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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.

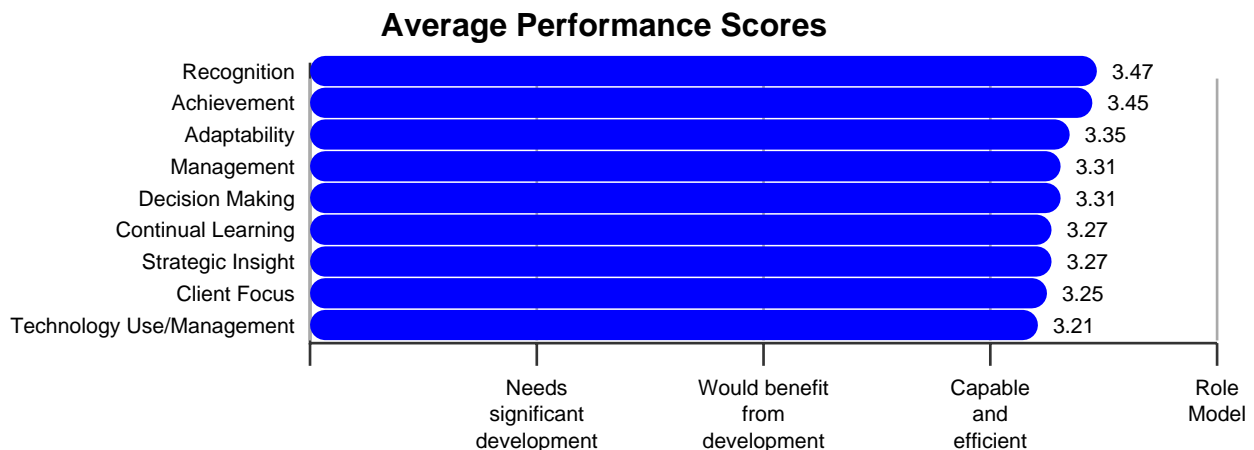
## What to Do with Your Feedback

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 9 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Lets employees know when they have done well	15	3.20	93.3	7%	67%		27%
2. Says "thank you" to show appreciation for work of others.	15	3.87	100.0	13%	87%		
3. Offers recognition in a timely manner.	15	3.33	93.3	7%	53%		40%
4. Finds opportunities to recognize others.	15	3.60	93.3	7%	27%	67%	
5. Readily shares credit and gives others opportunity for visibility.	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. Lets employees know when they have done well	3.29	3.20	-0.09 ▼
2. Says "thank you" to show appreciation for work of others.	3.65	3.87	+0.22 ▲
3. Offers recognition in a timely manner.	3.18	3.33	+0.16 ▲
4. Finds opportunities to recognize others.	3.41	3.60	+0.19 ▲
5. Readily shares credit and gives others opportunity for visibility.	3.24	3.33	+0.10 ▲

## Comments:

- Appreciate \_\_\_\_\_'s calm approach
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- He is a strong leader and it will make his even stronger to listen to his employees. I would encourage him to listen more before reacting, his employees have good insight and will become more engaged.
- 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.
- \_\_\_\_\_ is an excellent communicator and is very open and supportive to his staff.
- \_\_\_\_\_ wants what is best for the organization and Security team and as a manager he expects the best the each have to offer.

## Adaptability

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
6. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	15	3.20	93.3	7%	60%		33%
7. Able to adapt to changes in technology and processes.	15	3.20	86.7	13%	53%		33%
8. Works effectively in dynamic and changing work environments.	15	3.40	93.3	7%	47%		47%
9. Flexible and open to new ideas and encourages others to value change.	15	3.47	93.3	7%	40%		53%
10. Recognizes and implements changes to enhance efficiency and effectiveness.	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. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	3.24	3.20	-0.04 ▼
7. Able to adapt to changes in technology and processes.	3.41	3.20	-0.21 ▼
8. Works effectively in dynamic and changing work environments.	3.24	3.40	+0.16 ▲
9. Flexible and open to new ideas and encourages others to value change.	3.18	3.47	+0.29 ▲
10. Recognizes and implements changes to enhance efficiency and effectiveness.	3.35	3.47	+0.11 ▲

### Comments:

- He is an exceptionally effective communicator which enables here visions to be more easily carried out.
- He has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- He works diligently with our supplier to ensure the inventory is cost effective.
- Overall, \_\_\_\_\_ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.
- I have appreciated partnering with \_\_\_\_\_ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department. and roles of various employees. His support during this transition was extremely helpful to me.
- \_\_\_\_\_ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!

