



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

February 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.

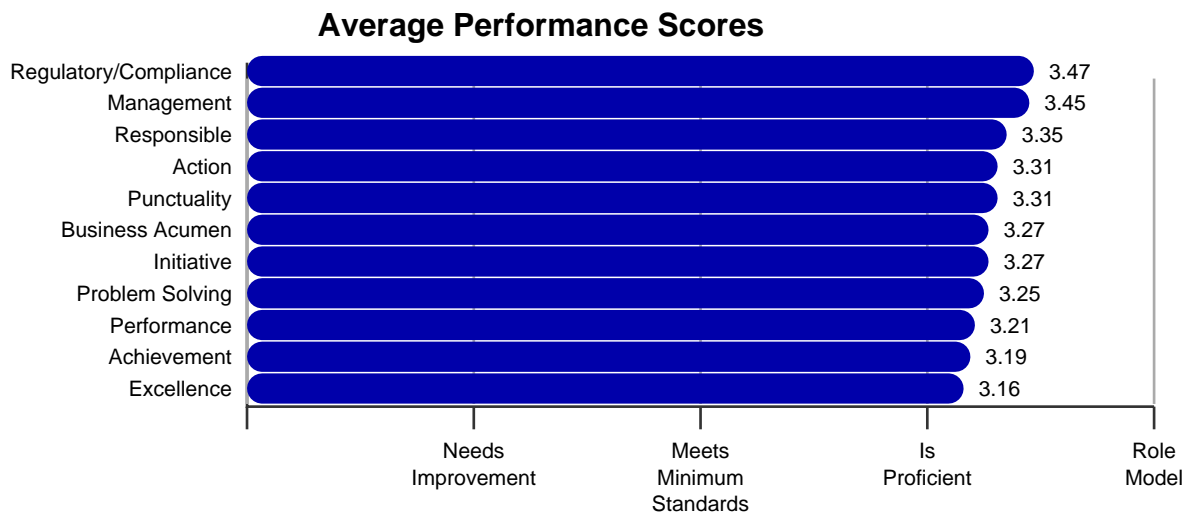
What to Do with Your Feedback

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 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.



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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Creates a company compliance manual for distribution to the employees.	15	3.20	93.3	7%	67%		27%
2. Follows all safety regulations and procedures.	15	3.87	100.0	13%	87%		
3. Works quickly to implement changes in regulations.	15	3.33	93.3	7%	53%		40%
4. Effectively communicates the importance of meeting compliance standards.	15	3.60	93.3	7%	27%	67%	
5. Keeps informed of various regulations and procedures.	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	2023	2024	Change
1. Creates a company compliance manual for distribution to the employees.	3.29	3.20	-0.09 ▼
2. Follows all safety regulations and procedures.	3.65	3.87	+0.22 ▲
3. Works quickly to implement changes in regulations.	3.18	3.33	+0.16 ▲
4. Effectively communicates the importance of meeting compliance standards.	3.41	3.60	+0.19 ▲
5. Keeps informed of various regulations and procedures.	3.24	3.33	+0.10 ▲

Comments:

- Team-oriented and goal focused. Shows continuous desire for improvement.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- _____ has a Competency mindset. He is always looking for how we as an organization and specifically his department can improve.
- _____ is the consummate professional and pleasure to work with.
- Need to take in all opinions, not just those of employees who are not always truthful....

Responsible

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Sets a good example.	15	3.20	93.3	7%	60%		33%
7. Sets high personal standards of performance.	15	3.20	86.7	13%	53%		33%
8. Is a person you can trust.	15	3.40	93.3	7%	47%		47%
9. Holds herself / himself accountable to goals / objectives	15	3.47	93.3	7%	40%		53%
10. Works in a way that makes others want to work with her/him.	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	2023	2024	Change
6. Sets a good example.	3.24	3.20	-0.04 ▼
7. Sets high personal standards of performance.	3.41	3.20	-0.21 ▼
8. Is a person you can trust.	3.24	3.40	+0.16 ▲
9. Holds herself / himself accountable to goals / objectives	3.18	3.47	+0.29 ▲
10. Works in a way that makes others want to work with her/him.	3.35	3.47	+0.11 ▲

Comments:

- He sometimes comes off as confused about organizational/operational direction.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- He is very effective and he has learned so much about our product.
- He is passionate about providing the services necessary to meet the needs of our organization.
- _____ meets and exceeds all of these leadership roles.
- _____ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.

