



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.

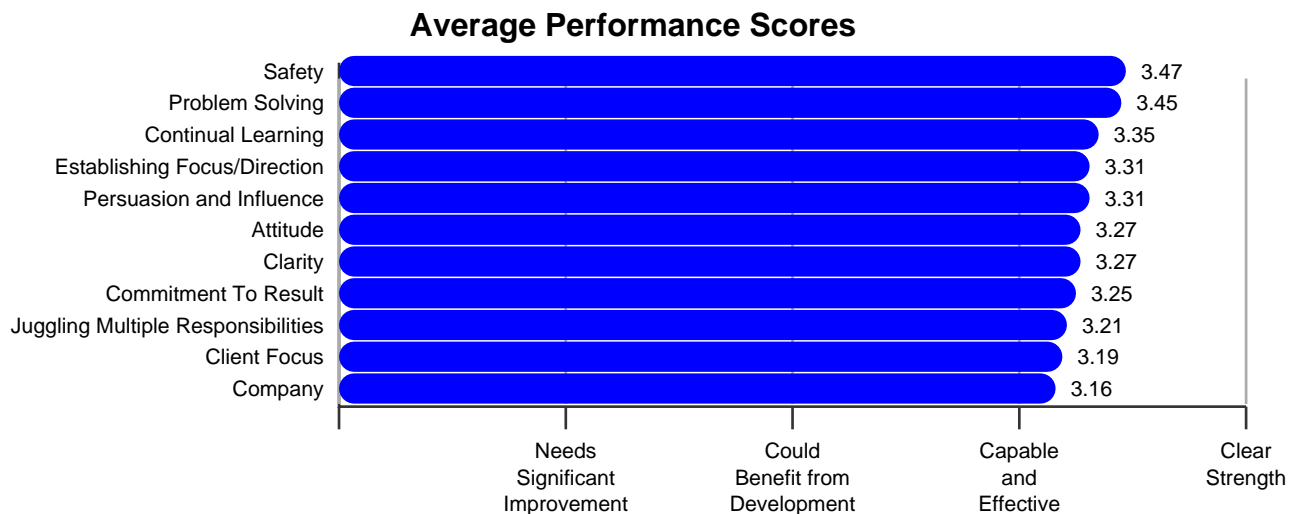
What to Do with Your Feedback

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.



Safety

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. Encourages others to attend safety training.	15	3.20	93.3	7%	67%		27%
2. Points out behaviors in others that may be unsafe.	15	3.87	100.0	13%	87%		
3. Works to implement corrective safety measures.	15	3.33	93.3	7%	53%		40%
4. Develops a sustainable safety culture.	15	3.60	93.3	7%	27%	67%	
5. Develops a culture of safety.	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. Encourages others to attend safety training.	3.29	3.20	-0.09 ▼
2. Points out behaviors in others that may be unsafe.	3.65	3.87	+0.22 ▲
3. Works to implement corrective safety measures.	3.18	3.33	+0.16 ▲
4. Develops a sustainable safety culture.	3.41	3.60	+0.19 ▲
5. Develops a culture of safety.	3.24	3.33	+0.10 ▲

Comments:

- _____ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.
- _____'s office staff each have their own personalities and he effectively communicates with all of them.
- Again, _____ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- He is, quite simply, the best boss I've ever had.
- _____ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.

Continual Learning

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Pursues self-improvement through continual learning.	15	3.20	93.3	7%	60%	33%	
7. Sets relevant learning objectives and goals.	15	3.20	86.7	13%	53%	33%	
8. Builds on their strengths while addressing their weaknesses.	15	3.40	93.3	7%	47%	47%	
9. Pursues learning that will enhance job performance.	15	3.47	93.3	7%	40%	53%	
10. Participates in regular training offered.	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. Pursues self-improvement through continual learning.	3.24	3.20	-0.04 ▼
7. Sets relevant learning objectives and goals.	3.41	3.20	-0.21 ▼
8. Builds on their strengths while addressing their weaknesses.	3.24	3.40	+0.16 ▲
9. Pursues learning that will enhance job performance.	3.18	3.47	+0.29 ▲
10. Participates in regular training offered.	3.35	3.47	+0.11 ▲

Comments:

- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- Willingness to pitch in, desire to grow, and a great attitude.
- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- _____ is a great director to work with because he listens to understand and he balances the business and the HR needs before making decisions or rushing to a judgment.
- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.
- Again, _____ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.

