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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.

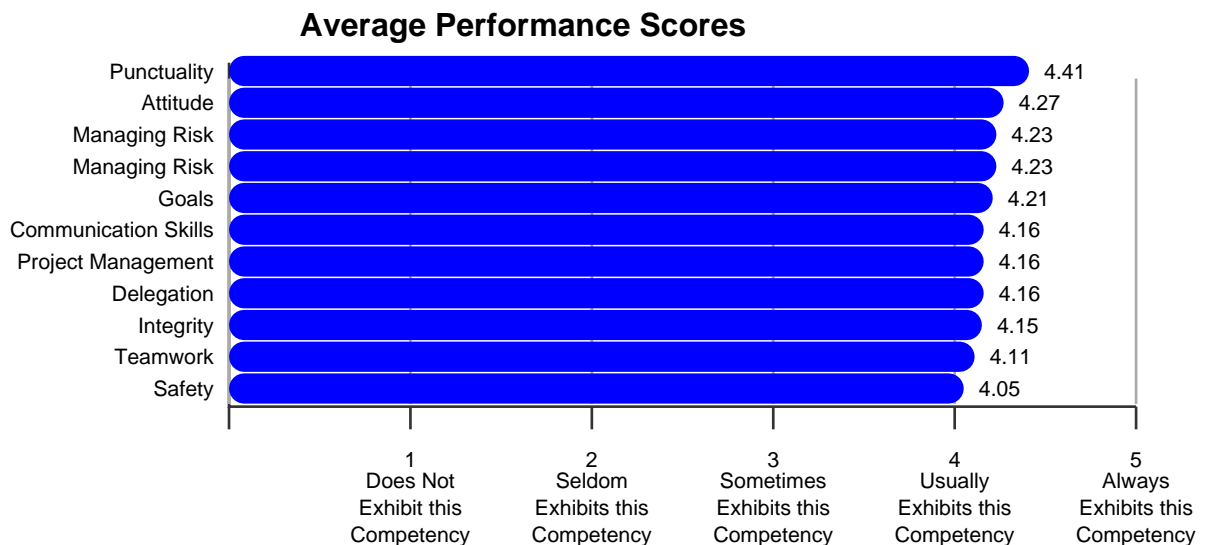
## What to Do with Your Feedback

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

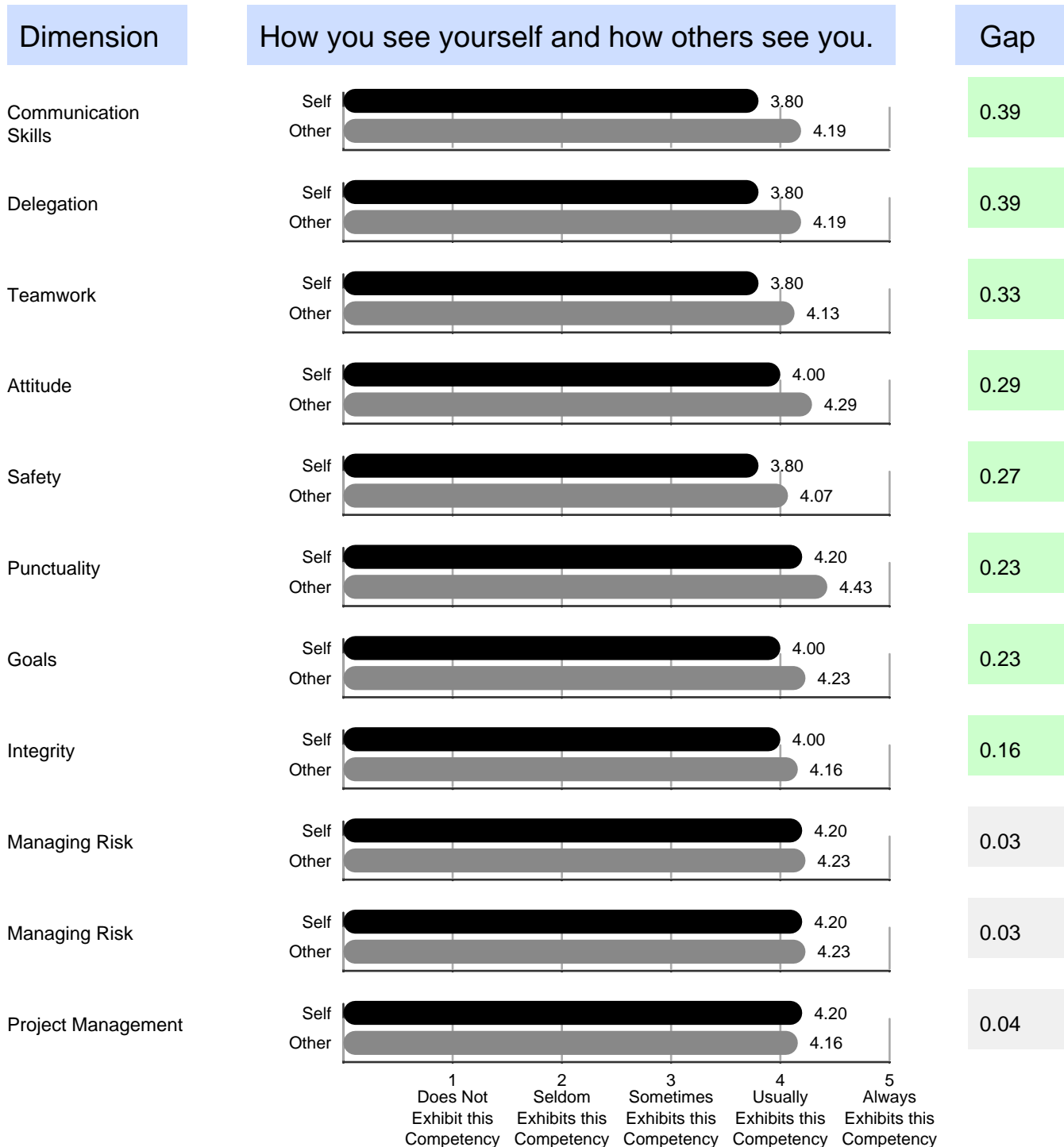
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



