

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.

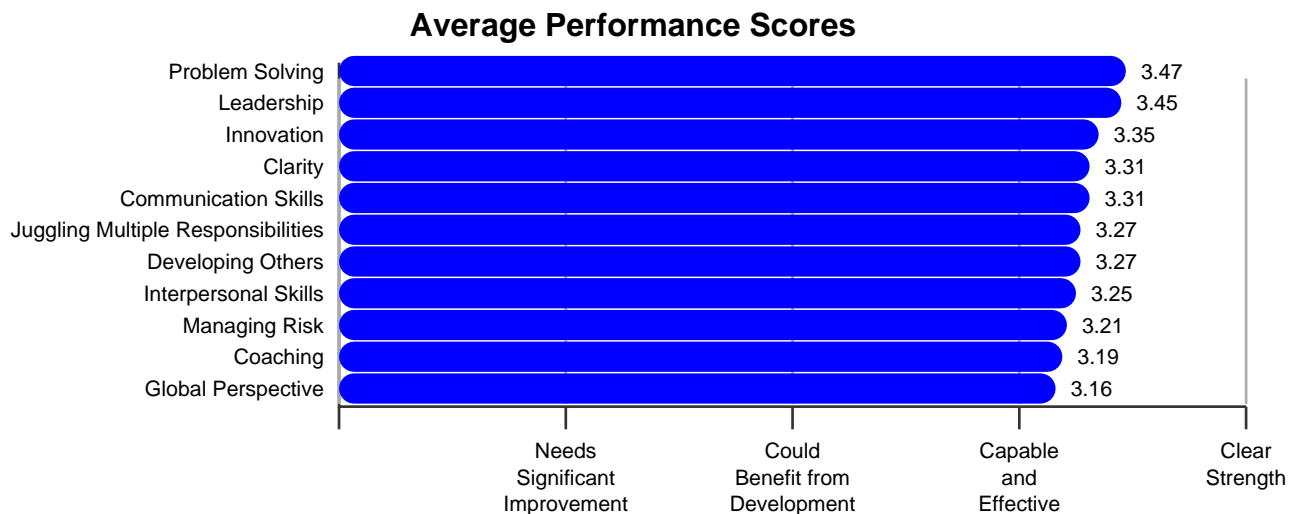
What to Do with Your Feedback

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. You identify and assess all potential responses to a problem.	15	3.20	93.3	7%	67%		27%
2. You solve problems that have difficult or conflicting constraints.	15	3.87	100.0	13%	87%		
3. You generate alternative solutions to problems and challenges.	15	3.33	93.3	7%	53%		40%
4. You solve problems using logic and insight.	15	3.60	93.3	7%	27%	67%	
5. You can 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. You identify and assess all potential responses to a problem.	3.29	3.20	-0.09 ▼
2. You solve problems that have difficult or conflicting constraints.	3.65	3.87	+0.22 ▲
3. You generate alternative solutions to problems and challenges.	3.18	3.33	+0.16 ▲
4. You solve problems using logic and insight.	3.41	3.60	+0.19 ▲
5. You can develop innovative solutions to problems.	3.24	3.33	+0.10 ▲

Comments:

- He is very collaborative and always attempts to work with others.
- _____ is an effective, responsive leader and embodies the core values of the organization. Furthermore, he is clearly advocating for customers' best interest at all times.
- As a new manager he is progressing very well.
- Is always available to assist with issues, all scopes business or personal.
- You could check for clarity in expectations more frequently.
- I am always impressed by _____'s insight into our processes so that we continuously strive to improve and be consistent.

Innovation

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. You take risks to advance important ideas.	15	3.20	93.3	7%	60%	33%	
7. You develop new products and services.	15	3.20	86.7	13%	53%	33%	
8. You offer constructive improvements to existing systems.	15	3.40	93.3	7%	47%	47%	
9. You maximize the alternative solutions to problems.	15	3.47	93.3	7%	40%	53%	
10. You are not afraid to think outside the box when dealing with issues.	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. You take risks to advance important ideas.	3.24	3.20	-0.04 ▼
7. You develop new products and services.	3.41	3.20	-0.21 ▼
8. You offer constructive improvements to existing systems.	3.24	3.40	+0.16 ▲
9. You maximize the alternative solutions to problems.	3.18	3.47	+0.29 ▲
10. You are not afraid to think outside the box when dealing with issues.	3.35	3.47	+0.11 ▲

Comments:

- _____ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- _____ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- He continues to be a shining example to his team especially in process improvement and professional growth.
- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- He exhibits vision, compassion and high integrity in all of his work.
- Improve communication delivery. Acknowledge what others are saying.

