



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

November 2025

# 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.

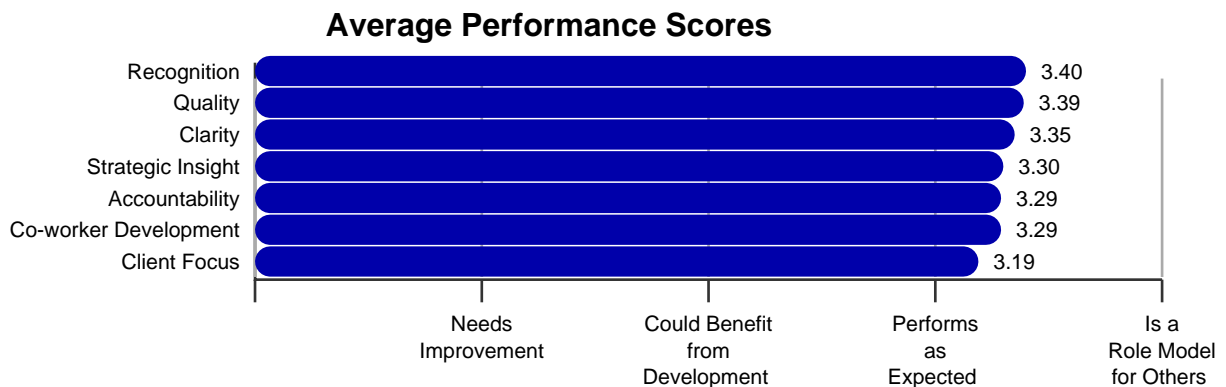
## What to Do with Your Feedback

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

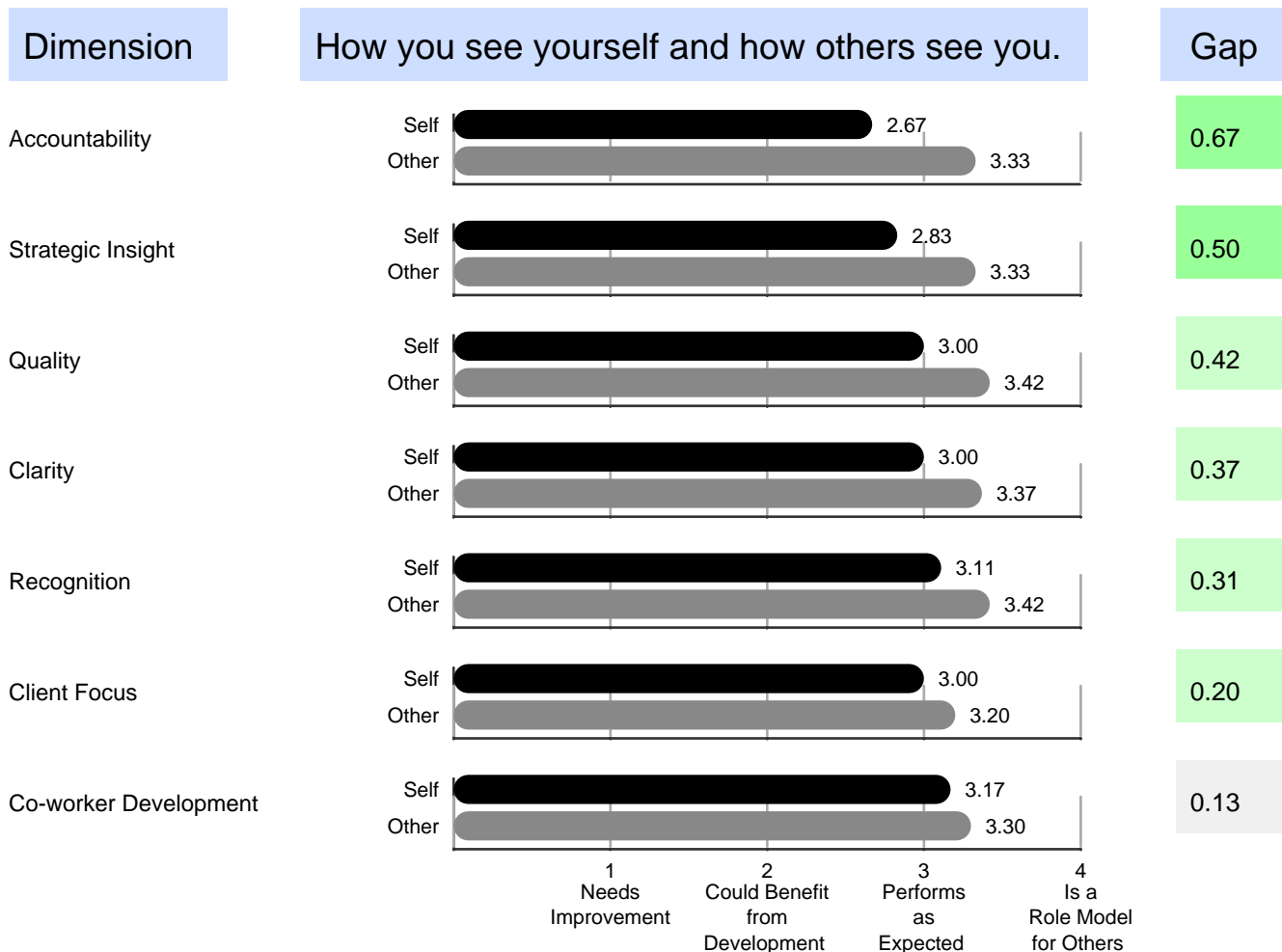
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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 (Is a Role Model for Others).