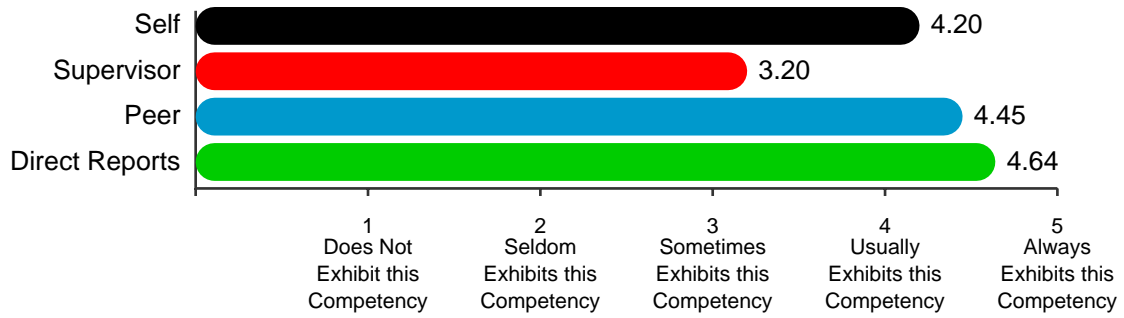
# Gap Analysis

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.



# Punctuality

## Summary Scores



### 1. Arrives to meetings on time.



### 2. Conducts appointments at scheduled start time.



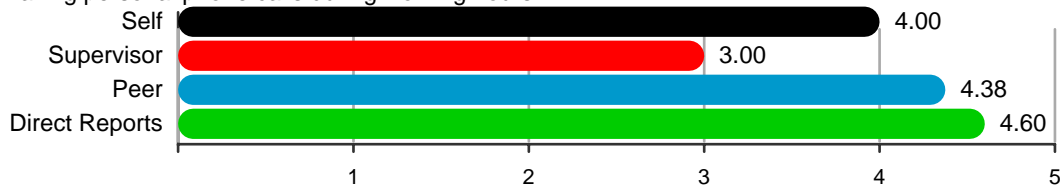
### 3. Responds to requests for information in a timely manner.



### 4. Maintains an efficient schedule of activities.



### 5. Avoids making personal phone calls during working hours.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

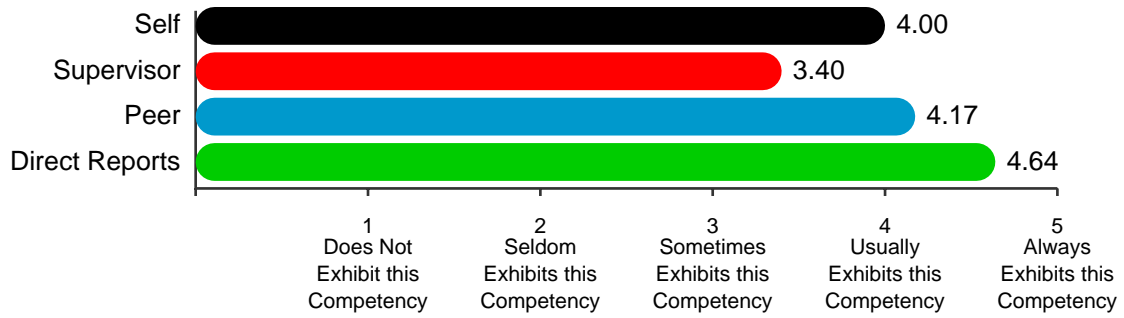
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Arrives to meetings on time.	15	4.20	93.3	7%		67%		27%
2. Conducts appointments at scheduled start time.	15	4.87	100.0	13%		87%		
3. Responds to requests for information in a timely manner.	15	4.27	93.3	7%		60%		33%
4. Maintains an efficient schedule of activities.	15	4.40	86.7	13%	33%		53%	
5. Avoids making personal phone calls during working hours.	15	4.33	93.3	7%		53%		40%

### Comments:

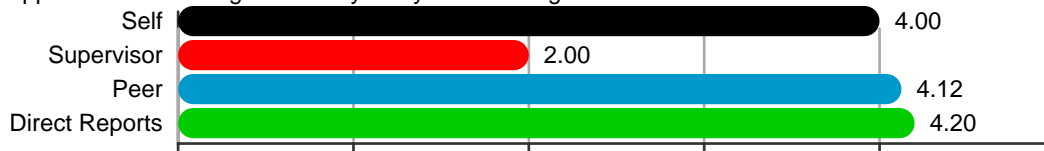
- Seek and provide critical feedback.
- \_\_\_\_\_ always goes above and beyond in his daily work.
- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- I have observed that \_\_\_\_\_ is always professional and respectful towards myself and others. He asks for our input before making decisions.
- His recent willingness to take on the department demonstrates his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates his genuine commitment to the organization.
- Is dedicated, selfless, trustworthy and focused on the big picture.