Juggling Multiple Responsibilities

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. You integrate developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	3.53	100.0	47%	53%		
12. You begin tasks as soon as possible.	15	3.27	100.0		73%		27%
13. You ensure that assignments are prioritized according to the needs of the department/company.	15	3.33	100.0		67%		33%
14. You effectively handle scheduling conflicts.	15	3.13	86.7	13%	60%		27%
15. You spend the most time and effort on critical tasks first.	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. You integrate developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	3.47	3.53	+0.06 ▲
12. You begin tasks as soon as possible.	3.47	3.27	-0.20 ▼
13. You ensure that assignments are prioritized according to the needs of the department/company.	3.35	3.33	-0.02 ▼
14. You effectively handle scheduling conflicts.	3.18	3.13	-0.04 ▼
15. You spend the most time and effort on critical tasks first.	3.00	3.07	+0.07 ▲

Comments:

- _____ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- He exhibits vision, compassion and high integrity in all of his work.
- He removes barriers so that we can do our job to the best of our ability.
- _____ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- I appreciate _____'s willingness to share his knowledge with our team.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.

Clarity

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. You check details thoroughly.	15	3.40	93.3	7%	47%	47%	
17. You clearly explains responsibilities to individuals.	15	3.27	93.3	7%	60%	33%	
18. You are clear about the roles and duties of team members.	14	3.00	92.9	7%	79%	14%	
19. You communicate ideas and facts clearly and effectively in writing.	15	3.47	100.0		53%	47%	
20. You use appropriate grammar and tense in communications.	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. You check details thoroughly.	3.65	3.40	-0.25 ▼
17. You clearly explains responsibilities to individuals.	3.47	3.27	-0.20 ▼
18. You are clear about the roles and duties of team members.	3.12	3.00	-0.12 ▼
19. You communicate ideas and facts clearly and effectively in writing.	3.59	3.47	-0.12 ▼
20. You use appropriate grammar and tense in communications.	3.29	3.40	+0.11 ▲

Comments:

- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner.
- _____ is one of the most hones, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- I know I can go to him with any question and he will either have an answer for me or get one the same goes for problem solving.
- He makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- He is well respected.
- Sometimes the desired outcomes and expectations are not clearly communicated.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. You deliver well-prepared, informed, poised and succinct presentations.	15	3.53	100.0	47%	53%		
22. You show employees how your work contributes to the success of the organization	15	3.00	80.0	20%	60%	20%	
23. You are an effective communicator	15	2.87	80.0	20%	73%	7%	
24. You communicate progress on business goals to team and upper management	15	3.47	100.0	53%	47%		
25. You are an effective and motivating communicator.	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. You deliver well-prepared, informed, poised and succinct presentations.	3.35	3.53	+0.18 ▲
22. You show employees how your work contributes to the success of the organization	3.00	3.00	
23. You are an effective communicator	2.88	2.87	-0.02 ▼
24. You communicate progress on business goals to team and upper management	3.00	3.47	+0.47 ▲
25. You are an effective and motivating communicator.	3.76	3.67	-0.10 ▼

Comments:

- I feel as though _____ is still getting to know his management team and employees. He has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better he will be able to acknowledge our strengths and assign responsibilities to best use those strengths. He is an excellent role model, I look forward to learning from him.
- He not only clearly communicates his desired outcomes but also follows up with his team members to ensure they understand. He is open for questions or feedback by everyone.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- _____ 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.
- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.