## Continual Learning

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
11. Grasps new ideas, concepts, technical, or business knowledge.	15	3.53	100.0	47%	53%		
12. Sets relevant learning objectives and goals.	15	3.27	100.0	73%	27%		
13. Seeks opportunities to grow in skills and knowledge.	15	3.33	100.0	67%	33%		
14. Pursues self-improvement through continual learning.	15	3.13	86.7	13%	60%	27%	
15. Pursues learning that will enhance job performance.	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. Grasps new ideas, concepts, technical, or business knowledge.	3.47	3.53	+0.06 ▲
12. Sets relevant learning objectives and goals.	3.47	3.27	-0.20 ▼
13. Seeks opportunities to grow in skills and knowledge.	3.35	3.33	-0.02 ▼
14. Pursues self-improvement through continual learning.	3.18	3.13	-0.04 ▼
15. Pursues learning that will enhance job performance.	3.00	3.07	+0.07 ▲

### Comments:

- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- \_\_\_\_\_ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- I think \_\_\_\_\_ should learn to be more concise and focused in his comments. He can consume a lot of meeting time with commentary that is lengthy and not always on point.
- I do very much appreciate that \_\_\_\_\_ will support me in a decision when needed.
- \_\_\_\_\_ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- Don't work with him enough to observe the vast majority of these items.

## 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
16. Sets an example for others to follow	15	3.40	93.3	7%	47%	47%	
17. Delegate tasks effectively	15	3.27	93.3	7%	60%	33%	
18. Keep staff informed about what is happening in the company	14	3.00	92.9	7%	79%	14%	
19. Is ready to offer help	15	3.47	100.0		53%	47%	
20. Takes responsibility for things that go wrong	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. Sets an example for others to follow	3.65	3.40	-0.25 ▼
17. Delegate tasks effectively	3.47	3.27	-0.20 ▼
18. Keep staff informed about what is happening in the company	3.12	3.00	-0.12 ▼
19. Is ready to offer help	3.59	3.47	-0.12 ▼
20. Takes responsibility for things that go wrong	3.29	3.40	+0.11 ▲

### Comments:

- He encourages teammates more as a peer than a coach.
- I have appreciated \_\_\_\_\_'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- \_\_\_\_\_ has demonstrated the ability to manage significant changes in his area with great skill.
- \_\_\_\_\_ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- A willingness and flexibility to pitch in help where needed is important.
- I have worked on several performance improvement projects with \_\_\_\_\_ and have appreciated his knowledge and reliability with collaboration.

## Decision Making

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Does not lose sight of the big picture when making decisions	15	3.53	100.0	47%	53%		
22. Exercises good judgment by making sound and informed decisions.	15	3.00	80.0	20%	60%	20%	
23. Seeks input from key people who should be involved in, or will be affected by, decisions	15	2.87	80.0	20%	73%	7%	
24. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	3.47	100.0	53%	47%		
25. Is able to make decisions quickly.	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. Does not lose sight of the big picture when making decisions	3.35	3.53	+0.18 ▲
22. Exercises good judgment by making sound and informed decisions.	3.00	3.00	
23. Seeks input from key people who should be involved in, or will be affected by, decisions	2.88	2.87	-0.02 ▼
24. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	3.00	3.47	+0.47 ▲
25. Is able to make decisions quickly.	3.76	3.67	-0.10 ▼

### Comments:

- \_\_\_\_\_ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.
- \_\_\_\_\_ is determined to help make [CompanyName] successful.
- Overall, \_\_\_\_\_ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- \_\_\_\_\_ could also improve his ability to work with the framework of a team. \_\_\_\_\_ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- I frequently reach out for assistance and appreciate that he is there when I/we need him and he actively engages in solving the issues at hand.