# Attitude

## Summary Scores



### 6. Visibly supports and encourages diversity in style and background.



### 7. Works to eliminate unnecessary work or barriers that get in others' way.



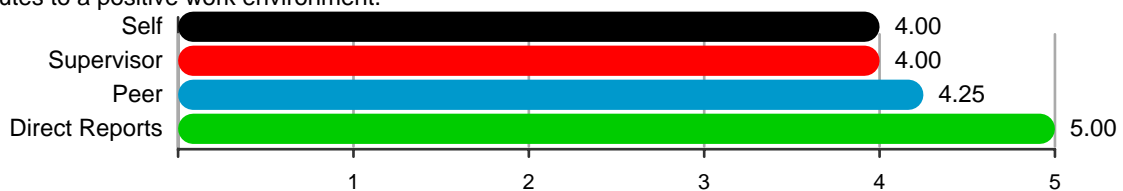
### 8. Is gracious and professional in their interactions with others.



### 9. Treats all people fairly and with respect.



### 10. Contributes to a positive work environment.



## Level of Skill

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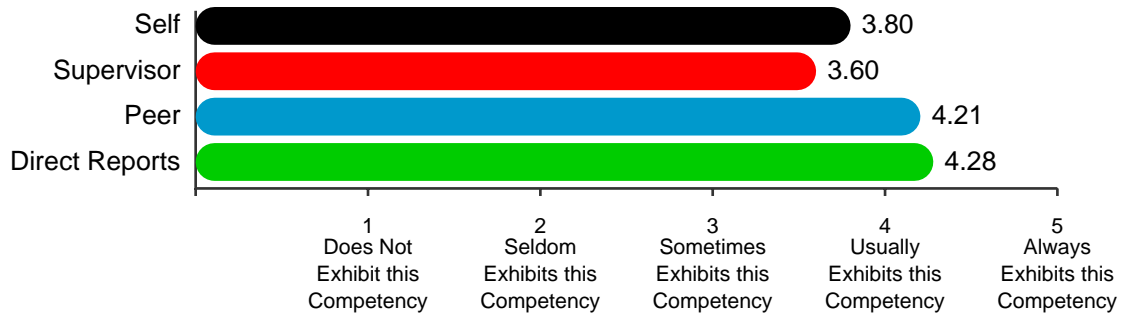
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Visibly supports and encourages diversity in style and background.	15	4.00	80.0	7%	13%	53%	27%	
7. Works to eliminate unnecessary work or barriers that get in others' way.	15	4.07	80.0		20%	53%	27%	
8. Is gracious and professional in their interactions with others.	15	4.33	93.3	7%	47%		47%	
9. Treats all people fairly and with respect.	15	4.47	93.3	7%	40%		53%	
10. Contributes to a positive work environment.	15	4.47	93.3	7%	40%		53%	

### Comments:

- \_\_\_\_\_ is a great team player with an employee safety and satisfaction focus.
- \_\_\_\_\_ exemplifies all of these qualities.
- He could benefit from understanding about how to create resolution and clarity.
- It shows that \_\_\_\_\_ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.
- \_\_\_\_\_ demonstrates excellent skills at approaching employees that need correction action. My only thought would be he could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- Dependability, with whatever is needed.

# Communication Skills

## Summary Scores



### 11. Checks for understanding throughout conversations or group presentations/discussions



### 12. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.



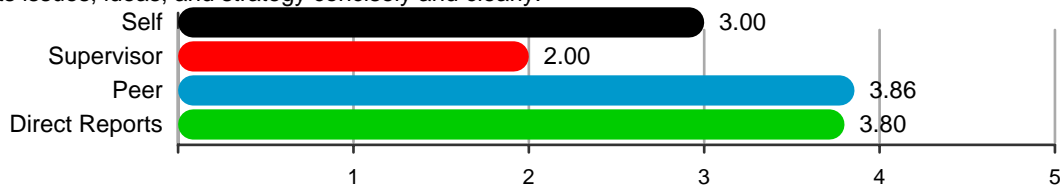
### 13. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)



### 14. Able to deliver presentations.



### 15. Presents issues, ideas, and strategy concisely and clearly.





## Level of Skill

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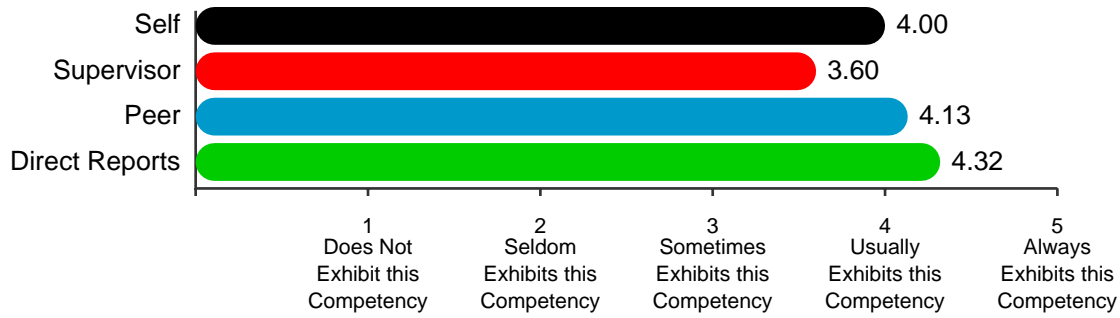
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Checks for understanding throughout conversations or group presentations/discussions	15	4.60	100.0			40%	60%	
12. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	4.27	100.0			73%		27%
13. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	4.33	100.0			67%		33%
14. Able to deliver presentations.	15	3.93	73.3	27%		53%		20%
15. Presents issues, ideas, and strategy concisely and clearly.	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- I think \_\_\_\_\_ works really hard to engage with everyone of us.
- \_\_\_\_\_ has been particularly helpful to me as I transition into my new role. He provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- \_\_\_\_\_ is one of the most responsible and committed directors in the organization. He does an excellent job serving his customers and following up to make sure they are satisfied.
- I have seen improvement and will try to encourage even more growth.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however \_\_\_\_\_ surpasses anyone I met before.

