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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.

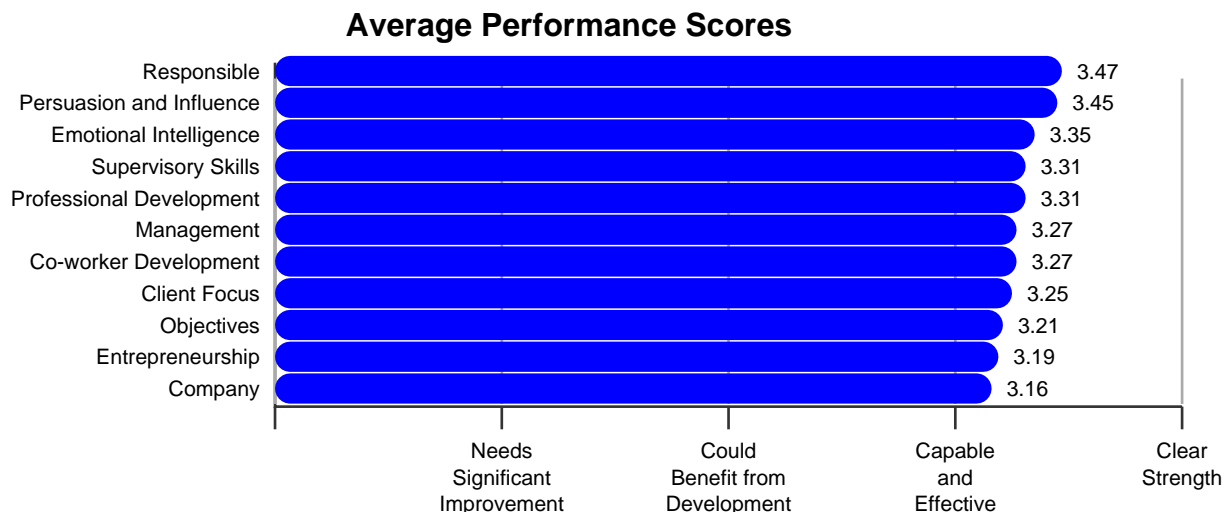
## What to Do with Your Feedback

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 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.



## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. ...takes personal responsibility for results.	15	3.20	93.3	7%	67%	27%	
2. Is a person you can trust.	15	3.87	100.0	13%	87%		
3. Completes assigned work tasks.	15	3.33	93.3	7%	53%	40%	
4. Sets a good example	15	3.60	93.3	7%	27%	67%	
5. Acts as a resource without removing individual responsibility.	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. ...takes personal responsibility for results.	3.29	3.20	-0.09 ▼
2. Is a person you can trust.	3.65	3.87	+0.22 ▲
3. Completes assigned work tasks.	3.18	3.33	+0.16 ▲
4. Sets a good example	3.41	3.60	+0.19 ▲
5. Acts as a resource without removing individual responsibility.	3.24	3.33	+0.10 ▲

#### Comments:

- He strives for self improvement and is heavily invested in the same for others.
- Our department continues to have a very low loss rate.
- \_\_\_\_\_ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- He is fully engaged in his work and shares his professional goals and projects so his team is aware of what he is working on and how the work of each team members fits within the departmental goals.
- \_\_\_\_\_ is an excellent manager, our dept.is a good place to work with his as a boss
- I have felt his support since the minute I came to [CompanyName] and appreciate his more every day.

## Emotional Intelligence

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.20	93.3	7%	60%	33%	
7. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.20	86.7	13%	53%	33%	
8. Able to understand others' points of view.	15	3.40	93.3	7%	47%	47%	
9. Is able to control their own emotions.	15	3.47	93.3	7%	40%	53%	
10. Is able to manage their own emotions.	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. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.24	3.20	-0.04 ▼
7. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.41	3.20	-0.21 ▼
8. Able to understand others' points of view.	3.24	3.40	+0.16 ▲
9. Is able to control their own emotions.	3.18	3.47	+0.29 ▲
10. Is able to manage their own emotions.	3.35	3.47	+0.11 ▲

### Comments:

- \_\_\_\_\_ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. He has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- I have been most impressed by \_\_\_\_\_ in the last year. His leadership and intervention into the roles and responsibilities of his staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from \_\_\_\_\_.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- He often will say he doesn't need the details or that he already knows and doesn't need an explanation.
- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- He is beginning to reach out to the other managers more, and it is appreciated.