| Item  | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 1. Uses recognition to encourage creativity and innovative thinking.                                      | 15 | 3.20 | 93.3  | 7%                | 67%                            |                      | 27%                        |
| 2. Ensures that the recognition program is highly visible to the employees.                               | 15 | 3.87 | 100.0 | 13%               | 87%                            |                      |                            |
| 3. Maintains appropriate documentation regarding award recipients.  | 15 | 3.33 | 93.3  | 7%                | 53%                            |                      | 40%                        |
| 4. Creates an "Innovator of the Month" award to promote and recognize innovative activities by employees. | 15 | 3.60 | 93.3  | 7%                | 27%                            | 67%                  |                            |
| 5. Offers specific and public verbal encouragement to employees.  | 15 | 3.33 | 93.3  | 7%                | 53%                            |                      | 40%                        |
| 6. Empowers employees to have more autonomy as recognition and reward for good job performance.           | 15 | 3.20 | 93.3  | 7%                | 60%                            |                      | 33%                        |
| 7. Gives recognition immediately after employees achieve certain levels of performance.                   | 15 | 3.20 | 86.7  | 13%               | 53%                            |                      | 33%                        |
| 8. Creates recognition programs that drive improvements in organizational performance.                    | 15 | 3.40 | 93.3  | 7%                | 47%                            |                      | 47%                        |
| 9. Gives recognition that reflects the values of the department/organization.                             | 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  | 2024 | 2025 | Change  |
|---|------|------|---------|
| 1. Uses recognition to encourage creativity and innovative thinking.                                      | 3.29 | 3.20 | -0.09 ▼ |
| 2. Ensures that the recognition program is highly visible to the employees.                               | 3.65 | 3.87 | +0.22 ▲ |
| 3. Maintains appropriate documentation regarding award recipients.  | 3.18 | 3.33 | +0.16 ▲ |
| 4. Creates an "Innovator of the Month" award to promote and recognize innovative activities by employees. | 3.41 | 3.60 | +0.19 ▲ |
| 5. Offers specific and public verbal encouragement to employees.  | 3.24 | 3.33 | +0.10 ▲ |
| 6. Empowers employees to have more autonomy as recognition and reward for good job performance.           | 3.24 | 3.20 | -0.04 ▼ |
| 7. Gives recognition immediately after employees achieve certain levels of performance.                   | 3.41 | 3.20 | -0.21 ▼ |
| 8. Creates recognition programs that drive improvements in organizational performance.                    | 3.24 | 3.40 | +0.16 ▲ |
| 9. Gives recognition that reflects the values of the department/organization.                             | 3.18 | 3.47 | +0.29 ▲ |

Comments:

- Set clear expectations for others.
- I know I can always count on \_\_\_\_\_ to consistently encourage collaboration and system perspective.
- \_\_\_\_\_ is a pleasure to work with; he is a valued resource and is constantly seeking to improve our operations.
- \_\_\_\_\_ is a outstanding manager.
- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- I have always respected his concern for stakeholder input and his efforts to put his customers first.

