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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.

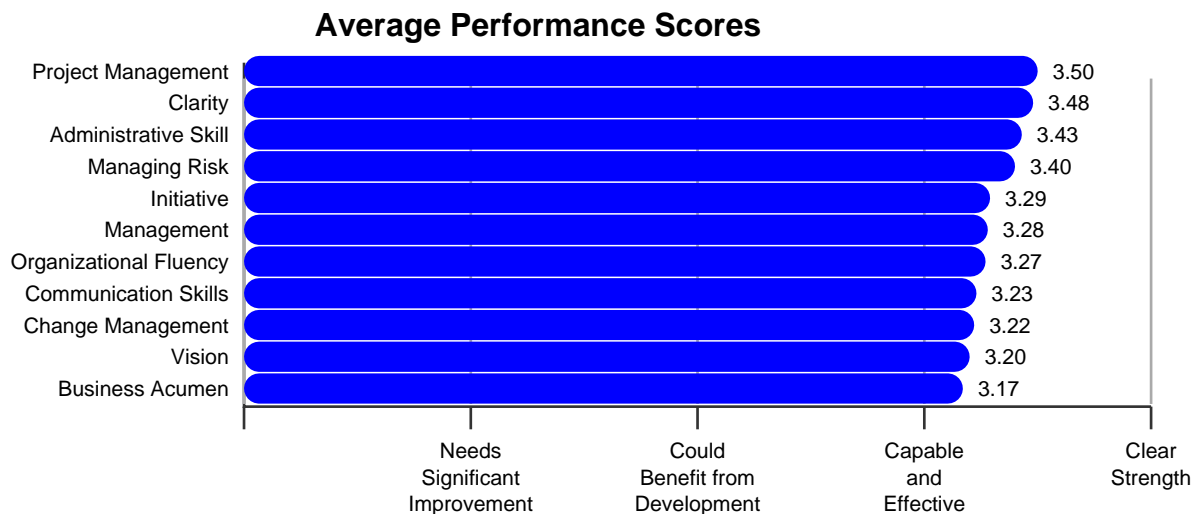
## What to Do with Your Feedback

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.



## Project Management

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. You organize work and sets priorities as needed.	15	3.20	93.3	7%	67%		27%
2. You maintain costs and expenses within budget limits.	15	3.87	100.0	13%	87%		
3. You define project outcomes based on customer requirements.	15	3.33	93.3	7%	53%		40%
4. You are able to adjust project schedule as needed to accommodate unforeseen issues.	15	3.60	93.3	7%	27%	67%	

### Time Comparisons by Item

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

Item	2022	2023	Change
1. You organize work and sets priorities as needed.	3.29	3.20	-0.09 ▼
2. You maintain costs and expenses within budget limits.	3.65	3.87	+0.22 ▲
3. You define project outcomes based on customer requirements.	3.18	3.33	+0.16 ▲
4. You are able to adjust project schedule as needed to accommodate unforeseen issues.	3.41	3.60	+0.19 ▲

#### Comments:

- He effectively communicates and his communications are always professional, maintain confidentiality, courteous and timely.
- I have never known \_\_\_\_\_ to not hire for talent.
- \_\_\_\_\_ excels at keeping in touch with all aspects of her, and our jobs.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- I think \_\_\_\_\_ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- \_\_\_\_\_ has extremely strong communication skills and is able to work in a wide variety of settings.

## Management

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
5. You make others feel enthusiastic about your work	15	3.33	93.3	7%	53%	40%	
6. You set an example for others to follow	15	3.20	93.3	7%	60%	33%	
7. You delegate tasks effectively	15	3.20	86.7	13%	53%	33%	
8. You are ready to offer help	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
5. You make others feel enthusiastic about your work	3.24	3.33	+0.10 ▲
6. You set an example for others to follow	3.24	3.20	-0.04 ▼
7. You delegate tasks effectively	3.41	3.20	-0.21 ▼
8. You are ready to offer help	3.24	3.40	+0.16 ▲