# Integrity

## Summary Scores



### 16. Demonstrates sincerity in actions with others.



### 17. Fosters a high standard of ethics and integrity.



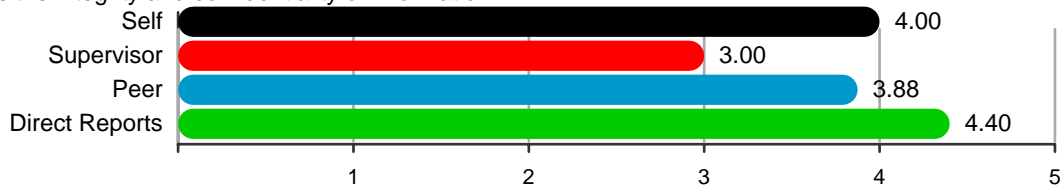
### 18. Demonstrates honesty and truthfulness at all times.



### 19. Fosters an environment built upon trust.



### 20. Protects the integrity and confidentiality of information



## Level of Skill

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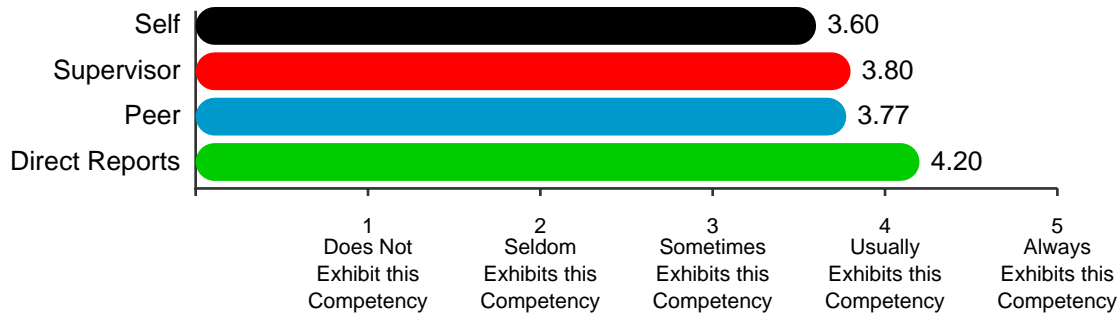
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Demonstrates sincerity in actions with others.	15	4.33	86.7	13%	40%	47%		
17. Fosters a high standard of ethics and integrity.	15	4.27	93.3	7%	60%	33%		
18. Demonstrates honesty and truthfulness at all times.	14	4.00	92.9	7%	86%	7%		
19. Fosters an environment built upon trust.	14	4.14	85.7	7%	7%	50%	36%	
20. Protects the integrity and confidentiality of information	15	4.00	66.7	7%	27%	27%	40%	

### Comments:

- I respect \_\_\_\_\_ and have turned to him for advice.
- \_\_\_\_\_ listens to his staff and delegates responsibilities as appropriate.
- \_\_\_\_\_ continues to be a great boss. He is available to us and always has time to help with anything.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!
- It's been a pleasure to work for him.
- He is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.

# Managing Performance

## Summary Scores



### 21. Establishes standards for expected performance.



### 22. Reviews job performance shortly after completion of tasks.



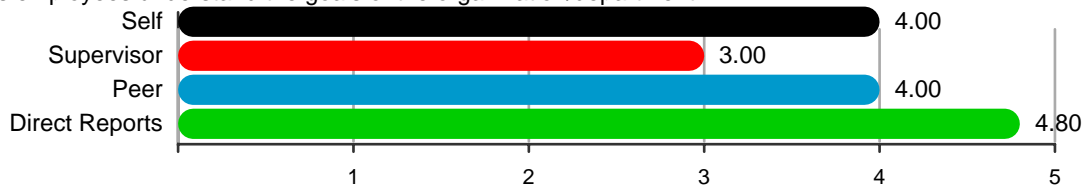
### 23. Is consistent in disciplinary/corrective actions.