## 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 Improvement) to green (Is a Role Model for Others).

| Item   | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 10. Maintains knowledge of current trends in the industry.   | 15 | 3.47 | 93.3  | 7%                | 40%                            | 53%                  |                            |
| 11. Creates a mission statement describing the purpose for the organization.   | 15 | 3.53 | 100.0 |                   | 47%                            | 53%                  |                            |
| 12. Strategically aligns projects to the goals of the company.   | 15 | 3.27 | 100.0 |                   | 73%                            | 27%                  |                            |
| 13. Works with others to develop insights into the resources and actions required to produce desired results.                    | 15 | 3.33 | 100.0 |                   | 67%                            | 33%                  |                            |
| 14. Keeps abreast of regulatory, technological, and competitive shifts that could impact the organization's strategic direction. | 15 | 3.13 | 86.7  | 13%               | 60%                            | 27%                  |                            |
| 15. Educates team members on emerging trends and their implications for current projects or goals.                               | 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   | 2024 | 2025 | Change  |
|--|------|------|---------|
| 10. Maintains knowledge of current trends in the industry.   | 3.35 | 3.47 | +0.11 ▲ |
| 11. Creates a mission statement describing the purpose for the organization.   | 3.47 | 3.53 | +0.06 ▲ |
| 12. Strategically aligns projects to the goals of the company.   | 3.47 | 3.27 | -0.20 ▼ |
| 13. Works with others to develop insights into the resources and actions required to produce desired results.                    | 3.35 | 3.33 | -0.02 ▼ |
| 14. Keeps abreast of regulatory, technological, and competitive shifts that could impact the organization's strategic direction. | 3.18 | 3.13 | -0.04 ▼ |
| 15. Educates team members on emerging trends and their implications for current projects or goals.                               | 3.00 | 3.07 | +0.07 ▲ |

### Comments:

- I would encourage him to share with others the work going on in his area in this regard. It deserves to be recognized and shared.
- \_\_\_\_\_ 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.
- 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.
- Over this past year \_\_\_\_\_ has demonstrated ambition and the desire for professional growth in his new role as CIO.
- I am VERY fortunate to be on his team and part of this division.
- \_\_\_\_\_ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.

# 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 (Is a Role Model for Others).

| Item  | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 16. Checks details thoroughly.                            | 15 | 3.40 | 93.3  | 7%                | 47%                            | 47%                  |                            |
| 17. Communicates with clarity and efficiency.             | 15 | 3.27 | 93.3  | 7%                | 60%                            |                      | 33%                        |
| 18. Maintains clarity in goals and objectives.            | 14 | 3.00 | 92.9  | 7%                | 79%                            |                      | 14%                        |
| 19. Is clear about the roles and duties of team members.  | 15 | 3.47 | 100.0 |                   | 53%                            |                      | 47%                        |
| 20. Clearly explains the vision and goals of the company. | 15 | 3.40 | 93.3  | 7%                | 47%                            |                      | 47%                        |
| 21. Avoids creating ambiguity or mixed messages.          | 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  | 2024 | 2025 | Change  |
|---|------|------|---------|
| 16. Checks details thoroughly.                            | 3.65 | 3.40 | -0.25 ▼ |
| 17. Communicates with clarity and efficiency.             | 3.47 | 3.27 | -0.20 ▼ |
| 18. Maintains clarity in goals and objectives.            | 3.12 | 3.00 | -0.12 ▼ |
| 19. Is clear about the roles and duties of team members.  | 3.59 | 3.47 | -0.12 ▼ |
| 20. Clearly explains the vision and goals of the company. | 3.29 | 3.40 | +0.11 ▲ |
| 21. Avoids creating ambiguity or mixed messages.          | 3.35 | 3.53 | +0.18 ▲ |

