



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.

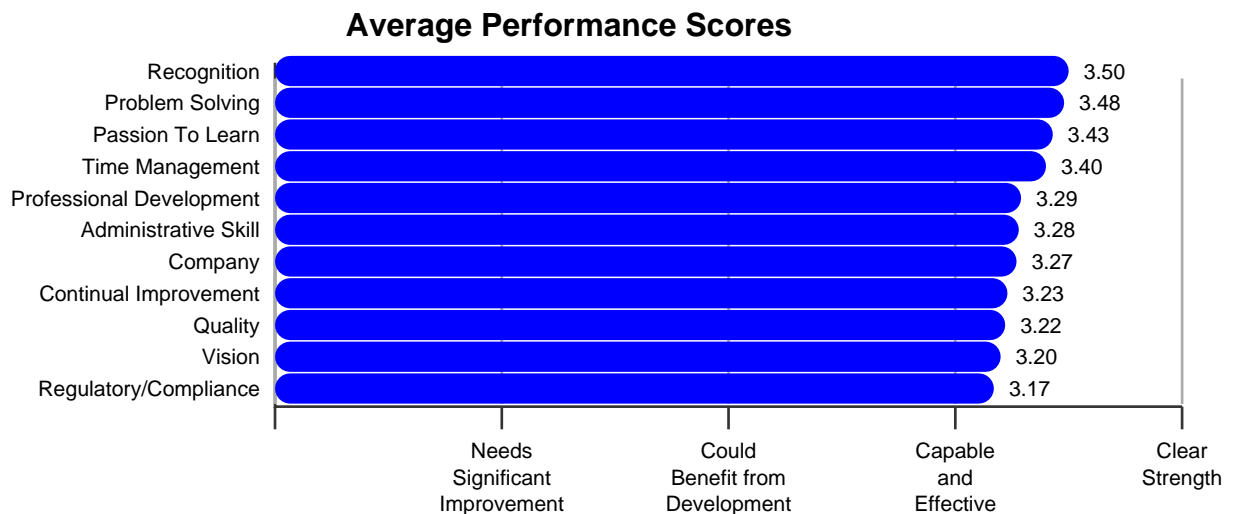
What to Do with Your Feedback

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.



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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Reinforces and rewards employees for accomplishing necessary goals.	15	3.20	93.3	7%	67%		27%
2. Recognizes the abilities and skills of self and others	15	3.87	100.0	13%	87%		
3. Recognizes team members who offer a significant contribution to a project.	15	3.33	93.3	7%	53%		40%
4. Compliments other people when they do good work	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. Reinforces and rewards employees for accomplishing necessary goals.	3.29	3.20	-0.09 ▼
2. Recognizes the abilities and skills of self and others	3.65	3.87	+0.22 ▲
3. Recognizes team members who offer a significant contribution to a project.	3.18	3.33	+0.16 ▲
4. Compliments other people when they do good work	3.41	3.60	+0.19 ▲

Comments:

- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- Manager routinely demonstrates all of the above characteristics, as marked
- Great to have you on the team!
- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.
- _____ is able to multitask in a variety of ways.
- He's done a good job this year of addressing some difficult issues in his area (i.e. Budgeting and Finance leadership challenges).

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
5. Takes responsibility for decisions.	15	3.33	93.3	7%	53%	40%	
6. Enthusiastic about taking on challenging projects.	15	3.20	93.3	7%	60%	33%	
7. Strong organizational skills to keep the workspace and department in order	15	3.20	86.7	13%	53%	33%	
8. Able to develop, justify and present a budget.	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. Takes responsibility for decisions.	3.24	3.33	+0.10 ▲
6. Enthusiastic about taking on challenging projects.	3.24	3.20	-0.04 ▼
7. Strong organizational skills to keep the workspace and department in order	3.41	3.20	-0.21 ▼
8. Able to develop, justify and present a budget.	3.24	3.40	+0.16 ▲

Comments:

- I have truly appreciated his guidance.
- He is a fantastic resource.
- I have never known _____ to not hire for talent.
- I think _____ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when _____ took over and I feel _____ has risen to the occasion and handled himself well.
- He continues to be a shining example to his team especially in process improvement and professional growth.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.

Passion To Learn

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. Holds self and associates accountable for goal achievement.	15	3.47	93.3	7%	40%	53%	
10. Takes advantage of training opportunities when they arise.	15	3.47	93.3	7%	40%	53%	
11. Exhibits willingness to upgrade skills through additional training and education.	15	3.53	100.0		47%	53%	
12. Is open minded and curious about learning new 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. Holds self and associates accountable for goal achievement.	3.18	3.47	+0.29 ▲
10. Takes advantage of training opportunities when they arise.	3.35	3.47	+0.11 ▲
11. Exhibits willingness to upgrade skills through additional training and education.	3.47	3.53	+0.06 ▲
12. Is open minded and curious about learning new skills.	3.47	3.27	-0.20 ▼

Comments:

- Resources are managed carefully with input sought and considered before applying those resources.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- _____ 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.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- He has hired good people, and developed strong relationship's with finance.
- I have observed _____ work with his staff and team on improvement activities. He has assigned" lead people to work on projects given their strengths. _____ does take action when there are employees who do not fit with the organization mission and values.