### 24. Prioritizes the work of others.



### 25. Ensures employees understand the goals of the organization/department.



## Level of Skill

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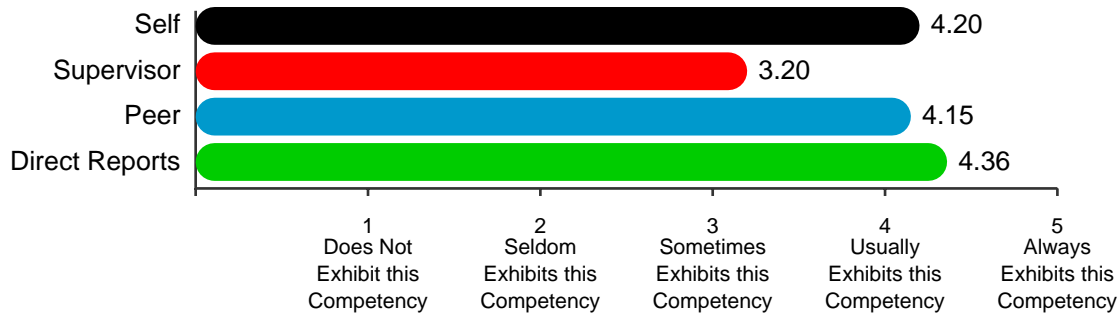
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Establishes standards for expected performance.	15	4.00	66.7	13%	20%	20%	47%	
22. Reviews job performance shortly after completion of tasks.	15	3.47	53.3	13%	33%		47%	7%
23. Is consistent in disciplinary/corrective actions.	15	3.60	66.7	13%	20%		60%	7%
24. Prioritizes the work of others.	15	4.27	86.7	7%	7%	40%	47%	
25. Ensures employees understand the goals of the organization/department.	15	4.20	80.0	7%	13%	33%	47%	

### Comments:

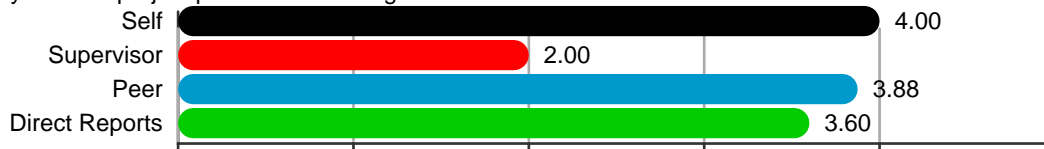
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- He recognized where I needed help and supported me in making the case to get it.
- He looks at problems in a systematic way and asks for input prior to making decisions.
- He is very professional and caring in his job
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.
- He often involves his team in decision making and to determine how to achieve outcomes.

# Project Management

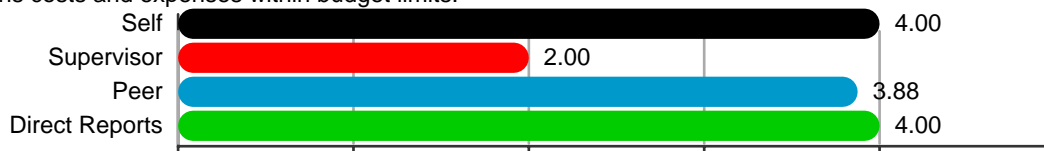
## Summary Scores



26. Regularly reviews project performance and goals.



27. Maintains costs and expenses within budget limits.



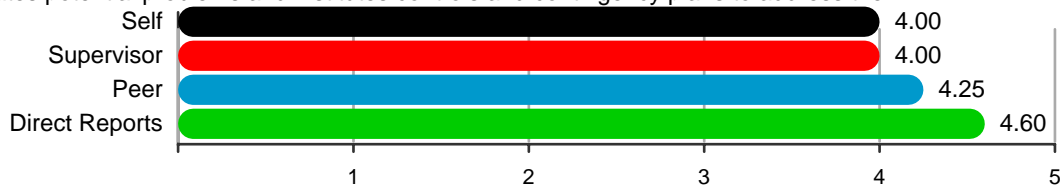
28. Able to adjust project schedule as needed to accommodate unforeseen issues.



29. Organizes, plans, and directs resources to accomplish the goals and objectives.



30. Anticipates potential problems and institutes controls and contingency plans to address them.



## Level of Skill

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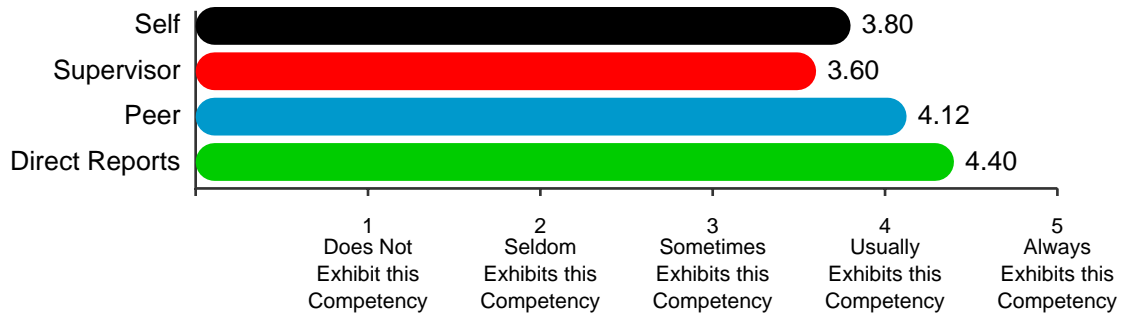
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Regularly reviews project performance and goals.	15	3.67	66.7	20%	13%	47%	20%	
27. Maintains costs and expenses within budget limits.	15	3.80	73.3	20%	7%	47%	27%	
28. Able to adjust project schedule as needed to accommodate unforeseen issues.	15	4.33	86.7		13%	40%	47%	
29. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	4.67	100.0		33%	67%		
30. Anticipates potential problems and institutes controls and contingency plans to address them.	15	4.33	100.0		67%	33%		

### Comments:

- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- Expectations are not always clearly communicated/outlined.
- Our organization is a better place because of his and his future focus.
- \_\_\_\_\_ takes people where they want to go and pushes them to be their own success.
- \_\_\_\_\_ is the absolute definition of team player.