### Comments:

- You can count on \_\_\_\_\_ to be honest and stay true to commitments.
- \_\_\_\_\_’s leadership in finance and strategy is exemplary. However, his ability to use his team and discuss direction is an area where he can improve.
- He always has the customer's best interest in mind, and because he is so highly engaged, it carries over to his staff.
- \_\_\_\_\_ does try to increase his knowledge in the department. He's not quite there yet but is making a noticeable effort. \_\_\_\_\_ has shown marked improvement in being present when needed in the department.
- Does well in most technical skills and is willing to learn anything that is new
- Sometimes I feel like I need to check on \_\_\_\_\_ and make sure that read an email/understands that I need his input on a project.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
9. You complete reports on-time.	15	3.47	93.3	7%	40%	53%	
10. You are able to develop, justify and present a budget.	15	3.47	93.3	7%	40%	53%	
11. You have a high attention to detail.	15	3.53	100.0		47%	53%	
12. You have strong technical/computer skills.	15	3.27	100.0		73%		27%

### Time Comparisons by Item

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

Item	2022	2023	Change
9. You complete reports on-time.	3.18	3.47	+0.29 ▲
10. You are able to develop, justify and present a budget.	3.35	3.47	+0.11 ▲
11. You have a high attention to detail.	3.47	3.53	+0.06 ▲
12. You have strong technical/computer skills.	3.47	3.27	-0.20 ▼

### Comments:

- He is a pleasure to work with and an asset to [CompanyName].
- 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.
- I value \_\_\_\_\_'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- He knows his material and obviously loves the continued learning that defines best practices.
- \_\_\_\_\_ is not always open to new ideas or troubleshooting issue and workflows. He does end up willing to review situations, it just sometimes takes some time.
- \_\_\_\_\_ is a great communicator and challenges staff to look at process improvements. He is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.

## 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
13. You present issues, ideas, and strategy concisely and clearly.	15	3.33	100.0		67%		33%
14. You communicate effectively with colleagues and customers	15	3.13	86.7	13%	60%		27%
15. You address issues of key importance to stakeholders.	15	3.07	80.0	20%	53%		27%
16. You deliver information in a clear, concise, and logical manner.	15	3.40	93.3	7%	47%		47%

### Time Comparisons by Item

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

Item	2022	2023	Change
13. You present issues, ideas, and strategy concisely and clearly.	3.35	3.33	-0.02 ▼
14. You communicate effectively with colleagues and customers	3.18	3.13	-0.04 ▼
15. You address issues of key importance to stakeholders.	3.00	3.07	+0.07 ▲
16. You deliver information in a clear, concise, and logical manner.	3.65	3.40	-0.25 ▼

### Comments:

- \_\_\_\_\_ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.
- \_\_\_\_\_ does an exceptional job at running the department.
- \_\_\_\_\_ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- 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.
- \_\_\_\_\_ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- 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.

## Initiative

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
17. You prepare for unexpected contingencies.	15	3.27	93.3	7%	60%	33%	
18. You immediately work to complete goals well before your deadline.	14	3.00	92.9	7%	79%	14%	
19. You take action without being asked.	15	3.47	100.0		53%	47%	
20. You take the initiative to change the direction or course of events.	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

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

Item	2022	2023	Change
17. You prepare for unexpected contingencies.	3.47	3.27	-0.20 ▼
18. You immediately work to complete goals well before your deadline.	3.12	3.00	-0.12 ▼
19. You take action without being asked.	3.59	3.47	-0.12 ▼
20. You take the initiative to change the direction or course of events.	3.29	3.40	+0.11 ▲

### Comments:

- He is passionate about providing the services necessary to meet the needs of our organization.
- I admire \_\_\_\_\_ and look up to his wisdom, he is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- \_\_\_\_\_ excels at looking at other people's strengths and building upon them for the good of the department.
- Personality. Great Mentor and Leader. Talented.
- \_\_\_\_\_ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what \_\_\_\_\_ is trying to communicate with them, I also understand why \_\_\_\_\_ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that \_\_\_\_\_ does a good job.



## Change Management

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. You support the Company's efforts to implement changes.	15	3.53	100.0	47%		53%	
22. You support new initiatives for organizational changes to improve effectiveness.	15	3.00	80.0	20%	60%		20%
23. You adopt changes to set and example for others to follow.	15	2.87	80.0	20%	73%		7%
24. You work cooperatively with others to implement changes.	15	3.47	100.0	53%		47%	

### Time Comparisons by Item

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

Item	2022	2023	Change
21. You support the Company's efforts to implement changes.	3.35	3.53	+0.18 ▲
22. You support new initiatives for organizational changes to improve effectiveness.	3.00	3.00	
23. You adopt changes to set and example for others to follow.	2.88	2.87	-0.02 ▼
24. You work cooperatively with others to implement changes.	3.00	3.47	+0.47 ▲

### Comments:

- \_\_\_\_\_ is dedicated to his work and the employees that he manages. I am amazed at the kind of time he puts into this organization.
- I've appreciated his attempt to work collaboratively with others and demonstrate the organizational value of teamwork in his daily work. \_\_\_\_\_ demonstrates a high level of personal integrity in his daily work and is honest and ethical in his interactions with others.
- As a new Manager to the area, \_\_\_\_\_ was subjected to a review of department services. This was tough on him, but he did very well with it.
- \_\_\_\_\_ is a knowledgeable professional committed to improvement and quality. \_\_\_\_\_ shows his expertise in meetings and conversations, is helpful and solves problems effectively.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- Need to continue to take action when needed, although have improved. . .