## Achievement

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
26. Follows-up and takes action when goals are not met to ensure better results in the future.	15	3.40	93.3	7%	47%	47%	
27. Driven to complete goals despite obstacles that may arise.	15	3.33	93.3	7%	53%	40%	
28. Completes work promptly and efficiently.	15	3.53	100.0		47%	53%	
29. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	15	3.67	100.0		33%	67%	
30. Sets ambitious standards of performance.	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. Follows-up and takes action when goals are not met to ensure better results in the future.	3.53	3.40	-0.13 ▼
27. Driven to complete goals despite obstacles that may arise.	3.12	3.33	+0.22 ▲
28. Completes work promptly and efficiently.	3.41	3.53	+0.12 ▲
29. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	3.59	3.67	+0.08 ▲
30. Sets ambitious standards of performance.	3.41	3.33	-0.08 ▼

### Comments:

- I think \_\_\_\_\_ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- He inspires others by the manner in which he does his work and engages others.
- Always approachable no matter how busy he is.
- \_\_\_\_\_ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development He is extremely customer focused.
- \_\_\_\_\_ 's goes above and beyond in the areas of Professional Growth and Professionalism.
- \_\_\_\_\_ is very knowledgeable, honest, and consistent in his leadership decisions.

## Technology Use/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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
31. Understands and is committed to implementing new technologies.	15	3.20	86.7	13%	53%	33%	
32. Uses technology in decision making and problem solving.	15	3.40	100.0		60%	40%	
33. Supports technical training and development of employees.	15	3.20	86.7	13%	53%	33%	
34. Applies complex rules and regulations to maintain optimal system performance.	15	3.27	93.3	7%	60%	33%	
35. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	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. Understands and is committed to implementing new technologies.	3.18	3.20	+0.02 ▲
32. Uses technology in decision making and problem solving.	3.35	3.40	+0.05 ▲
33. Supports technical training and development of employees.	3.18	3.20	+0.02 ▲
34. Applies complex rules and regulations to maintain optimal system performance.	2.88	3.27	+0.38 ▲
35. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.18	3.00	-0.18 ▼

### Comments:

- Working with \_\_\_\_\_ on the IP rehab project has been awesome. He is great at what he does. He understands his role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with his anytime.
- \_\_\_\_\_ is an excellent communicator and is very open and supportive to his staff.
- \_\_\_\_\_ not only values and listens to his staff he also gives them the support they need.
- I have had personal interactions with \_\_\_\_\_ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- His leadership skills make me jealous and consider him a mentor on how I would want to be in that position
- \_\_\_\_\_ 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!

## Client 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 significant development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
36. Satisfies client needs.	15	3.20	93.3	7%	67%		27%
37. Forms strong client relationships	15	3.27	93.3	7%	60%		33%
38. Obtains feedback to ensure client needs are being met.	15	3.27	86.7	13%	47%		40%
39. Looks for opportunities that have a positive impact on Clients.	15	3.13	86.7	13%	60%		27%
40. Maintains strong relationships with clients.	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. Satisfies client needs.	3.18	3.20	+0.02 ▲
37. Forms strong client relationships	3.35	3.27	-0.09 ▼
38. Obtains feedback to ensure client needs are being met.	3.24	3.27	+0.03 ▲
39. Looks for opportunities that have a positive impact on Clients.	3.59	3.13	-0.45 ▼
40. Maintains strong relationships with clients.	3.29	3.40	+0.11 ▲

### Comments:

- More opportunities to share knowledge with the team.
- \_\_\_\_\_ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- \_\_\_\_\_ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- He always takes the time to listen to all of us and never gives you the impression that he's rushing you. He doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that he will really HEAR YOU!
- \_\_\_\_\_ takes pride in his department. His follow through is excellent. \_\_\_\_\_ leads by example.
- \_\_\_\_\_ Communicated well with his staff, as we define our new roles \_\_\_\_\_ is always there to give us direction.