# Management

## Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Is ready to offer help	15	3.53	100.0	47%	53%		
12. Makes you feel enthusiastic about your work	15	3.27	100.0	73%	27%		
13. Delegate tasks effectively	15	3.33	100.0	67%	33%		
14. Sets an example for others to follow	15	3.13	86.7	13%	60%	27%	
15. Keep staff informed about what is happening in the company	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. Is ready to offer help	3.47	3.53	+0.06 ▲
12. Makes you feel enthusiastic about your work	3.47	3.27	-0.20 ▼
13. Delegate tasks effectively	3.35	3.33	-0.02 ▼
14. Sets an example for others to follow	3.18	3.13	-0.04 ▼
15. Keep staff informed about what is happening in the company	3.00	3.07	+0.07 ▲

### Comments:

- \_\_\_\_\_ is great...He provides valuable insight/opinion when asked and easily makes decisions.
- He can appear guarded at times. If he can let his guard down with other team members, it may help them become closer.
- He is fair, focused and on top of things. He wears many hats at [CompanyName] and I admire the way he can 'know' what's happening in all areas.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- He communicates well to all staff and we know what is expected of us.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.

## Supervisory Skills

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Treats all staff equitably.	15	3.40	93.3	7%	47%	47%	
17. Provides constructive, ongoing feedback.	15	3.27	93.3	7%	60%	33%	
18. Maintains good working relationships with employees.	14	3.00	92.9	7%	79%	14%	
19. Appropriately recognizes and rewards employees.	15	3.47	100.0		53%	47%	
20. Resolves personnel problems quickly and effectively.	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. Treats all staff equitably.	3.65	3.40	-0.25 ▼
17. Provides constructive, ongoing feedback.	3.47	3.27	-0.20 ▼
18. Maintains good working relationships with employees.	3.12	3.00	-0.12 ▼
19. Appropriately recognizes and rewards employees.	3.59	3.47	-0.12 ▼
20. Resolves personnel problems quickly and effectively.	3.29	3.40	+0.11 ▲

### Comments:

- He understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- \_\_\_\_\_ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.
- You can count on \_\_\_\_\_ to give you the most honest feedback even if it is information you may not want to hear.
- \_\_\_\_\_ treats all employees with respect and in a very professional manner.
- \_\_\_\_\_ is a pleasure to work with. He takes the time to understand a situation before jumping in with a solution or answer. \_\_\_\_\_ continues to work to improve his departments and improve the engagement of his employees.

## Professional Development

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Seeks opportunities for continuous learning.	15	3.53	100.0	47%	53%		
22. Allows employees to fully participate in employee training and professional development.	15	3.00	80.0	20%	60%	20%	
23. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.87	80.0	20%	73%	7%	
24. Contributing fully to the extent of their skills	15	3.47	100.0	53%	47%		
25. Encourages employees to take courses relevant to their job.	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. Seeks opportunities for continuous learning.	3.35	3.53	+0.18 ▲
22. Allows employees to fully participate in employee training and professional development.	3.00	3.00	
23. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	2.88	2.87	-0.02 ▼
24. Contributing fully to the extent of their skills	3.00	3.47	+0.47 ▲
25. Encourages employees to take courses relevant to their job.	3.76	3.67	-0.10 ▼

### Comments:

- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- I appreciate \_\_\_\_\_'s reputation in the community and his advocacy for the programs and initiatives implemented here at [CompanyName].
- I will always remember \_\_\_\_\_ as my first manager and be thankful he helped shape my first career.
- He is the model of a true leader. He will never ask his staff to do something he wouldn't do himself.
- \_\_\_\_\_ is a valued member of the department.



## Persuasion and Influence

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Ensures stakeholders are involved in the decision making process.	15	3.40	93.3	7%	47%	47%	
27. Persuades others to consider alternative points of view.	15	3.33	93.3	7%	53%	40%	
28. Communicates effectively with others.	15	3.53	100.0		47%	53%	
29. Understanding what others need.	15	3.67	100.0		33%	67%	
30. Attempts to persuade others rather than simply control them.	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. Ensures stakeholders are involved in the decision making process.	3.53	3.40	-0.13 ▼
27. Persuades others to consider alternative points of view.	3.12	3.33	+0.22 ▲
28. Communicates effectively with others.	3.41	3.53	+0.12 ▲
29. Understanding what others need.	3.59	3.67	+0.08 ▲
30. Attempts to persuade others rather than simply control them.	3.41	3.33	-0.08 ▼

### Comments:

- He is very astute, proactive in problem solving, and a great team member.
- \_\_\_\_\_ is very approachable and ensures the best for all employees in the department.
- \_\_\_\_\_ relies on his direct reports to solicit input and involve front line staff in everyday work.
- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- The role of interim director is new to \_\_\_\_\_ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.