## Comments:

- He is an outstanding manager.
- \_\_\_\_\_ has been a strong partner this past year in identifying program goals for process improvement and the role of the manager. \_\_\_\_\_ is a true collaborator and has a global view in the impact this role can bring to process improvement across the organization, as well as the contributions the role can make within the CNS team for broader professional practice goals.
- \_\_\_\_\_ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- \_\_\_\_\_ is a strong advocate for both the customer and staff.
- Job performance is excellent. Lucky to have \_\_\_\_\_ on our team.
- \_\_\_\_\_ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.

## Accountability

### 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 (Is a Role Model for Others).

| Item   | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 22. Recognizes when a mistake is made and works to correct the issue.    | 15 | 3.00 | 80.0  | 20%               | 60%                            |                      | 20%                        |
| 23. Holds employees accountable for completing the project successfully. | 15 | 2.87 | 80.0  | 20%               | 73%                            |                      | 7%                         |
| 24. Defines roles, rights, and responsibilities of employees.            | 15 | 3.47 | 100.0 |                   | 53%                            |                      | 47%                        |
| 25. Always starts work on time.  | 15 | 3.67 | 100.0 |                   | 33%                            |                      | 67%                        |
| 26. Informs supervisor of progress without having to be asked about it.  | 15 | 3.40 | 93.3  | 7%                | 47%                            |                      | 47%                        |
| 27. Takes responsibility for errors in the production line.              | 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   | 2024 | 2025 | Change  |
|--|------|------|---------|
| 22. Recognizes when a mistake is made and works to correct the issue.    | 3.00 | 3.00 |         |
| 23. Holds employees accountable for completing the project successfully. | 2.88 | 2.87 | -0.02 ▼ |
| 24. Defines roles, rights, and responsibilities of employees.            | 3.00 | 3.47 | +0.47 ▲ |
| 25. Always starts work on time.  | 3.76 | 3.67 | -0.10 ▼ |
| 26. Informs supervisor of progress without having to be asked about it.  | 3.53 | 3.40 | -0.13 ▼ |
| 27. Takes responsibility for errors in the production line.              | 3.12 | 3.33 | +0.22 ▲ |

### Comments:

- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- \_\_\_\_\_ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him with some feeling of success. While it is true that not everything can be important if everything IS important, \_\_\_\_\_ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. \_\_\_\_\_ has a solid reputation for being a direct communicator and his opinion is respected in our group.
- I think \_\_\_\_\_ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- \_\_\_\_\_ is a very effective leader. His ability to drill down to find root cause with regards to issues, allows him to pin point the real issue instead of the surface issues.
- \_\_\_\_\_ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.

## 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 Improvement) to green (Is a Role Model for Others).

| Item   | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 28. Leads by example showing others how to achieve high quality.                         | 15 | 3.53 | 100.0 | 47%               | 53%                            |                      |                            |
| 29. Competently and accurately analyzes quality measures.                                | 15 | 3.67 | 100.0 | 33%               | 67%                            |                      |                            |
| 30. Holds employees accountable for their quality of work.                               | 15 | 3.33 | 100.0 | 67%               | 33%                            |                      |                            |
| 31. Influences others to achieve high quality standards.                                 | 15 | 3.20 | 86.7  | 13%               | 53%                            | 33%                  |                            |
| 32. Makes sure cleanliness standards are met to reduce the possibility of contamination. | 15 | 3.40 | 100.0 | 60%               | 40%                            |                      |                            |
| 33. Committed to the improvement of the quality of services and products.                | 15 | 3.20 | 86.7  | 13%               | 53%                            | 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   | 2024 | 2025 | Change  |
|--|------|------|---------|
| 28. Leads by example showing others how to achieve high quality.                         | 3.41 | 3.53 | +0.12 ▲ |
| 29. Competently and accurately analyzes quality measures.                                | 3.59 | 3.67 | +0.08 ▲ |
| 30. Holds employees accountable for their quality of work.                               | 3.41 | 3.33 | -0.08 ▼ |
| 31. Influences others to achieve high quality standards.                                 | 3.18 | 3.20 | +0.02 ▲ |
| 32. Makes sure cleanliness standards are met to reduce the possibility of contamination. | 3.35 | 3.40 | +0.05 ▲ |
| 33. Committed to the improvement of the quality of services and products.                | 3.18 | 3.20 | +0.02 ▲ |