Leadership

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. You provide challenging assignments to employees.	15	3.40	93.3	7%	47%	47%	
27. You communicate calmly and honestly even when stressed.	15	3.33	93.3	7%	53%	40%	
28. You are more likely to recognize employees for good performance rather than to criticize them for a performance problem	15	3.53	100.0		47%	53%	
29. You are a leader within the department.	15	3.67	100.0		33%	67%	
30. You focus team efforts on meeting the needs of the customers.	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. You provide challenging assignments to employees.	3.53	3.40	-0.13 ▼
27. You communicate calmly and honestly even when stressed.	3.12	3.33	+0.22 ▲
28. You are more likely to recognize employees for good performance rather than to criticize them for a performance problem	3.41	3.53	+0.12 ▲
29. You are a leader within the department.	3.59	3.67	+0.08 ▲
30. You focus team efforts on meeting the needs of the customers.	3.41	3.33	-0.08 ▼

Comments:

- _____ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and _____ is able to tie it into our work so it makes sense. He is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- _____ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- Seek and provide critical feedback.
- Is viewed by many as a strong organizational resource.
- He is a natural and perfect fit for the CFO position.
- _____ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.

Managing Risk

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. You reward innovative experiments to try new ideas.	15	3.20	86.7	13%	53%	33%	
32. You attend risk management seminars and conferences.	15	3.40	100.0		60%	40%	
33. You seek to retain the best and brightest employees.	15	3.20	86.7	13%	53%	33%	
34. You evaluate risks against acceptable risk levels.	15	3.27	93.3	7%	60%	33%	
35. You create a risk management strategy for the department.	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. You reward innovative experiments to try new ideas.	3.18	3.20	+0.02 ▲
32. You attend risk management seminars and conferences.	3.35	3.40	+0.05 ▲
33. You seek to retain the best and brightest employees.	3.18	3.20	+0.02 ▲
34. You evaluate risks against acceptable risk levels.	2.88	3.27	+0.38 ▲
35. You create a risk management strategy for the department.	3.18	3.00	-0.18 ▼

Comments:

- _____ is an amazing manager. He genuinely cares about his staff.
- He exhibits a very strong commitment to [CompanyName] in his interactions and as such is an important role model to me and others.
- I often engage with members of his team and they are confident and knowledgeable of the work that is at hand. _____ and his staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- Our department continues to have a very low loss rate.
- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.

Interpersonal 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. You demonstrate willingness to work with others.	15	3.20	93.3	7%	67%		27%
37. You give honest feedback and suggestions for improvement.	15	3.27	93.3	7%	60%		33%
38. You resolve conflicts in a positive way.	15	3.27	86.7	13%	47%		40%
39. You accepting of individuals with different cultural backgrounds.	15	3.13	86.7	13%	60%		27%
40. You keep and maintain confidentiality and trust.	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. You demonstrate willingness to work with others.	3.18	3.20	+0.02 ▲
37. You give honest feedback and suggestions for improvement.	3.35	3.27	-0.09 ▼
38. You resolve conflicts in a positive way.	3.24	3.27	+0.03 ▲
39. You accepting of individuals with different cultural backgrounds.	3.59	3.13	-0.45 ▼
40. You keep and maintain confidentiality and trust.	3.29	3.40	+0.11 ▲

Comments:

- I truly enjoy working with _____ on a daily basis.
- Improve on providing feedback.
- Increase in confidence. Being willing to lean into the uncomfortable.
- He has been both a great co-worker and mentor to me.
- _____ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. He has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- _____ could improve his awareness of his employees strengths and delegate work that utilizes those talents.

Developing Others

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. You support the successes of other employees.	15	3.33	93.3	7%	53%	40%	
42. You assign tasks and responsibilities to develop skills of others.	15	3.33	93.3	7%	53%	40%	
43. You try to ensure employees are ready to move to the next level.	15	3.13	86.7	13%	60%	27%	
44. You develop employees by offering and encouraging them to take on new or additional responsibilities.	15	3.00	86.7	13%	73%	13%	
45. You create a work environment that fosters positive feedback to employees.	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. You support the successes of other employees.	3.29	3.33	+0.04 ▲
42. You assign tasks and responsibilities to develop skills of others.	3.41	3.33	-0.08 ▼
43. You try to ensure employees are ready to move to the next level.	3.35	3.13	-0.22 ▼
44. You develop employees by offering and encouraging them to take on new or additional responsibilities.	3.18	3.00	-0.18 ▼
45. You create a work environment that fosters positive feedback to employees.	3.35	3.53	+0.18 ▲

Comments:

- _____ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- _____ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- _____ is always working to include staff in a shared decision making processes.
- _____ not only values and listens to his staff he also gives them the support they need.

