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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.

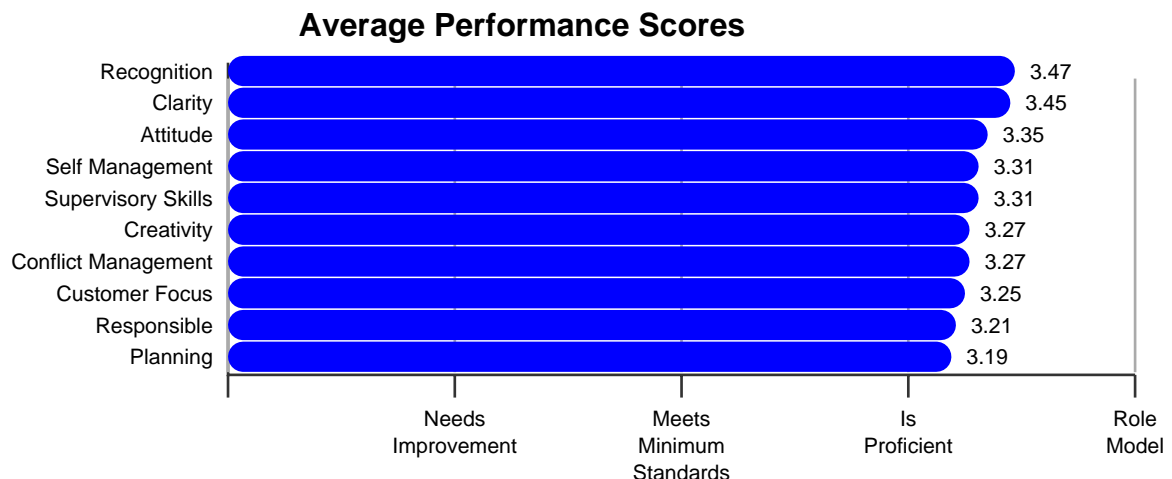
## What to Do with Your Feedback

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 10 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



## 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.



## Recognition

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Makes people around them feel appreciated and valued.	15	3.20	93.3	7%	67%		27%
2. Finds opportunities to recognize others.	15	3.87	100.0	13%	87%		
3. Says "thank you" to show appreciation for work of others.	15	3.33	93.3	7%	53%		40%
4. Recognizes individuals for a specific outstanding achievement.	15	3.60	93.3	7%	27%	67%	
5. Reinforces and rewards employees for accomplishing necessary goals.	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. Makes people around them feel appreciated and valued.	3.29	3.20	-0.09 ▼
2. Finds opportunities to recognize others.	3.65	3.87	+0.22 ▲
3. Says "thank you" to show appreciation for work of others.	3.18	3.33	+0.16 ▲
4. Recognizes individuals for a specific outstanding achievement.	3.41	3.60	+0.19 ▲
5. Reinforces and rewards employees for accomplishing necessary goals.	3.24	3.33	+0.10 ▲

### Comments:

- Demonstrates a focus on the business goals through task prioritization.
- I would recommend that \_\_\_\_\_ proof read his emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by his staff.
- He has been and is a mentor for me.
- \_\_\_\_\_ is a hands on leader in our program.
- \_\_\_\_\_ is a "One of a kind" He is a great manager.
- \_\_\_\_\_'s goes above and beyond in the areas of Professional Growth and Professionalism.

## Attitude

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Contributes to a positive work environment.	15	3.20	93.3	7%	60%	33%	
7. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.20	86.7	13%	53%	33%	
8. Visibly supports and encourages diversity in style and background.	15	3.40	93.3	7%	47%	47%	
9. Treats all people fairly and with respect.	15	3.47	93.3	7%	40%	53%	
10. Builds open and trusting relationships.	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. Contributes to a positive work environment.	3.24	3.20	-0.04 ▼
7. Works to eliminate unnecessary work or barriers that get in others' way.	3.41	3.20	-0.21 ▼
8. Visibly supports and encourages diversity in style and background.	3.24	3.40	+0.16 ▲
9. Treats all people fairly and with respect.	3.18	3.47	+0.29 ▲
10. Builds open and trusting relationships.	3.35	3.47	+0.11 ▲

### Comments:

- I would encourage \_\_\_\_\_ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- He also works to build and maintain community connections with local law enforcement and other emergency responders.
- \_\_\_\_\_ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance he may receive from his peers.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- \_\_\_\_\_ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- He is open to new ideas and ways to improve the service we provide.