#### Comments:

- \_\_\_\_\_ has also come down to help our department when we have been very busy and needed help.
- He is both the manager and the interim director for the service line.
- He is the model of a true leader. He will never ask his staff to do something he wouldn't do himself.
- I think he is the kind of manager our department has needed and will continue to need.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- \_\_\_\_\_ is consistent in his messaging about how we best serve the customers.

## 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 Improvement) to green (Is a Role Model for Others).

| Item  | n  | Avg  | LOA  | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|----|------|------|-------------------|--------------------------------|----------------------|----------------------------|
| 34. Delivers on commitments made to clients.                                  | 15 | 3.27 | 93.3 | 7%                | 60%                            | 33%                  |                            |
| 35. Anticipates problems that the client may encounter.                       | 15 | 3.00 | 80.0 | 20%               | 60%                            | 20%                  |                            |
| 36. Regularly receives positive feedback from clients.                        | 15 | 3.20 | 93.3 | 7%                | 67%                            | 27%                  |                            |
| 37. Creates an environment that enables clients to receive excellent service. | 15 | 3.27 | 93.3 | 7%                | 60%                            | 33%                  |                            |
| 38. Anticipates and proactively resolves issues that the client may face.     | 15 | 3.27 | 86.7 | 13%               | 47%                            | 40%                  |                            |
| 39. Responds to feedback from clients.  | 15 | 3.13 | 86.7 | 13%               | 60%                            | 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  | 2024 | 2025 | Change  |
|---|------|------|---------|
| 34. Delivers on commitments made to clients.                                  | 2.88 | 3.27 | +0.38 ▲ |
| 35. Anticipates problems that the client may encounter.                       | 3.18 | 3.00 | -0.18 ▼ |
| 36. Regularly receives positive feedback from clients.                        | 3.18 | 3.20 | +0.02 ▲ |
| 37. Creates an environment that enables clients to receive excellent service. | 3.35 | 3.27 | -0.09 ▼ |
| 38. Anticipates and proactively resolves issues that the client may face.     | 3.24 | 3.27 | +0.03 ▲ |
| 39. Responds to feedback from clients.  | 3.59 | 3.13 | -0.45 ▼ |

### Comments:

- He correctly sets limits, and expectations of his managers.
- He is very knowledgeable and is always willing to lend a helping hand!
- \_\_\_\_\_ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, \_\_\_\_\_ fits the leadership role well.
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- He involves stakeholders in discussions and values input from others. I respect and value his as a peer.