## Strategic Insight

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
41. Formulates policies and strategies for addressing the Company's important challenges.	15	3.33	93.3	7%	53%	40%	
42. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	3.33	93.3	7%	53%	40%	
43. Analyzes records and reports to obtain insight into potential issues and trends.	15	3.13	86.7	13%	60%	27%	
44. Communicates vision for the department and company.	15	3.00	86.7	13%	73%	13%	
45. Identifies potential problems before they become critical incidents.	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. Formulates policies and strategies for addressing the Company's important challenges.	3.29	3.33	+0.04 ▲
42. Formulates strategies and action plans to ensure successful completion of goals and objectives.	3.41	3.33	-0.08 ▼
43. Analyzes records and reports to obtain insight into potential issues and trends.	3.35	3.13	-0.22 ▼
44. Communicates vision for the department and company.	3.18	3.00	-0.18 ▼
45. Identifies potential problems before they become critical incidents.	3.35	3.53	+0.18 ▲

### Comments:

- He challenges me every day to be my best and I appreciate that.
- \_\_\_\_\_ is a great leader. His team has been through a lot of change. \_\_\_\_\_ is focused on building his team and helping them through the change.
- He can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- He consistently conducts himself with professionalism and represents our unit well.
- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.
- \_\_\_\_\_ is the best supervisor I've ever had; he leads by example, and is always clear on his expectations of his employees.

## 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?

- When in meetings in \_\_\_\_\_'s division, it is obvious that he has spent time on setting clear expectations, understanding his staff, and ensuring there is a good fit between roles and strengths. His jobs centers on effective collaboration and communication with others and he models these attributes.
- \_\_\_\_\_ always presents himself in the most professional manner.
- \_\_\_\_\_ seems to excel in his perspective of the organization as a whole, and how his departments contribute and support the organization, as well as how the organization lends support to us.
- \_\_\_\_\_ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development. He is extremely customer focused.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- \_\_\_\_\_ is consistent in his messaging about how we best serve the customers.

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

- Look up collaboration and you'll find \_\_\_\_\_'s picture beside the word.
- He can always be counted on to do what he commits to.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- I know I can always count on \_\_\_\_\_ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.
- \_\_\_\_\_ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.

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

- \_\_\_\_\_'s priority is our customers and community.
- He often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- \_\_\_\_\_ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- He has great sense of vision and purpose for the division and organization as a whole.
- \_\_\_\_\_ is a fantastic leader who understands his team and can engage and motivate them towards organizational objectives.
- He tends to have self doubt at times, as we all do. But he is working on his confidence, and absolutely growing as a person.

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

- In many cases, not in all, he could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and he approved it.'
- \_\_\_\_\_'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase his strengths and [CompanyName] has not capitalized on them.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- I admire his ability to see the big picture (both within our walls and outside our walls).
- \_\_\_\_\_ is approachable and professional in his interaction with staff and with customers.
- \_\_\_\_\_ is a very effective communicator and I always felt very well informed as his direct report.

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

- The department director should have the authority to lead the team toward the vision laid out by the VP.
- Is extremely knowledgeable and is always continuing his education to stay up to date.
- \_\_\_\_\_ seems to have good knowledge and awareness of the strengths and talents of his direct reports (as well as their weaknesses). When in need, he picks the appropriate person to conquer a task or assignment. He is always good about seeking advice before proceeding.
- His communication is precise and at times short when some would prefer a greater detailed account.
- \_\_\_\_\_ has a lot of knowledge in competency models and is passing that on to his teams.
- \_\_\_\_\_ is a strong leader & mentor.

### Any final comments?

- I would like to see his expand personal long-term goals at the company.
- \_\_\_\_\_ has a way of bringing out the best in people, by modeling how to be a hard worker who knows his stuff and is supportive of his colleagues and able to create a fun atmosphere that makes us all want to work hard.
- I know that \_\_\_\_\_ cares about me as a total individual not just as a professional.
- \_\_\_\_\_ is an excellent manager.
- He leads by example.
- As a new Manager to the area, \_\_\_\_\_ was subjected to a review of department services. This was tough on him, but he did very well with it.