Coaching

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. You conduct regular performance appraisals and feedback.	15	3.00	86.7	13%	73%		13%
47. You help employees to maintain high personal standards.	15	3.20	93.3	7%	60%		33%
48. You develop the skills and capabilities of others.	15	3.20	93.3	7%	67%		27%
49. You provide clear, motivating, and constructive feedback.	15	3.40	93.3	7%	47%		47%
50. You coach employees in how to strengthen knowledge and skills to improve work performance.	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. You conduct regular performance appraisals and feedback.	3.24	3.00	-0.24 ▼
47. You help employees to maintain high personal standards.	3.00	3.20	+0.20 ▲
48. You develop the skills and capabilities of others.	3.18	3.20	+0.02 ▲
49. You provide clear, motivating, and constructive feedback.	3.35	3.40	+0.05 ▲
50. You coach employees in how to strengthen knowledge and skills to improve work performance.	3.29	3.13	-0.16 ▼

Comments:

- Very knowledgeable and always steps up if help is needed.
- _____ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- His communication is precise and at times short when some would prefer a greater detailed account.
- I think _____ is a great manager. He is fair, he is there for us if we need his and helps us in anyway he can.
- _____ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.
- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.

Global Perspective

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
51. You demonstrate a curiosity about diverse individuals and cultures.	14	3.14	92.9	7%	71%		21%
52. You can effectively deliver presentations to international clients.	14	3.21	85.7	14%	50%		36%
53. You understand and appreciate the perspectives offered by others with different cultural backgrounds.	15	3.27	86.7	13%	47%		40%
54. You are aware of the culture, behaviors, identities and beliefs of others.	15	3.13	86.7	13%	60%		27%
55. You have positive interactions with individuals from different cultures and backgrounds.	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. You demonstrate a curiosity about diverse individuals and cultures.	3.24	3.14	-0.09 ▼
52. You can effectively deliver presentations to international clients.	3.06	3.21	+0.16 ▲
53. You understand and appreciate the perspectives offered by others with different cultural backgrounds.	3.59	3.27	-0.32 ▼
54. You are aware of the culture, behaviors, identities and beliefs of others.	2.94	3.13	+0.19 ▲
55. You have positive interactions with individuals from different cultures and backgrounds.	2.88	3.07	+0.18 ▲

Comments:

- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- _____ is very good at reading people which enables him to respond quickly and appropriately.
- I appreciate his ability to deliver a direct message while remaining sensitive to how it may impact others as well as his sense of humor.
- He has helped make me a better manager through his actions and follow through.
- I would recommend that _____ proof read his emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by his staff.
- He is very knowledgeable and is always willing to lend a helping hand!

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?

- I appreciate how _____ guides, supports, and direct staff.
- _____ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- Having had minimal interaction with _____'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.

What do you like best about working with this individual?

- He is willing to fill in with daily workload when we are short staffed.
- _____ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- I appreciate his openness and availability to all the staff.
- _____ 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.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- _____ is always professional during interactions with staff.

What do you like least about working with this individual?

- I enjoy working with _____ very much.
- _____ can be counted on for his reliability.
- _____'s office staff each have their own personalities and he effectively communicates with all of them.
- Have persistence and tenacity
- It's a pleasure to work with _____ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.

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

- As a new manager he is progressing very well.
- Taking everything into consideration, _____ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- I honestly cannot think of anything to recommend that would help him to improve at this point.
- _____ is consistent in his messaging about how we best serve the customers.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.

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

- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- _____ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- I know that _____ would want me to include suggestions on how he could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what he could do differently to improve as a leader. Maybe allow Christmas decor before December?
- He will sit down with all parties involved before he makes a decision.
- _____ is very approachable and ensures the best for all employees in the department.
- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.

Any final comments?

- Again, _____ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- _____ needs to make sure and pass on company information he gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- I feel as though _____ is still getting to know his management team and employees. He has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better he will be able to acknowledge our strengths and assign responsibilities to best use those strengths. He is an excellent role model, I look forward to learning from him.
- he has patience.
- _____ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.
- He continues to be a shining example to his team especially in process improvement and professional growth.