Continual Improvement

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. Looks for ways to expand and learn new job skills.	15	3.33	100.0		67%		33%
14. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.13	86.7	13%	60%		27%
15. Looks for ways to expand current job responsibilities.	15	3.07	80.0	20%	53%		27%
16. Promotes training and development opportunities to enhance job performance.	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. Looks for ways to expand and learn new job skills.	3.35	3.33	-0.02 ▼
14. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.18	3.13	-0.04 ▼
15. Looks for ways to expand current job responsibilities.	3.00	3.07	+0.07 ▲
16. Promotes training and development opportunities to enhance job performance.	3.65	3.40	-0.25 ▼

Comments:

- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- Each member feels they are a part of the team and knows their contribution is valued.
- He challenges me every day to be my best and I appreciate that.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.
- He's a very hard worker and always helping out when needed.

Professional Development

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. Seeks opportunities for continuous learning.	15	3.27	93.3	7%	60%	33%	
18. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	14	3.00	92.9	7%	79%	14%	
19. Quickly acquire and apply new knowledge and skills when needed	15	3.47	100.0		53%	47%	
20. Encourages employees to take courses relevant to their job.	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. Seeks opportunities for continuous learning.	3.47	3.27	-0.20 ▼
18. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.12	3.00	-0.12 ▼
19. Quickly acquire and apply new knowledge and skills when needed	3.59	3.47	-0.12 ▼
20. Encourages employees to take courses relevant to their job.	3.29	3.40	+0.11 ▲

Comments:

- He meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- Job performance is excellent. Lucky to have _____ on our team.
- I will always remember _____ as my first manager and be thankful he helped shape my first career.
- While encouraging folks to continue with their education, he is also continuing with his education.
- He seems to be well respected from members of his own team as well.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).

Quality

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. Encourages others to produce the highest quality work products.	15	3.53	100.0	47%		53%	
22. Holds employees accountable for their quality of work.	15	3.00	80.0	20%	60%		20%
23. Corrects issues in a timely manner.	15	2.87	80.0	20%	73%		7%
24. Always strives to produce the highest quality work products.	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. Encourages others to produce the highest quality work products.	3.35	3.53	+0.18 ▲
22. Holds employees accountable for their quality of work.	3.00	3.00	
23. Corrects issues in a timely manner.	2.88	2.87	-0.02 ▼
24. Always strives to produce the highest quality work products.	3.00	3.47	+0.47 ▲

Comments:

- _____ makes great hiring choices. he is clear on what needs to be done.
- This year _____ was responsible for hiring the line staff. Throughout this process he engaged his management team, staff and team members to ensure the right candidate was picked.
- He is very supportive and easily approachable.
- You need to put yourself in a leadership role. Lead by your positivity and encouragement of others.
- _____ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.

Problem Solving

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
25. Ability to solve problems at root cause rather than at symptom level.	15	3.67	100.0	33%	67%		
26. Identifies and assesses all potential responses to a problem.	15	3.40	93.3	7%	47%	47%	
27. Solves problems using logic and insight.	15	3.33	93.3	7%	53%	40%	
28. Identifies fresh approaches and shows a willingness to question traditional assumptions.	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. Ability to solve problems at root cause rather than at symptom level.	3.76	3.67	-0.10 ▼
26. Identifies and assesses all potential responses to a problem.	3.53	3.40	-0.13 ▼
27. Solves problems using logic and insight.	3.12	3.33	+0.22 ▲
28. Identifies fresh approaches and shows a willingness to question traditional assumptions.	3.41	3.53	+0.12 ▲

Comments:

- 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 a tremendous resource for my own professional development in this department and in recruitment. He openly provides feedback, talks through issues/questions, and engages me in the entire process. He finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- _____ is a great asset to our department. He is always available when issues arise & help is needed to solve problems.
- _____ established an environment in which teamwork and creativity flourished.
- I will always welcome _____'s direct, honest, caring feedback.
- He is an excellent teammate, great attitude, effort, and energy.

Time 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
29. Avoids distractions in the workplace.	15	3.67	100.0	33%	67%		
30. Deals effectively with interruptions.	15	3.33	100.0		67%		33%
31. Sets a good balance between work and family life.	15	3.20	86.7	13%	53%		33%
32. Completes high-priority work within required timelines.	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. Avoids distractions in the workplace.	3.59	3.67	+0.08 ▲
30. Deals effectively with interruptions.	3.41	3.33	-0.08 ▼
31. Sets a good balance between work and family life.	3.18	3.20	+0.02 ▲
32. Completes high-priority work within required timelines.	3.35	3.40	+0.05 ▲

Comments:

- I think he is doing really good work and I found that to be one area I could list that might help.
- _____ is doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- Collaboration and dissemination of information and projects is something _____ does well.
- 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.