## Objectives

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Communicates goals and objectives to employees.	15	3.20	86.7	13%	53%	33%	
32. Sets long-term and short-term goals.	15	3.40	100.0		60%	40%	
33. Organizes and schedules events, activities, and resources.	15	3.20	86.7	13%	53%	33%	
34. Ability to establish realistic goals.	15	3.27	93.3	7%	60%	33%	
35. Works toward achieving established goals and objectives.	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. Communicates goals and objectives to employees.	3.18	3.20	+0.02 ▲
32. Sets long-term and short-term goals.	3.35	3.40	+0.05 ▲
33. Organizes and schedules events, activities, and resources.	3.18	3.20	+0.02 ▲
34. Ability to establish realistic goals.	2.88	3.27	+0.38 ▲
35. Works toward achieving established goals and objectives.	3.18	3.00	-0.18 ▼

### Comments:

- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- \_\_\_\_\_ is a great manager. Very supportive of his staff.
- He communicates well to all staff and we know what is expected of us.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- Always appreciate \_\_\_\_\_'s organized approach to coordinating service opportunities between departments
- He has a calm demeanor and willingness to help with anything.

## 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 Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Ensures client commitments and requirements are met or exceeded	15	3.20	93.3	7%	67%		27%
37. Obtains feedback to ensure client needs are being met.	15	3.27	93.3	7%	60%		33%
38. Satisfies client needs.	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. Is pro-active in dealing with clients and addressing their needs.	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. Ensures client commitments and requirements are met or exceeded	3.18	3.20	+0.02 ▲
37. Obtains feedback to ensure client needs are being met.	3.35	3.27	-0.09 ▼
38. Satisfies client needs.	3.24	3.27	+0.03 ▲
39. Looks for opportunities that have a positive impact on Clients.	3.59	3.13	-0.45 ▼
40. Is pro-active in dealing with clients and addressing their needs.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_\_\_ has been instrumental in the working relationship of our department.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- He is the only manager in the department to help us when we are short.
- \_\_\_\_\_ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- He is effective and his knowledge of processes is invaluable.
- \_\_\_\_\_ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.33	93.3	7%	53%	40%	
42. Takes immediate action on poor performance	15	3.33	93.3	7%	53%	40%	
43. Works to identify root causes of performance problems	15	3.13	86.7	13%	60%	27%	
44. Gives others development opportunities through project assignments and increased job responsibilities	15	3.00	86.7	13%	73%	13%	
45. Sets and clearly communicates expectations, performance goals, and measurements to others	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. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.29	3.33	+0.04 ▲
42. Takes immediate action on poor performance	3.41	3.33	-0.08 ▼
43. Works to identify root causes of performance problems	3.35	3.13	-0.22 ▼
44. Gives others development opportunities through project assignments and increased job responsibilities	3.18	3.00	-0.18 ▼
45. Sets and clearly communicates expectations, performance goals, and measurements to others	3.35	3.53	+0.18 ▲

### Comments:

- He is honest in his delivery and every decision he makes is in the best interest of the organization, customers or staff.
- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- \_\_\_\_\_ is a very solid manager who meets or exceeds expectations of his role.
- \_\_\_\_\_ is very approachable and ensures the best for all employees in the department.
- I'm not sure if management is \_\_\_\_\_'s niche, but given his lack of experience in this capacity and the lack of direction that has been set forth, he's done pretty well in this role.
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.

## Entrepreneurship

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Exhibits determination and passion in completion of goals.	15	3.00	86.7	13%	73%		13%
47. Understands the processes and various stages of business development.	15	3.20	93.3	7%	60%		33%
48. Takes the initiative to complete tasks.	15	3.20	93.3	7%	67%		27%
49. Can work effectively in an environment of uncertainty.	15	3.40	93.3	7%	47%		47%
50. Has a strategic awareness on how to promote the organization.	15	3.13	80.0	7%	13%	40%	40%

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
46. Exhibits determination and passion in completion of goals.	3.24	3.00	-0.24 ▼
47. Understands the processes and various stages of business development.	3.00	3.20	+0.20 ▲
48. Takes the initiative to complete tasks.	3.18	3.20	+0.02 ▲
49. Can work effectively in an environment of uncertainty.	3.35	3.40	+0.05 ▲
50. Has a strategic awareness on how to promote the organization.	3.29	3.13	-0.16 ▼