Attitude

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. Builds open and trusting relationships.	15	3.53	100.0	47%	53%		
12. Shows by their actions that they trust in the positive intentions of others.	15	3.27	100.0	73%	27%		
13. Treats all people fairly and with respect.	15	3.33	100.0	67%	33%		
14. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.13	86.7	13%	60%	27%	
15. Is gracious and professional in their interactions with others.	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. Builds open and trusting relationships.	3.47	3.53	+0.06 ▲
12. Shows by their actions that they trust in the positive intentions of others.	3.47	3.27	-0.20 ▼
13. Treats all people fairly and with respect.	3.35	3.33	-0.02 ▼
14. Works to eliminate unnecessary work or barriers that get in others' way.	3.18	3.13	-0.04 ▼
15. Is gracious and professional in their interactions with others.	3.00	3.07	+0.07 ▲

Comments:

- _____ has grown and proven himself to be an effective leader in the imaging department.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.
- _____ is an effective, responsive leader and embodies the core values of the organization. Furthermore, he is clearly advocating for customers' best interest at all times.
- The only area with which he struggles is the need for relationship building with staff he supervises. I know he understands the reason for this and has been working on developing a better approach.
- He has always been a great resource for me and my areas of responsibility providing us with the support we need to function.

Establishing Focus/Direction

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. Functions well under stress, deadlines, and/or significant workloads.	15	3.40	93.3	7%	47%	47%	
17. Maintains focus when handling several problems or tasks simultaneously.	15	3.27	93.3	7%	60%	33%	
18. Helps guide employees with prioritizing tasks.	14	3.00	92.9	7%	79%	14%	
19. Sets appropriate goals for employees.	15	3.47	100.0		53%	47%	
20. Aligns the department's goals with the goals of the organization.	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. Functions well under stress, deadlines, and/or significant workloads.	3.65	3.40	-0.25 ▼
17. Maintains focus when handling several problems or tasks simultaneously.	3.47	3.27	-0.20 ▼
18. Helps guide employees with prioritizing tasks.	3.12	3.00	-0.12 ▼
19. Sets appropriate goals for employees.	3.59	3.47	-0.12 ▼
20. Aligns the department's goals with the goals of the organization.	3.29	3.40	+0.11 ▲

Comments:

- I appreciate his style and support.
- He is a great mentor and coach. I look forward to working with _____ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- Reliability-needs to delegate meetings to others that can handle the work. He has created a team that are experts and should allow more independence for development.
- _____ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad _____ has joined the team.
- I think having _____ as a manager is one of the reasons I've been here 10 years. He has given me great space to grow -- to make mistakes and learn from them. He's taught me about budgets, evaluations, and policies, among other things. He's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when he's most engaged and focused on the specific issue before us.
- 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.

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
21. Understanding what others need.	15	3.53	100.0	47%		53%	
22. Able to express own goals and needs.	15	3.00	80.0	20%	60%		20%
23. Has excellent influencing/negotiating skills.	15	2.87	80.0	20%	73%		7%
24. Develops a good rapport with others.	15	3.47	100.0	53%		47%	
25. Seeks to obtain consensus or compromise.	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. Understanding what others need.	3.35	3.53	+0.18 ▲
22. Able to express own goals and needs.	3.00	3.00	
23. Has excellent influencing/negotiating skills.	2.88	2.87	-0.02 ▼
24. Develops a good rapport with others.	3.00	3.47	+0.47 ▲
25. Seeks to obtain consensus or compromise.	3.76	3.67	-0.10 ▼

Comments:

- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.
- _____ provides opportunities for his staff to grow professionally and encourages them.
- From what I can see _____ meets or exceeds all of these leadership roles but remember he is not my manager.
- Sometimes his decisions aren't thought through from a financial perspective.
- He is willing to fill in with daily workload when we are short staffed.
- I really appreciate him as a member of the team.

