	3.59	3.27	-0.32 ▼
54. Ensures others follow the correct rules and regulations on fiscal matters.	2.94	3.13	+0.19 ▲
55. Keeps excellent records for financial transparency.	2.88	3.07	+0.18 ▲

Comments:

- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.
- He encourages staff skill development and input to improve department processes
- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- I do not have much insight into his leadership effectiveness, as I rarely see him with his staff. My interactions with him and his team are generally separate meetings. He presents himself well to other leaders in the organization.
- Engagement is an area where _____ has improved by being more in-tune with department needs. He listens more and asks great questions.
- _____ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.

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?

- _____ needs no improvement
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- _____ does a great job at demonstrating the value of his team to the organization.
- He is always first to share what's on the horizon. At conclusion of a project, he shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- _____ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.
- _____ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.

What do you like best about working with this individual?

- _____'s passion is construction. I had the pleasure of working for him as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- We are a department in need of structure and I feel he has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.
- _____ has done an excellent job as the VP of Operations. He engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- As a manager, _____ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- Unfortunately there has been inconsistency in actions and results.

What do you like least about working with this individual?

- _____ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- _____ is very friendly and expresses genuine care for the staff when he is present.
- _____ continues to be a wonderful boss and mentor.
- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- _____ 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.
- _____ is a very effective communicator and I always felt very well informed as his direct report.

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

- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- _____ is very approachable and ensures the best for all employees in the department.
- I know I can always count of _____ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.
- _____ is a great manager to work for.
- _____ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- He consistently conducts himself with professionalism and represents our unit well.

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

- He engages other strong leaders empowering them to excel. He deals fairly in controversial situations striving for productive outcomes.
- I have found _____ to be very competent and professional. He delivers when and what he says he will and his work is always complete and accurate.
- _____ is continuously looking for ways to learn and grow as a manager. He has shown a willingness to take suggestions from the staff as well.
- Difficult to reach sometimes and often does not respond to messages at all.
- _____ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- _____ is an extremely competent leader and I am enjoying learning by his example.

Any final comments?

- He has a vast storehouse of knowledge about the facility and our policies.
- He is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- _____ is a great Manager. He is extremely talented at what he does and invests a great amount of effort into developing his staff. He is very supportive of staff growth, while also caring a great deal about each of his employees.
- _____ continually is analyzing our current states and identifying areas that we can improve.
- Is empathetic, understanding, and dependable.
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.