# Delegation

## Summary Scores



31. Clearly defines duties and tasks to be completed.



32. Defines the roles, responsibilities, required actions, and deadlines for team members.



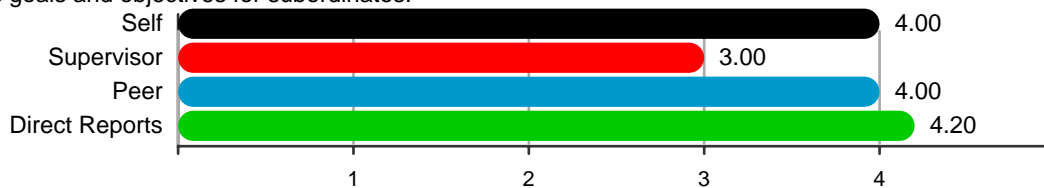
33. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.



34. Assigns tasks to create learning opportunities for the employees.



35. Defines goals and objectives for subordinates.





### Level of Skill

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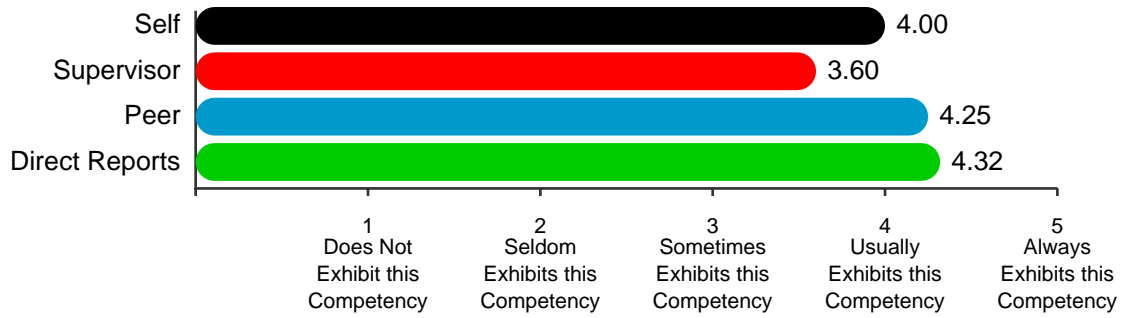
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Clearly defines duties and tasks to be completed.	15	4.07	80.0	20%		53%		27%
32. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	4.47	100.0		53%		47%	
33. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	4.13	80.0	20%		47%		33%
34. Assigns tasks to create learning opportunities for the employees.	15	4.13	86.7	13%		60%		27%
35. Defines goals and objectives for subordinates.	15	4.00	80.0	20%		60%		20%

Comments:

- He involves our team and holds us accountable out of respect.
- He has consistently been a strong advocate for me and my team.
- He encourages teammates more as a peer than a coach.
- Uses visual aids to communicate progress to your team.
- I can not say enough good things about \_\_\_\_\_.
- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.

# Goals

## Summary Scores



36. Makes sure that I have a clear idea of our group's goals.



37. Establishes and documents goals and objectives.



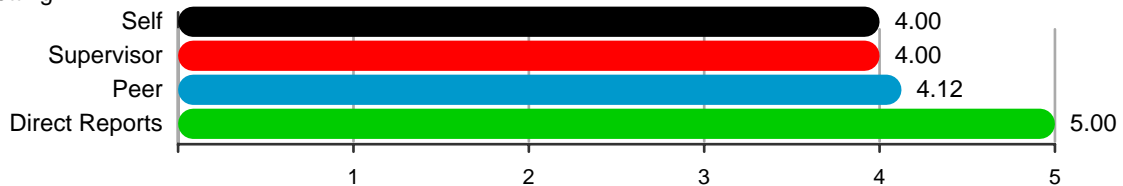
38. Achieves established goals.



39. Makes sure that team members have a clear idea of our group's goals.



40. Goal Setting



## Level of Skill

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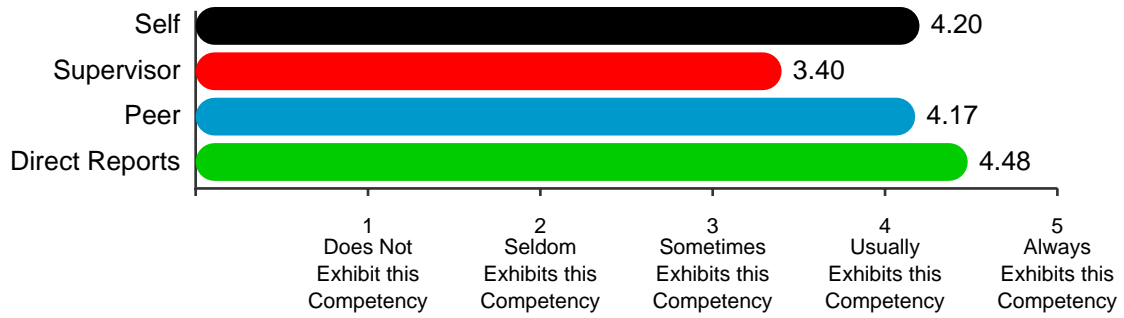
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Makes sure that I have a clear idea of our group's goals.	15	4.33	100.0			67%		33%
37. Establishes and documents goals and objectives.	15	3.93	80.0	13%	7%	53%		27%
38. Achieves established goals.	15	4.27	86.7		13%	47%		40%
39. Makes sure that team members have a clear idea of our group's goals.	15	4.13	86.7		13%	60%		27%
40. Goal Setting	15	4.40	93.3		7%	47%		47%

### Comments:

- He is showing more comfort in providing and receiving critical feedback.
- He is a great leader.
- 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 members fits within the departmental goals.
- \_\_\_\_\_ sometimes uses an intense lecturing style with colleagues which is not effective.
- \_\_\_\_\_ is one of the most responsible and committed directors in the organization. He does an excellent job serving his customers and following up to make sure they are satisfied.
- \_\_\_\_\_ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!