## Creativity

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Conceives, implements and evaluates ideas.	15	3.53	100.0	47%	53%		
12. Adds value to the department/organization.	15	3.27	100.0	73%	27%		
13. Creates a lot of new ideas.	15	3.33	100.0	67%	33%		
14. Is creative and inspirational.	15	3.13	86.7	13%	60%	27%	
15. Is creative.	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. Conceives, implements and evaluates ideas.	3.47	3.53	+0.06 ▲
12. Adds value to the department/organization.	3.47	3.27	-0.20 ▼
13. Creates a lot of new ideas.	3.35	3.33	-0.02 ▼
14. Is creative and inspirational.	3.18	3.13	-0.04 ▼
15. Is creative.	3.00	3.07	+0.07 ▲

### Comments:

- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- Our desire to improve loss rates has been encouraged and supported by \_\_\_\_\_.
- Overall, I think \_\_\_\_\_ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and he will just avoid having to give us an answer. Once we get an answer it usually involves \_\_\_\_\_ wanting to complete the task on his own. More communication in this area would be nice, even when he would rather complete the task on his own.
- \_\_\_\_\_ manages quite effectively by allowing his supervisors to manage the day to day operations rather than doing it for them.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.

## Self Management

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.40	93.3	7%	47%	47%	
17. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.27	93.3	7%	60%	33%	
18. Uses patience and self-control in working with customers and associates.	14	3.00	92.9	7%	79%	14%	
19. Does not allow own emotions to interfere with the performance of others.	15	3.47	100.0		53%	47%	
20. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	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. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.65	3.40	-0.25 ▼
17. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.47	3.27	-0.20 ▼
18. Uses patience and self-control in working with customers and associates.	3.12	3.00	-0.12 ▼
19. Does not allow own emotions to interfere with the performance of others.	3.59	3.47	-0.12 ▼
20. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.29	3.40	+0.11 ▲

### Comments:

- Difficult to reach sometimes and often does not respond to messages at all.
- Is viewed by many as a strong organizational resource.
- \_\_\_\_\_ is a hands on leader in our program.
- He cares deeply about the engagement of his staff and has concern for those in need.
- \_\_\_\_\_ handles every situation in a professional manner and he responds promptly to requests.
- \_\_\_\_\_ is very approachable and ensures the best for all employees in the department.

## Supervisory Skills

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Maintains good working relationships with employees.	15	3.53	100.0	47%	53%		
22. Encourages employees to achieve their full potential.	15	3.00	80.0	20%	60%	20%	
23. Promotes teamwork and cooperation within the department.	15	2.87	80.0	20%	73%	7%	
24. Resolves personnel problems quickly and effectively.	15	3.47	100.0	53%	47%		
25. Delegates effectively.	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. Maintains good working relationships with employees.	3.35	3.53	+0.18 ▲
22. Encourages employees to achieve their full potential.	3.00	3.00	
23. Promotes teamwork and cooperation within the department.	2.88	2.87	-0.02 ▼
24. Resolves personnel problems quickly and effectively.	3.00	3.47	+0.47 ▲
25. Delegates effectively.	3.76	3.67	-0.10 ▼

### Comments:

- \_\_\_\_\_ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, he has broadened his perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- I think \_\_\_\_\_ works really hard to engage with everyone of us.
- I believe the team greatly values \_\_\_\_\_'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- \_\_\_\_\_ has been excellent about obtaining feedback and our opinions about system and program changes.
- \_\_\_\_\_ wants what is best for the organization and Security team and as a manager he expects the best the each have to offer.
- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.