## 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
25. You check details thoroughly.	15	3.67	100.0	33%	67%		
26. You are clear about the roles and duties of team members.	15	3.40	93.3	7%	47%	47%	
27. You maintain clarity in goals and objectives.	15	3.33	93.3	7%	53%	40%	
28. You clearly explain the vision and goals of the company.	15	3.53	100.0	47%	53%		

### Time Comparisons by Item

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

Item	2022	2023	Change
25. You check details thoroughly.	3.76	3.67	-0.10 ▼
26. You are clear about the roles and duties of team members.	3.53	3.40	-0.13 ▼
27. You maintain clarity in goals and objectives.	3.12	3.33	+0.22 ▲
28. You clearly explain the vision and goals of the company.	3.41	3.53	+0.12 ▲

### Comments:

- He exhibits a very strong commitment to [CompanyName] in his interactions and as such is an important role model to me and others.
- \_\_\_\_\_ is very approachable and always willing to listen.
- \_\_\_\_\_ pulls from the strengths of each of his staff. He utilizes them to the benefit of the department and to empower his employees to stay engaged and feel valued.
- \_\_\_\_\_ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.
- Need to take in all opinions, not just those of employees who are not always truthful....
- \_\_\_\_\_ is one of the most honest, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.

## 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
29. You avoid maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	15	3.67	100.0	33%	67%		
30. You develop appropriate strategies to minimize risks.	15	3.33	100.0		67%		33%
31. You respond appropriately to unexplained or unanticipated events.	15	3.20	86.7	13%	53%		33%
32. You reward innovative experiments to try new ideas.	15	3.40	100.0		60%		40%

### Time Comparisons by Item

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

Item	2022	2023	Change
29. You avoid maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	3.59	3.67	+0.08 ▲
30. You develop appropriate strategies to minimize risks.	3.41	3.33	-0.08 ▼
31. You respond appropriately to unexplained or unanticipated events.	3.18	3.20	+0.02 ▲
32. You reward innovative experiments to try new ideas.	3.35	3.40	+0.05 ▲

### Comments:

- \_\_\_\_\_ has an incredible vision for our organization's strategy and improvement efforts.
- Again, he has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- \_\_\_\_\_ is a very good leader. Detail oriented and conscientious about his team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- \_\_\_\_\_ is a solid asset to the human resources division and the [CompanyName] senior management team.
- He translated the creative thinking into real change and solution that advanced our department.
- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.

## Business Acumen

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
33. You effectively develop and use resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.20	86.7	13%	53%	33%	
34. You ask the 'right' questions to size up or evaluate situations.	15	3.27	93.3	7%	60%	33%	
35. You apply the knowledge of work processes to influence the achievement of business goals	15	3.00	80.0	20%	60%	20%	
36. You consider impact of actions on other areas of the organization.	15	3.20	93.3	7%	67%	27%	

### Time Comparisons by Item

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

Item	2022	2023	Change
33. You effectively develop and use resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.18	3.20	+0.02 ▲
34. You ask the 'right' questions to size up or evaluate situations.	2.88	3.27	+0.38 ▲
35. You apply the knowledge of work processes to influence the achievement of business goals	3.18	3.00	-0.18 ▼
36. You consider impact of actions on other areas of the organization.	3.18	3.20	+0.02 ▲

### Comments:

- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.
- \_\_\_\_\_ is reliable and effective communicator. He has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- \_\_\_\_\_ is a very effective leader and excellent communicator.
- I really appreciate him.
- \_\_\_\_\_ has great insights regarding individuals and relationships, as well as good ideas about processes.
- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
37. You get things done through the department.	15	3.27	93.3	7%	60%	33%	
38. You are effective in communicating with others within the organization.	15	3.27	86.7	13%	47%	40%	
39. You are able to explain departmental policies and procedures to others.	15	3.13	86.7	13%	60%	27%	
40. You adept at navigating within the culture of the department.	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