# Managing Risk

## Summary Scores



41. Offers training to reduce safety incidents in the workplace.



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



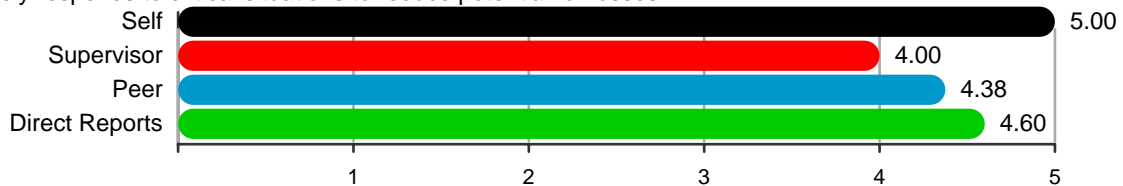
43. Seeks to retain the best and brightest employees.



44. Develops appropriate strategies to minimize risks.



45. Effectively responds to critical situations to reduce potential for losses.



## Level of Skill

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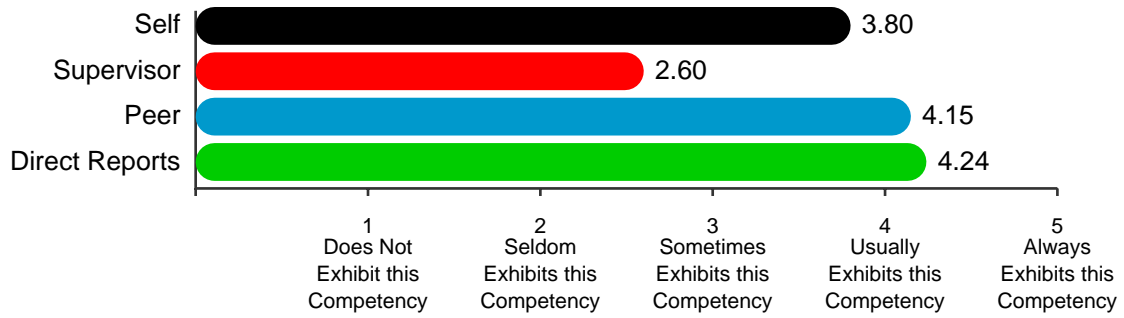
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Offers training to reduce safety incidents in the workplace.	15	4.33	93.3	7%		53%		40%
42. Seeks to maintain the long-term viability of the Company.	15	4.20	80.0	20%		40%		40%
43. Seeks to retain the best and brightest employees.	15	4.13	86.7	13%		60%		27%
44. Develops appropriate strategies to minimize risks.	15	4.00	86.7	13%		73%		13%
45. Effectively responds to critical situations to reduce potential for losses.	15	4.47	93.3	7%		40%		53%

### Comments:

- \_\_\_\_\_ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.
- \_\_\_\_\_ is an extremely effective leader.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- \_\_\_\_\_ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.

# Safety

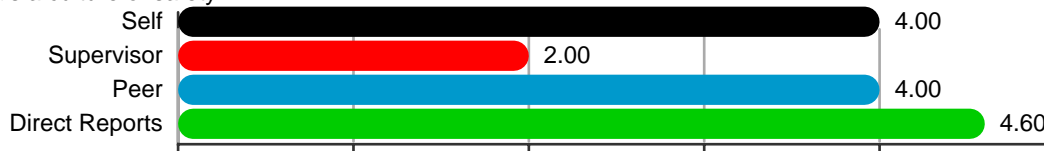
## Summary Scores



46. Participates in safety training when available.



47. Develops a culture of safety.



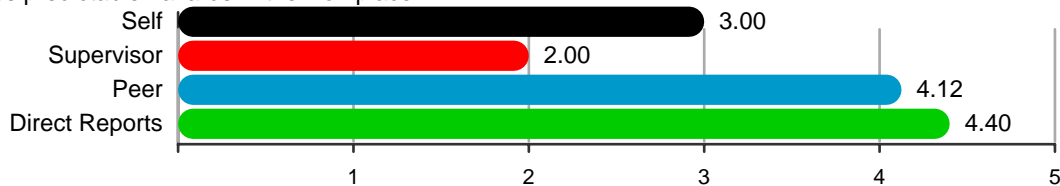
48. Encourages others to attend safety training.