### Comments:

- \_\_\_\_\_ is a strong leader and continues to grow in his role. \_\_\_\_\_ is approachable even if he does not have time. Team members enjoy his great attitude and his non stop energy. Some things that \_\_\_\_\_ does especially well and seems to do with ease are bulleted below.
- \_\_\_\_\_ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- I enjoy working with \_\_\_\_\_; whenever I need to communicate an issue or problem regarding the department he is very receptive and responsive to the needs.
- \_\_\_\_\_ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask \_\_\_\_\_ and get an honest response.
- \_\_\_\_\_'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!
- \_\_\_\_\_ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.

## Company

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
51. Understands the use of [Company] products and services.	14	3.14	92.9	7%	71%		21%
52. Attends [Company] gatherings and social events.	14	3.21	85.7	14%	50%		36%
53. Expresses loyalty and dedication to [Company] in interactions with others.	15	3.27	86.7	13%	47%		40%
54. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.13	86.7	13%	60%		27%
55. Follows existing procedures and processes.	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	2022	2023	Change
51. Understands the use of [Company] products and services.	3.24	3.14	-0.09 ▼
52. Attends [Company] gatherings and social events.	3.06	3.21	+0.16 ▲
53. Expresses loyalty and dedication to [Company] in interactions with others.	3.59	3.27	-0.32 ▼
54. Understands how decisions impact other business units beyond their immediate department of work group.	2.94	3.13	+0.19 ▲
55. Follows existing procedures and processes.	2.88	3.07	+0.18 ▲

### Comments:

- \_\_\_\_\_ is a valued peer. I can count on his as a sounding board and for his perspective on issues we are dealing with, either at the director level or with our department.
- \_\_\_\_\_ is a very positive addition to our Management team.
- \_\_\_\_\_ has been an effective leader for me. He encourages me to develop and knows what my strengths are. He assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- Provides team members with frequent informal feedback.
- In every interaction that I have had with \_\_\_\_\_, I have found him to be professional, reliable, and engaged in the process.
- When there are any issues, I can take them to \_\_\_\_\_ and together we are able to work out the issues.

## 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 is a great teammate!
- \_\_\_\_\_ addresses questions/concerns quickly and listens to staffs' needs.
- I am glad \_\_\_\_\_ was chosen to step in and take lead of [CompanyName]. He uses good judgment and makes the right decisions, even when they are difficult.
- Appreciate \_\_\_\_\_'s calm approach
- \_\_\_\_\_ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, \_\_\_\_\_ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- I am glad to have \_\_\_\_\_ in his role. Because of his openness and willingness to work with others he helps my department produce quality work, and encourages us to reciprocate.

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

- \_\_\_\_\_ takes pride in his department. His follow through is excellent. \_\_\_\_\_ leads be example.
- 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.
- \_\_\_\_\_ is a strong leader and passionate about his customers, staff and safety.
- He is a dedicated person who inspires excellence in both staff and customer service.
- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- \_\_\_\_\_ does an exceptional job at running the department.

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

- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- His quality of work is good.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to \_\_\_\_\_ last month.
- \_\_\_\_\_ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- He's a good and reliable team member.

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

- The role of interim director is new to \_\_\_\_\_ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.
- \_\_\_\_\_ appears engaged, focused on improvement, and bettering the organization. He collaborates with other leaders and his staff to drive increases in service and efficiency. I feel like my team's needs are met and \_\_\_\_\_ will respond to any escalation request or need for strategic planning positively and effectively.
- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.
- \_\_\_\_\_'s priority is our customers and community.
- Again, he has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.

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

- \_\_\_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.
- He is a great leader.
- \_\_\_\_\_ does try to increase his knowledge in the department. He's not quite there yet but is making a noticeable effort. \_\_\_\_\_ has shown marked improvement in being present when needed in the department.
- \_\_\_\_\_ is an effective leader and it shows with the annual score of departments he leads, resulting in upward trends of grand mean and Q1.
- \_\_\_\_\_'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the management teams that he partners with have great respect for him and value his input.
- \_\_\_\_\_ is able to multitask in a variety of ways.

### Any final comments?

- \_\_\_\_\_ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- \_\_\_\_\_ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- You can count on \_\_\_\_\_ to be honest and stay true to commitments.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- \_\_\_\_\_ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.