## Co-worker 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 Improvement) to green (Is a Role Model for Others).

| Item  | n  | Avg  | LOA   | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 40. Sets and clearly communicates expectations, performance goals, and measurements to others             | 15 | 3.40 | 93.3  | 7%                | 47%                            | 47%                  |                            |
| 41. Works to identify root causes of performance problems   | 15 | 3.33 | 93.3  | 7%                | 53%                            | 40%                  |                            |
| 42. Takes immediate action on poor performance  | 15 | 3.33 | 93.3  | 7%                | 53%                            | 40%                  |                            |
| 43. Gives others development opportunities through project assignments and increased job responsibilities | 15 | 3.13 | 86.7  | 13%               | 60%                            | 27%                  |                            |
| 44. Provides ongoing feedback to co-workers on their development progress                                 | 15 | 3.00 | 86.7  | 13%               | 73%                            | 13%                  |                            |
| 45. Adapts coaching and mentoring approach to meet the style or needs of individuals                      | 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  | 2024 | 2025 | Change  |
|---|------|------|---------|
| 40. Sets and clearly communicates expectations, performance goals, and measurements to others             | 3.29 | 3.40 | +0.11 ▲ |
| 41. Works to identify root causes of performance problems   | 3.29 | 3.33 | +0.04 ▲ |
| 42. Takes immediate action on poor performance  | 3.41 | 3.33 | -0.08 ▼ |
| 43. Gives others development opportunities through project assignments and increased job responsibilities | 3.35 | 3.13 | -0.22 ▼ |
| 44. Provides ongoing feedback to co-workers on their development progress                                 | 3.18 | 3.00 | -0.18 ▼ |
| 45. Adapts coaching and mentoring approach to meet the style or needs of individuals                      | 3.35 | 3.53 | +0.18 ▲ |

### Comments:

- For reliability, I think \_\_\_\_\_ has so much on his plate that he is sometimes seen by staff as unreliable.
- \_\_\_\_\_ is deeply invested in the Labor and Delivery unit and it is obvious that his focus is in making it the top choice for customers and employees.
- He is organized, kind, and extremely approachable.
- When \_\_\_\_\_ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.
- 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.
- He frequently misses meetings which sends a message that it's not important to him and sets him apart from the rest of the team, who are just as busy.

## 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?

- Please know that stress can occasionally slow down progress.
- \_\_\_\_\_ does an excellent job as a leader. He has been presented with many challenges in the last year and has remained positive for his staff.
- Knowledge, experience, and the will to help when help is needed.
- He allows self-starter employees to take ownership of tasks/improvements and doesn't hover, but is available when you need him. He has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- Norm made an excellent choice by selecting \_\_\_\_\_ to lead [CompanyName].
- \_\_\_\_\_ is a very effective communicator and I always felt very well informed as his direct report.

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

- I know that \_\_\_\_\_ would want me to include suggestions on how he could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what he could do differently to improve as a leader. Maybe allow Christmas decor before December?
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when \_\_\_\_\_ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- He is a very diligent hard worker.
- As noted in the comments above, \_\_\_\_\_ needs improvement with involving the team more consistently in the approval and management of projects.
- \_\_\_\_\_ is respected by the team and they openly seek out his advise or opinion.
- He is a joy to work for.

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

- \_\_\_\_\_ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- \_\_\_\_\_'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- I respect \_\_\_\_\_'s focus and hard work to move this work forwards for the good of the organization and our customers, and without his personal efforts this project would not be underway.
- He has taken his team to the next level.
- Knowledge, experience, and the will to help when help is needed.
- \_\_\_\_\_ has done an excellent job as the VP of Operations. He engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.

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

- Appreciate \_\_\_\_\_'s dedication to making the facilities cleaner. Results are evident.
- I can not say enough good things about \_\_\_\_\_.
- I appreciate \_\_\_\_\_'s reputation in the community and his advocacy for the programs and initiatives implemented here at [CompanyName].
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.
- \_\_\_\_\_ is very supportive to staff and offers many opportunities for staff to grow.

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

- \_\_\_\_\_'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- He is the only manager in the department to help us when we are short.
- Improve on providing feedback.
- \_\_\_\_\_'s leadership in finance and strategy is exemplary. However, his ability to use his team and discuss direction is an area where he can improve.
- He is willing to fill in with daily workload when we are short staffed.
- He has great sense of vision and purpose for the division and organization as a whole.

### Any final comments?

- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- \_\_\_\_\_ is a good leader because he gives examples through his own behavior.
- \_\_\_\_\_ came to [CompanyName] and has done a wonderful job of getting the message out.
- He not only clearly communicates his desired outcomes but also follows up with his team members to ensure they understand. He is open for questions or feedback by everyone.
- \_\_\_\_\_ is someone I feel I can talk to about any problem or situation and I value his opinion.
- \_\_\_\_\_ has been in his new role a short time, but I already am appreciating the higher level of expectations he is setting and the groundwork for quality improvement