49. Keeps accurate safety records.



50. Identifies predictable hazards in the workplace.



## Level of Skill

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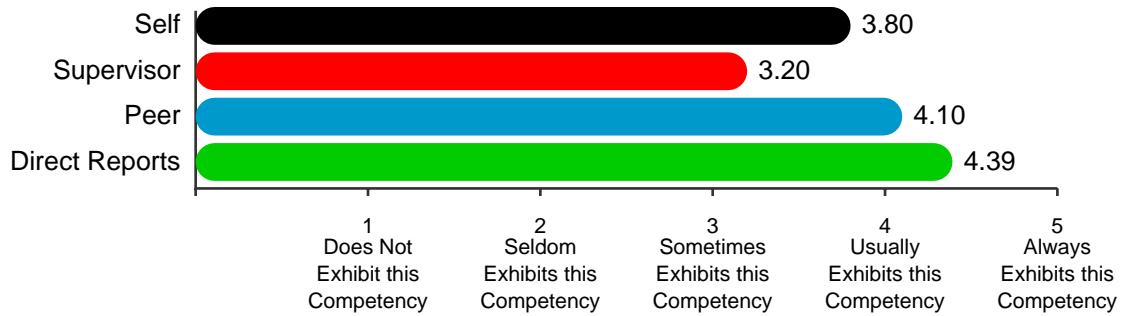
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Participates in safety training when available.	15	3.87	80.0	7%	13%	67%	13%	
47. Develops a culture of safety.	15	4.07	86.7	13%		53%	33%	
48. Encourages others to attend safety training.	15	4.13	86.7		13%	60%	27%	
49. Keeps accurate safety records.	15	4.20	86.7	7%	7%	47%	40%	
50. Identifies predictable hazards in the workplace.	15	4.00	73.3	13%	13%	33%	40%	

### Comments:

- Improve communication delivery. Acknowledge what others are saying.
- \_\_\_\_\_ excels at looking at other people's strengths and building upon them for the good of the department.
- He is a dedicated person who inspires excellence in both staff and customer service.
- He is very professional and caring in his job
- He really wants the best for [CompanyName] and I see him consistently use that as a decision-making barometer.
- \_\_\_\_\_ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.

# Teamwork

## Summary Scores



### 51. Is open to new ideas that may change own goals for benefit of the team



### 52. Facilitates team discussions and problem-solving



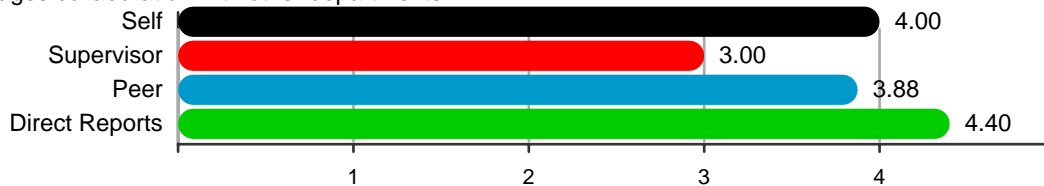
### 53. Demonstrates compassion and respect for others through actions; is concerned about their work and non-work issues



### 54. Encourages teamwork and collaboration.



### 55. Encourages collaboration with other departments.





## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Is open to new ideas that may change own goals for benefit of the team	14	4.14	92.9	7%		71%		21%
52. Facilitates team discussions and problem-solving	14	4.21	85.7	14%		50%		36%
53. Demonstrates compassion and respect for others through actions; is concerned about their work and non-work issues	15	4.13	80.0	20%		47%		33%
54. Encourages teamwork and collaboration.	15	4.07	80.0	20%		53%		27%
55. Encourages collaboration with other departments.	15	4.00	80.0	20%		60%		20%

### Comments:

- \_\_\_\_\_ is very approachable and always willing to listen.
- He is respectful of the people he works with regardless of the level in the organization.
- \_\_\_\_\_ is great...He provides valuable insight/opinion when asked and easily makes decisions.
- he has patience.
- \_\_\_\_\_ is an extremely effective leader.
- 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.

## 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 far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- Job performance is excellent. Lucky to have \_\_\_\_\_ on our team.
- I have had the opportunity to work with \_\_\_\_\_ on several projects through our Core Competency Training. All of which he has approached with a positive team building attitude.
- \_\_\_\_\_ is a definite asset to the organization. He is a creative thinker and a strong leader.
- It's a pleasure to work with \_\_\_\_\_ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.
- \_\_\_\_\_ is a valued member of the department.

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

- 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.
- Difficult to reach sometimes and often does not respond to messages at all.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ is very clear about his expectations and I appreciate this.
- \_\_\_\_\_ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- His inspiration, his strong message could move mountains if he gets more opportunities to lead more broadly and deeply. he should have more authority in ALL levels (including managers) to lead to those important cultural changes.

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

- \_\_\_\_\_ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.
- \_\_\_\_\_ is a great leader. He has excellent communication skills and has a wonderful leadership style.
- \_\_\_\_\_'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- He is a fantastic resource.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.

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

- He encourages teammates more as a peer than a coach.
- Participates in training to learn Core Competency processes.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- \_\_\_\_\_ is highly professional and amazingly skilled at both critical thinking and detail management.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what \_\_\_\_\_ has done with this but needs to be addressed and improved.

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

- I admire \_\_\_\_\_'s decision making skills when it comes to hiring new employees for our department.
- I think \_\_\_\_\_ works really hard to engage with everyone of us.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- He has a vast storehouse of knowledge about the facility and our policies.
- \_\_\_\_\_ has been here a short time, but I have believe from attending meeting with him and by his actions in the department, he is the right person to lead us forward in our growth and changes.
- He removes barriers so that we can do our job to the best of our ability.

### Any final comments?

- \_\_\_\_\_ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- He sets his expectations high, and delivers a high level of performance herself.
- \_\_\_\_\_ makes great hiring choices. he is clear on what needs to be done.
- He also has always been thankful for any help that I have given his.
- \_\_\_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.