## 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Clearly defines work objectives for employees.	15	3.40	93.3	7%	47%	47%	
27. Avoids stating unclear or conflicting goals.	15	3.33	93.3	7%	53%	40%	
28. Communicates ideas and facts clearly and effectively in writing.	15	3.53	100.0		47%	53%	
29. Is clear about goals that need to be achieved.	15	3.67	100.0		33%	67%	
30. Makes sure employees understand why they were given certain assignments.	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. Clearly defines work objectives for employees.	3.53	3.40	-0.13 ▼
27. Avoids stating unclear or conflicting goals.	3.12	3.33	+0.22 ▲
28. Communicates ideas and facts clearly and effectively in writing.	3.41	3.53	+0.12 ▲
29. Is clear about goals that need to be achieved.	3.59	3.67	+0.08 ▲
30. Makes sure employees understand why they were given certain assignments.	3.41	3.33	-0.08 ▼

### Comments:

- I truly enjoy working with \_\_\_\_\_. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.
- He does not always attend scheduled meetings. I know that he has been busy with other things but a call that he will not be able to attend would be helpful.
- There are a lot of great features this system has to offer and \_\_\_\_\_ has challenges at times.
- I value \_\_\_\_\_ for so much more than his negotiating skills which are outstanding.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.
- \_\_\_\_\_ has been a consistent resource to the Operations teams as we work in improving our scores.

## Responsible

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Works in a way that makes others want to work with her/him.	15	3.20	86.7	13%	53%		33%
32. Sets high personal standards of performance.	15	3.40	100.0		60%		40%
33. Sets a good example	15	3.20	86.7	13%	53%		33%
34. Responsible for setting the vision of the department.	15	3.27	93.3	7%	60%		33%
35. Completes assigned work tasks.	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. Works in a way that makes others want to work with her/him.	3.18	3.20	+0.02 ▲
32. Sets high personal standards of performance.	3.35	3.40	+0.05 ▲
33. Sets a good example	3.18	3.20	+0.02 ▲
34. Responsible for setting the vision of the department.	2.88	3.27	+0.38 ▲
35. Completes assigned work tasks.	3.18	3.00	-0.18 ▼

### Comments:

- \_\_\_\_\_ 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 in a way that either provides a service to others or helps others that are providing direct help. \_\_\_\_\_ is a great mentor and example to those he supervises.
- "Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- He is a pleasure to work with and an asset to [CompanyName].
- He often involves his team in decision making and to determine how to achieve outcomes.
- Is very upbeat and quick to contribute to the team.
- \_\_\_\_\_ supports each security officer in such a way that you want to grow and improve in what you do.

## Customer Focus

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Develops strong customer relationships.	15	3.20	93.3	7%	67%		27%
37. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	3.27	93.3	7%	60%		33%
38. Develops good rapport and trust with the customer.	15	3.27	86.7	13%	47%		40%
39. ...friendliness and courtesy	15	3.13	86.7	13%	60%		27%
40. Maintains positive customer relationships.	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. Develops strong customer relationships.	3.18	3.20	+0.02 ▲
37. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	3.35	3.27	-0.09 ▼
38. Develops good rapport and trust with the customer.	3.24	3.27	+0.03 ▲
39. ...friendliness and courtesy	3.59	3.13	-0.45 ▼
40. Maintains positive customer relationships.	3.29	3.40	+0.11 ▲

### Comments:

- He consistently helps us in problem solving a variety of issues.
- In every interaction that I have had with \_\_\_\_\_, I have found him to be professional, reliable, and engaged in the process.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+
- Good leadership style.
- As \_\_\_\_\_ gets to know more leaders and staff, he will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- Whenever I go to \_\_\_\_\_ with a question, problem, or something that isn't working right, he acts on it immediately - not in a day, a week, or whenever.

## Conflict Management

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Identifies and takes steps to prevent potential confrontations.	15	3.33	93.3	7%	53%	40%	
42. Clearly expresses expectations to others.	15	3.33	93.3	7%	53%	40%	
43. Deals effectively with employee grievances.	15	3.13	86.7	13%	60%	27%	
44. Helps employees to think through alternative ways to resolve conflict situations.	15	3.00	86.7	13%	73%	13%	
45. Tries to understand others' point of view before making judgments	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. Identifies and takes steps to prevent potential confrontations.	3.29	3.33	+0.04 ▲
42. Clearly expresses expectations to others.	3.41	3.33	-0.08 ▼
43. Deals effectively with employee grievances.	3.35	3.13	-0.22 ▼
44. Helps employees to think through alternative ways to resolve conflict situations.	3.18	3.00	-0.18 ▼
45. Tries to understand others' point of view before making judgments	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_\_\_ exemplifies outstanding professionalism.
- He has been and is a mentor for me.
- \_\_\_\_\_ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- He encourages staff skill development and input to improve department processes
- Always has the company's best interest at heart.
- \_\_\_\_\_ needs no improvement