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

Item	2022	2023	Change
37. You get things done through the department.	3.35	3.27	-0.09 ▼
38. You are effective in communicating with others within the organization.	3.24	3.27	+0.03 ▲
39. You are able to explain departmental policies and procedures to others.	3.59	3.13	-0.45 ▼
40. You adept at navigating within the culture of the department.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_\_\_ 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.
- \_\_\_\_\_ has excellent writing skills when destined for department or the broad groups, but tends to relax his standards when outside that audience, especially in email. This makes it difficult for his management staff to share information and approvals directly with staff or external sources.
- People come and go in this organization and I can say with no reservation that \_\_\_\_\_ is a colleague I will miss the most when he retires.
- He is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- \_\_\_\_\_ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with \_\_\_\_\_ for many years.
- He has always encouraged others and provided tools for the employee to do so.

## Vision

### 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 create a common vision for others.	15	3.33	93.3	7%	53%	40%	
42. You lead employees in new directions.	15	3.33	93.3	7%	53%	40%	
43. You persuade others to follow the Company's vision.	15	3.13	86.7	13%	60%	27%	
44. You expresse the Company vision in a way that is easily understood and adopted by employees.	15	3.00	86.7	13%	73%	13%	

### Time Comparisons by Item

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

Item	2022	2023	Change
41. You create a common vision for others.	3.29	3.33	+0.04 ▲
42. You lead employees in new directions.	3.41	3.33	-0.08 ▼
43. You persuade others to follow the Company's vision.	3.35	3.13	-0.22 ▼
44. You expresse the Company vision in a way that is easily understood and adopted by employees.	3.18	3.00	-0.18 ▼

### Comments:

- \_\_\_\_\_ is collaborative in his management style and is very skilled in maximizing talents and strengths of each individual.
- He goes above and beyond with the amount of time he puts in and all the projects he is working on.
- He seems to be well respected from members of his own team as well.
- He knows his subject matter!
- \_\_\_\_\_ is an impressive performer.
- He consistently helps us in problem solving a variety of issues.

## 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?

- He has an innate ability to match assigned roles with individual strengths.
- In his role as a director, I have seen \_\_\_\_\_ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.
- \_\_\_\_\_ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. \_\_\_\_\_ is able to use all listed points under Elements of Improvement in a way that either provides a service to others or helps others that are providing direct help. \_\_\_\_\_ is also a great leader outside of the workplace providing educational classes to women on self defense and being aware of their surroundings. I have not worked with anyone like \_\_\_\_\_ who is so driven to serve others. \_\_\_\_\_ is a great mentor and example to those he supervises.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- When in need, he picks the appropriate person to conquer a task or assignment. He delegates well and seems to know who best to direct projects, questions and or initiatives to.

### What do you like best about working with this individual?

- \_\_\_\_\_ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- \_\_\_\_\_ is a valued member of the department.
- While encouraging folks to continue with their education, he is also continuing with his education.
- His role this past year stretched his time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.

### What do you like least about working with this individual?

- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- Experience, mentoring and self-confidence.
- Need to continue to engage staff in team development and role clarification.
- \_\_\_\_\_ handles every situation in a professional manner and he responds promptly to requests.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- \_\_\_\_\_ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.

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

- Everyone who works with \_\_\_\_\_ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- he is open and willing to share his vision for the team.
- There are times that the customer's interest is overlooked because it is the way we have always done it.
- \_\_\_\_\_, more than anyone, takes what he's learned with Core Competencies and implements them.
- He is fully engaged in his work and shares his professional goals and projects so his team is aware of what he is working on and how the work of each team member fits within the departmental goals.
- \_\_\_\_\_ supports each security officer in such a way that you want to grow and improve in what you do.

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

- I appreciate his receptiveness and openness and his sense of humor.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- I do very much appreciate that \_\_\_\_\_ will support me in a decision when needed.
- He is a high energy individual, with a level of integrity that goes above and beyond.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].

### Any final comments?

- \_\_\_\_\_ is always professional during interactions with staff.
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- I am very thankful for all the opportunities he has provided me and I have grown in my development under his guidance. A real asset to the organization.
- \_\_\_\_\_ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.
- I have participated in multiple interviews with \_\_\_\_\_ and he is always clear that the individual selected be one with the right talents- not just skills.
- His skills, commitment, integrity and overall management style is something I have admired since I have worked here.