Regulatory/Compliance

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. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.	15	3.20	86.7	13%	53%	33%	
34. Performs regular compliance audits.	15	3.27	93.3	7%	60%	33%	
35. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	15	3.00	80.0	20%	60%	20%	
36. Interacts with auditors and regulators on a professional basis.	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. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.	3.18	3.20	+0.02 ▲
34. Performs regular compliance audits.	2.88	3.27	+0.38 ▲
35. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	3.18	3.00	-0.18 ▼
36. Interacts with auditors and regulators on a professional basis.	3.18	3.20	+0.02 ▲

Comments:

- Timeliness and accountability of projects.
- _____ has excellent communication skills with both staff and his management team.
- The most important attribute that _____ demonstrates is making sure there is a solid, vibrant leadership team. When he meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. He pushes for honest opinions and decisions and he expects those decisions and opinions to be supportable with reason. At the same time, he somehow nurtures innovation that leads to improving process and outcomes.
- _____ is very cognizant of areas for improvement. He has made a huge impact on how the department functions.
- Does excellent job, always.
- He sets his expectations high, and delivers a high level of performance herself.

Company

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. Expresses loyalty and dedication to [Company] in interactions with others.	15	3.27	93.3	7%	60%		33%
38. Attends [Company] gatherings and social events.	15	3.27	86.7	13%	47%		40%
39. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.13	86.7	13%	60%		27%
40. Impresses upon others the important aspects of [Company].	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. Expresses loyalty and dedication to [Company] in interactions with others.	3.35	3.27	-0.09 ▼
38. Attends [Company] gatherings and social events.	3.24	3.27	+0.03 ▲
39. Understands how decisions impact other business units beyond their immediate department of work group.	3.59	3.13	-0.45 ▼
40. Impresses upon others the important aspects of [Company].	3.29	3.40	+0.11 ▲

Comments:

- Outstanding leader.
- It is often difficult to contact _____ and email communication may take a long period for a reply.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. He seems hesitant to ask for feedback, review, or help.
- I really appreciate him.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of his position.
- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.

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. Creates a common vision for others.	15	3.33	93.3	7%	53%	40%	
42. Creates a positive vision of the future for the Company.	15	3.33	93.3	7%	53%	40%	
43. Persuades others to follow the Company's vision.	15	3.13	86.7	13%	60%	27%	
44. Leads employees in new directions.	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. Creates a common vision for others.	3.29	3.33	+0.04 ▲
42. Creates a positive vision of the future for the Company.	3.41	3.33	-0.08 ▼
43. Persuades others to follow the Company's vision.	3.35	3.13	-0.22 ▼
44. Leads employees in new directions.	3.18	3.00	-0.18 ▼

Comments:

- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- Over the past few months _____ has been creating a bridge between the billing staff and the operations departments.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- He is a very diligent hard worker.
- _____ knows his team very well and is gaining the same knowledge in regards to his team

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?

- Works hard to build a team environment.
- _____ is someone I feel I can talk to about any problem or situation and I value his opinion.
- I am always impressed by _____'s insight into our processes so that we continuously strive to improve and be consistent.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- _____ takes people where they want to go and pushes them to be their own success.
- I think he is the kind of manager our department has needed and will continue to need.

What do you like best about working with this individual?

- He is a great teammate.
- _____ has been a consistent resource to the Operations teams as we work in improving our scores.
- _____ is an outstanding leader. He offers great communication and staff allows know what is expected of them.
- He has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- _____ is great about approaching and including staff input with decision making within the department.
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.

What do you like least about working with this individual?

- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- He is well respected by his peers and it is clear to see why.
- He has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- He has positive energy, leads by example, and cares about teammates.
- _____ is professional, collaborative. . .a great team member.
- _____ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.

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

- _____ 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.
- _____ is highly skilled and remains focused despite the many directions in which he is pulled. He is calm, easy to work with and makes decisions only after being fully informed.
- He has an open door policy and is available when needed.
- _____ 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.
- _____ has used his strengths to make this department stronger in many ways.
- _____ has been very effective with writing up the scheduling protocols for schedulers, using both perspectives from staff and a 'new' scheduler in order to make the protocols very clear. I appreciate the way he approaches a problem, using Competency methods and training to provide examples for the rest of us who have not gone through all the training yet. I really appreciate _____ !

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

- It shows that _____ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- I enjoy working with _____. He is very responsive to questions. He seeks out advice or discussion with me at the appropriate times to make sure his projects are successful.
- When _____ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- He returns email, often within minutes of sending and although, his calendar is packed, somehow, he always makes time to support me and the needs of my department.

Any final comments?

- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- He is passionate about providing the services necessary to meet the needs of our organization.
- I appreciate the honest evaluative feedback _____ provides for the staff in his area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- His quality of work is good.
- _____ 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.