## Planning

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Delegates role to team members to accomplish goals.	15	3.00	86.7	13%	73%		13%
47. Works in an organized manner	15	3.20	93.3	7%	60%		33%
48. Anticipates obstacles and ways to overcome them.	15	3.20	93.3	7%	67%		27%
49. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	3.40	93.3	7%	47%		47%
50. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	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. Delegates role to team members to accomplish goals.	3.24	3.00	-0.24 ▼
47. Works in an organized manner	3.00	3.20	+0.20 ▲
48. Anticipates obstacles and ways to overcome them.	3.18	3.20	+0.02 ▲
49. Able to look ahead (beyond the present) when addressing the work/needs of the department.	3.35	3.40	+0.05 ▲
50. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	3.29	3.13	-0.16 ▼

### Comments:

- \_\_\_\_\_ is a very strong leader. His straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped \_\_\_\_\_ be successful is his focus on doing the right thing. He doesn't waste any time pointing fingers or placing blame. Instead, he focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- Ready to tackle any given problem and help others finish 1st
- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- \_\_\_\_\_ always remembers the customer is at the center of what we do.
- 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.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.

## 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 feel confident as if he treats us all as equals.
- He has established credibility and trust with all the directors and managers.
- \_\_\_\_\_ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- \_\_\_\_\_ is willing to understand how a current process works before wanting to incorporate changes.
- I have great respect and appreciation for \_\_\_\_\_. Not only does he do his job well, he takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.
- \_\_\_\_\_ encourages collaboration between departments. He has done a great job leading our monthly supervisor/manager meetings.

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

- \_\_\_\_\_ is a strong leader and continues to grow in his role. \_\_\_\_\_ is approachable even if he does not have time. Team members enjoy his great attitude and his non stop energy. Some things that \_\_\_\_\_ does especially well and seems to do with ease are bulleted below.
- I have only worked under \_\_\_\_\_ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- Has the experience needed.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- \_\_\_\_\_ handles every situation in a professional manner and he responds promptly to requests.
- He encourages teammates more as a peer than a coach.

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

- I do very much appreciate that \_\_\_\_\_ will support me in a decision when needed.
- \_\_\_\_\_ makes great hiring choices. he is clear on what needs to be done.
- \_\_\_\_\_ is a definite asset to the organization. He is a creative thinker and a strong leader.
- \_\_\_\_\_ does not always follow through with things (ordering equipment).
- At times I feel that \_\_\_\_\_ presents things in meetings that he's not well versed in. I would encourage him to be very familiar with the items he's presenting as his credibility, at times, suffers when he attempts to address something in meetings in his area that he's not well versed in.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.

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

- He is a great mentor and coach. I look forward to working with \_\_\_\_\_ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- There have been many changes in each department and \_\_\_\_\_'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.
- \_\_\_\_\_ has been very helpful to me as a new manager this year.
- \_\_\_\_\_ maintains his focus on safety for all customers and staff. He stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- \_\_\_\_\_ 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 in a way that either provides a service to others or helps others that are providing direct help. \_\_\_\_\_ is a great mentor and example to those he supervises.
- Loyalty. Willingness to get it right.

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

- \_\_\_\_\_ is very process oriented. He has streamlined/improved several processes in the lab.
- Always conducts himself in a professional manner.
- \_\_\_\_\_ is not always clear in communicating desired outcomes and expectation. He sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- His time has been in huge demand on the [CompanyName] operations side, which has not allowed him to do as much professional development for himself that he would like.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- I believe I need to give him a chance to get into his position.

### Any final comments?

- \_\_\_\_\_ has improved in his interaction with other departments. But this is an area that he could continue to work on.
- I enjoy working with \_\_\_\_\_ and look forward to future opportunities for collaboration.
- He is very responsive when asked for input or his assistance is requested.
- \_\_\_\_\_ defines outcomes clearly and sets expectations/timelines with regards to results. He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. He is very customer and system focused.
- \_\_\_\_\_ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- \_\_\_\_\_ is trusting his team, and expecting high standards of behavior from all employees.