Business Acumen

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Creates a risk management strategy to meet the business needs of the organization.	15	3.53	100.0	47%	53%		
12. Understands the financial metrics used by the department.	15	3.27	100.0	73%	27%		
13. Incorporates innovative approaches and being adaptable to change.	15	3.33	100.0	67%	33%		
14. Understands the critical business needs of the customer.	15	3.13	86.7	13%	60%	27%	
15. Creates strategic plans that conform with regulations and industry guidelines.	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	2023	2024	Change
11. Creates a risk management strategy to meet the business needs of the organization.	3.47	3.53	+0.06 ▲
12. Understands the financial metrics used by the department.	3.47	3.27	-0.20 ▼
13. Incorporates innovative approaches and being adaptable to change.	3.35	3.33	-0.02 ▼
14. Understands the critical business needs of the customer.	3.18	3.13	-0.04 ▼
15. Creates strategic plans that conform with regulations and industry guidelines.	3.00	3.07	+0.07 ▲

Comments:

- _____ is collaborative in everything he does and inspires a collaborative approach in others.
- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- _____ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.
- Demonstrates a focus on the business goals through task prioritization.
- He listens to the team.
- I have great respect and appreciation for _____. Not only does he do his job well, he takes time to try and understand mine and what needs I may have to get my job done effeciently and effectively.

Action

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Moves forward on important projects.	15	3.40	93.3	7%	47%	47%	
17. Is driven to complete a high amount of work.	15	3.27	93.3	7%	60%	33%	
18. Identifies opportunities for improvement before there is a problem.	14	3.00	92.9	7%	79%	14%	
19. Conducts critical-incident review immediately after the event.	15	3.47	100.0		53%	47%	
20. Pursues goals with action to achieve success.	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	2023	2024	Change
16. Moves forward on important projects.	3.65	3.40	-0.25 ▼
17. Is driven to complete a high amount of work.	3.47	3.27	-0.20 ▼
18. Identifies opportunities for improvement before there is a problem.	3.12	3.00	-0.12 ▼
19. Conducts critical-incident review immediately after the event.	3.59	3.47	-0.12 ▼
20. Pursues goals with action to achieve success.	3.29	3.40	+0.11 ▲

Comments:

- I think he is doing really good work and I found that to be one area I could list that might help.
- _____ makes great hiring choices. he is clear on what needs to be done.
- He knows product and how to engage potential clients.
- _____ is a "One of a kind" He is a great manager.
- _____ has a good perspective on the organization as a whole.
- _____ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.

Punctuality

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Avoids making personal phone calls during working hours.	15	3.53	100.0	47%		53%	
22. Starts meetings on time.	15	3.00	80.0	20%	60%		20%
23. Conducts appointments at scheduled start time.	15	2.87	80.0	20%	73%		7%
24. Arrives to meetings on time.	15	3.47	100.0	53%		47%	
25. Responds to requests for information in a timely manner.	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	2023	2024	Change
21. Avoids making personal phone calls during working hours.	3.35	3.53	+0.18 ▲
22. Starts meetings on time.	3.00	3.00	
23. Conducts appointments at scheduled start time.	2.88	2.87	-0.02 ▼
24. Arrives to meetings on time.	3.00	3.47	+0.47 ▲
25. Responds to requests for information in a timely manner.	3.76	3.67	-0.10 ▼

Comments:

- _____ always remembers the customer is at the center of what we do.
- _____ 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.
- I believe _____ has done a very good job in developing his team members and providing guidance for the respect growth of each person. While his time is precious, he is always open to discussing a problem. I really like working with _____ and I appreciate his style and understanding and support of the work that I do.
- I truly enjoy working with _____. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.
- _____ came to [CompanyName] and has done a wonderful job of getting the message out.
- He goes above and beyond with the amount of time he puts in and all the projects he is working on.

Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Delegate tasks effectively	15	3.40	93.3	7%	47%	47%	
27. Is ready to offer help	15	3.33	93.3	7%	53%	40%	
28. Takes responsibility for things that go wrong	15	3.53	100.0		47%	53%	
29. Sets an example for others to follow	15	3.67	100.0	33%		67%	
30. Keep staff informed about what is happening in the company	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	2023	2024	Change
26. Delegate tasks effectively	3.53	3.40	-0.13 ▼
27. Is ready to offer help	3.12	3.33	+0.22 ▲
28. Takes responsibility for things that go wrong	3.41	3.53	+0.12 ▲
29. Sets an example for others to follow	3.59	3.67	+0.08 ▲
30. Keep staff informed about what is happening in the company	3.41	3.33	-0.08 ▼

Comments:

- He is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from his own.
- He could benefit from becoming more comfortable challenging others.
- _____ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- _____ would be my choice for permanent manager of the department.
- _____ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. _____ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we funtion as one corporation.
- He interacts effectively with our most difficult customers.

Performance

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Sets a high standard for job performance.	15	3.20	86.7	13%	53%	33%	
32. Effectively organizes resources and plans	15	3.40	100.0		60%	40%	
33. Shown significant improvement in job performance.	15	3.20	86.7	13%	53%	33%	
34. Works effectively in the department.	15	3.27	93.3	7%	60%	33%	
35. Effective in performing his/her job.	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	2023	2024	Change
31. Sets a high standard for job performance.	3.18	3.20	+0.02 ▲
32. Effectively organizes resources and plans	3.35	3.40	+0.05 ▲
33. Shown significant improvement in job performance.	3.18	3.20	+0.02 ▲
34. Works effectively in the department.	2.88	3.27	+0.38 ▲
35. Effective in performing his/her job.	3.18	3.00	-0.18 ▼

Comments:

- His recent willingness to take on the department demonstrates his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates his genuine commitment to the organization.
- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.
- _____ 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.
- Provides reinforcement and feedback within the context of the overall business strategy.
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Ensures that team members stay on track to implementing the solution and address any issues that arise.	15	3.20	93.3	7%	67%		27%
37. Optimizes resource utilization, reducing waste and maximizing efficacy of the solutions implemented.	15	3.27	93.3	7%	60%		33%
38. Clarifies objectives and the current scenario to help employees grasp the problem.	15	3.27	86.7	13%	47%		40%
39. Modifies approaches and solutions to fit changing circumstances or unexpected obstacles.	15	3.13	86.7	13%	60%		27%
40. Compares analogous situations transferring insights to new situations.	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	2023	2024	Change
36. Ensures that team members stay on track to implementing the solution and address any issues that arise.	3.18	3.20	+0.02 ▲
37. Optimizes resource utilization, reducing waste and maximizing efficacy of the solutions implemented.	3.35	3.27	-0.09 ▼
38. Clarifies objectives and the current scenario to help employees grasp the problem.	3.24	3.27	+0.03 ▲
39. Modifies approaches and solutions to fit changing circumstances or unexpected obstacles.	3.59	3.13	-0.45 ▼
40. Compares analogous situations transferring insights to new situations.	3.29	3.40	+0.11 ▲

Comments:

- Cannot think of anything
- _____ strives to be professional with each and every interaction and I think inspires confidence.
- _____ is very reliable, respectful and ethical in his leadership.
- _____ sometimes communicates in a way that makes it difficult to tell if he is asking a question, for help, or for clarification.
- _____ is determined to help make [CompanyName] successful.
- _____ has excellent communication skills.

Initiative

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Takes advantage of opportunities when they become available.	15	3.33	93.3	7%	53%	40%	
42. Initiates new projects for the department.	15	3.33	93.3	7%	53%	40%	
43. Volunteers time and effort toward the completion of important goals.	15	3.13	86.7	13%	60%	27%	
44. Engages with new customers immediately.	15	3.00	86.7	13%	73%	13%	
45. Acts with urgency when time is limited.	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	2023	2024	Change
41. Takes advantage of opportunities when they become available.	3.29	3.33	+0.04 ▲
42. Initiates new projects for the department.	3.41	3.33	-0.08 ▼
43. Volunteers time and effort toward the completion of important goals.	3.35	3.13	-0.22 ▼
44. Engages with new customers immediately.	3.18	3.00	-0.18 ▼
45. Acts with urgency when time is limited.	3.35	3.53	+0.18 ▲

Comments:

- He has taken the initiative to always be finding new ways to grow both professionally and personally.
- _____ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- _____'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- His focus is for quality that is customer centered.
- Always available to give us what we need to succeed.
- _____ is a great partner in Systems Implementation.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Takes calculated risks to achieve difficult goals.	15	3.00	86.7	13%	73%		13%
47. Strives to exceed standards of performance.	15	3.20	93.3	7%	60%		33%
48. Completes work to given time frame and to budget	15	3.20	93.3	7%	67%		27%
49. Allocates resources as needed to accomplish organizational goals.	15	3.40	93.3	7%	47%		47%
50. Makes use of talents of others to help achieve a high level of performance.	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2023	2024	Change
46. Takes calculated risks to achieve difficult goals.	3.24	3.00	-0.24 ▼
47. Strives to exceed standards of performance.	3.00	3.20	+0.20 ▲
48. Completes work to given time frame and to budget	3.18	3.20	+0.02 ▲
49. Allocates resources as needed to accomplish organizational goals.	3.35	3.40	+0.05 ▲
50. Makes use of talents of others to help achieve a high level of performance.	3.29	3.13	-0.16 ▼

Comments:

- There is apprehension with all the changes, but still a lot of engagement and positivity.
- _____ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.
- Timely follow through.
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.
- He presents a clear picture of where the department is now and where we need to be headed.
- _____ 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.

Excellence

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
51. Takes a lot of pride in their work.	14	3.14	92.9	7%	71%		21%
52. Demonstrates the analytical skills to do their job.	14	3.21	85.7	14%	50%		36%
53. Keeps themselves and others focused on constant improvement.	15	3.27	86.7	13%	47%		40%
54. Produces high quality work.	15	3.13	86.7	13%	60%		27%
55. Can be counted on to add value wherever they are involved.	15	3.07	86.7	13%	67%		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	2023	2024	Change
51. Takes a lot of pride in their work.	3.24	3.14	-0.09 ▼
52. Demonstrates the analytical skills to do their job.	3.06	3.21	+0.16 ▲
53. Keeps themselves and others focused on constant improvement.	3.59	3.27	-0.32 ▼
54. Produces high quality work.	2.94	3.13	+0.19 ▲
55. Can be counted on to add value wherever they are involved.	2.88	3.07	+0.18 ▲

Comments:

- He has created a highly engaged team and manages a diverse group of individuals very well.
- He is a pleasure to work with and an asset to [CompanyName].
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- He relies heavily on his team to seek front line input and opinions and is always great about communicating upcoming changes.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- He exceeded all of my expectations. The outcome of this work was very successful, in great part to _____'s work.
- _____ has extremely strong communication skills and is able to work in a wide variety of settings.
- Allocates resources in advance to ensure the required work can be completed.
- _____ gives me feedback good and indifferent.
- Sometimes you want a little more direction from _____, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- Seek feedback from everyone at least once a month to assist in growing relationship.

What do you like best about working with this individual?

- _____ is by far a leader in the service area.
- _____ is highly professional and amazingly skilled at both critical thinking and detail management.
- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- _____ has been very supportive of me and the Institute.
- _____ is a great team player for our organization as a whole and for the Department itself.
- _____ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.

What do you like least about working with this individual?

- _____ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- Always has a positive, cheerful, and strong attitude.
- _____ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- _____ sometimes struggles with clarity in his communication and his understanding of operational issues.
- _____ is an excellent employee, I do not know of any areas that need improvement.
- _____ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.

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

- He was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- _____ continues to be a wonderful boss and mentor.
- He sets a good example for personal growth.
- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.
- _____ is a great manager. Very supportive of his staff.
- He is continually looking for ways to improve our service to our customers.

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

- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+
- _____ continually devotes his attention to opportunities for process improvement and professional growth.
- He is very relatable and I believe it helps with the initial contact with the prospects.
- _____ does a great job in letting me know what is expected. He holds regular meetings to keep me on track and is helping to mentor me in my new role.
- He always has a positive approach and feedback on tasks at hand and our work. I am inspired by his attitude, its contagious!!
- _____ could improve his awareness of his employees strengths and delegate work that utilizes those talents.

Any final comments?

- He has great sense of vision and purpose for the division and organization as a whole.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- _____ is an excellent manager.
- _____ has done a great job of continuing to grow and refine the service lines.
- 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.