Problem Solving

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Ability to develop innovative solutions to problems.	15	3.40	93.3	7%	47%	47%	
27. Identifies and assesses all potential responses to a problem.	15	3.33	93.3	7%	53%	40%	
28. Makes judgments based upon relevant information.	15	3.53	100.0		47%	53%	
29. Works cooperatively with others to solve problems.	15	3.67	100.0		33%	67%	
30. Solves problems using logic and insight.	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. Ability to develop innovative solutions to problems.	3.53	3.40	-0.13 ▼
27. Identifies and assesses all potential responses to a problem.	3.12	3.33	+0.22 ▲
28. Makes judgments based upon relevant information.	3.41	3.53	+0.12 ▲
29. Works cooperatively with others to solve problems.	3.59	3.67	+0.08 ▲
30. Solves problems using logic and insight.	3.41	3.33	-0.08 ▼

Comments:

- It's been a pleasure to work for him.
- _____ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develop and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- _____ is an extremely effective leader.
- I have also had the pleasure of partnering with _____ in our Core Competency leader learning. _____ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- _____ has been in a challenging role this past year with a lot of change and transitions.

Juggling Multiple Responsibilities

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. Is aware of the deadlines for specific tasks/assignments.	15	3.20	86.7	13%	53%	33%	
32. Switches attention to more urgent tasks when necessary.	15	3.40	100.0		60%	40%	
33. Keeps track of multiple assignments and deadlines.	15	3.20	86.7	13%	53%	33%	
34. Determines which tasks are critical and which tasks are optional.	15	3.27	93.3	7%	60%	33%	
35. Can multitask while performing all of their other responsibilities and activities.	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. Is aware of the deadlines for specific tasks/assignments.	3.18	3.20	+0.02 ▲
32. Switches attention to more urgent tasks when necessary.	3.35	3.40	+0.05 ▲
33. Keeps track of multiple assignments and deadlines.	3.18	3.20	+0.02 ▲
34. Determines which tasks are critical and which tasks are optional.	2.88	3.27	+0.38 ▲
35. Can multitask while performing all of their other responsibilities and activities.	3.18	3.00	-0.18 ▼

Comments:

- _____ has made some excellent hiring decisions this past year. I am extremely impressed with both _____ & _____ and look forward to seeing what they will achieve together as a team in this next year.
- _____ is very knowledgeable, honest, and consistent in his leadership decisions.
- _____ is an extremely effective leader.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- I really appreciate him as a member of the team.
- _____ 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.

Commitment To Result

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. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	3.20	93.3	7%	67%		27%
37. Maintains persistence and dedication to achieving results.	15	3.27	93.3	7%	60%		33%
38. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.27	86.7	13%	47%		40%
39. Committed to the team.	15	3.13	86.7	13%	60%		27%
40. Coordinates all department activities into a cohesive team effort.	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. Willing to do whatever it takes-not afraid to have to put in extra effort.	3.18	3.20	+0.02 ▲
37. Maintains persistence and dedication to achieving results.	3.35	3.27	-0.09 ▼
38. Creates a sense of urgency among the store team members to complete activities, which drive sales.	3.24	3.27	+0.03 ▲
39. Committed to the team.	3.59	3.13	-0.45 ▼
40. Coordinates all department activities into a cohesive team effort.	3.29	3.40	+0.11 ▲

Comments:

- I have not been directly involved in making hiring decisions with him, but I do know that he makes a point to ensure all stakeholders are involved in the process and decision.
- _____ is a dynamic and busy individual. At times he over commits himself and then has to cancel his participation as he cannot be in two places at once. It can inadvertently give off the aura that he is not engaged in the project meeting that was missed.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- _____ has made some excellent hiring decisions this past year. I am extremely impressed with both _____ & _____ and look forward to seeing what they will achieve together as a team in this next year.
- Your initiative influences others in a positive way.
- I appreciate his ability to deliver a direct message while remaining sensitive to how it may impact others as well as his sense of humor.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Makes sure employees understand why they were given certain assignments.	15	3.33	93.3	7%	53%	40%	
42. Avoids creating ambiguity or mixed messages.	15	3.33	93.3	7%	53%	40%	
43. Clearly explains responsibilities to individuals.	15	3.13	86.7	13%	60%	27%	
44. Clearly defines work objectives for employees.	15	3.00	86.7	13%	73%	13%	
45. Is clear about the roles and duties of team members.	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. Makes sure employees understand why they were given certain assignments.	3.29	3.33	+0.04 ▲
42. Avoids creating ambiguity or mixed messages.	3.41	3.33	-0.08 ▼
43. Clearly explains responsibilities to individuals.	3.35	3.13	-0.22 ▼
44. Clearly defines work objectives for employees.	3.18	3.00	-0.18 ▼
45. Is clear about the roles and duties of team members.	3.35	3.53	+0.18 ▲

Comments:

- He clearly assigns our responsibilities by our individual strengths.
- _____ does a great job at demonstrating the value of his team to the organization.
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work
- The only area I feel _____ needs improvement is that when he gives a project he often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.

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
46. Is pro-active in dealing with clients and addressing their needs.	15	3.00	86.7	13%	73%		13%
47. Looks for opportunities that have a positive impact on Clients.	15	3.20	93.3	7%	60%		33%
48. Forms strong client relationships	15	3.20	93.3	7%	67%		27%
49. Ensures client commitments and requirements are met or exceeded	15	3.40	93.3	7%	47%		47%
50. Satisfies client needs.	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. Is pro-active in dealing with clients and addressing their needs.	3.24	3.00	-0.24 ▼
47. Looks for opportunities that have a positive impact on Clients.	3.00	3.20	+0.20 ▲
48. Forms strong client relationships	3.18	3.20	+0.02 ▲
49. Ensures client commitments and requirements are met or exceeded	3.35	3.40	+0.05 ▲
50. Satisfies client needs.	3.29	3.13	-0.16 ▼

Comments:

- He is a great teammate.
- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- Have persistence and tenacity
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- You can count on _____ to give you the most honest feedback even if it is information you may not want to hear.

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. Follows existing procedures and processes.	14	3.14	92.9	7%	71%		21%
52. Understands the use of [Company] products and services.	14	3.21	85.7	14%	50%		36%
53. Attends [Company] gatherings and social events.	15	3.27	86.7	13%	47%		40%
54. Understands the "basics" as to how [Company] functions/operates.	15	3.13	86.7	13%	60%		27%
55. Understands how decisions impact other business units beyond their immediate department of work group.	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. Follows existing procedures and processes.	3.24	3.14	-0.09 ▼
52. Understands the use of [Company] products and services.	3.06	3.21	+0.16 ▲
53. Attends [Company] gatherings and social events.	3.59	3.27	-0.32 ▼
54. Understands the "basics" as to how [Company] functions/operates.	2.94	3.13	+0.19 ▲
55. Understands how decisions impact other business units beyond their immediate department of work group.	2.88	3.07	+0.18 ▲

Comments:

- _____ is always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.
- He is a great leader.
- I think _____ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- He 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.
- He tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- _____ is dedicated to his work and the employees that he manages. I am amazed at the kind of time he puts into this organization.

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?

- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- _____ has brought a much needed positive change to [CompanyName].
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- Despite the fact that _____ has experienced very few opportunities that would increase his engagement, he has remained dedicated to [CompanyName] and especially to his staff.
- _____ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.
- _____ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.

What do you like best about working with this individual?

- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- Always looking for ways to grow as a person. Inspires others to do the same.
- _____ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.
- He is in an often times impossible position and is doing well all things considered
- Having a routine for schedule and coming to office more frequently
- _____ has been very supportive as a supervisor.

What do you like least about working with this individual?

- I enjoy working with _____. He is very responsive to questions. He seeks out advice or discussion with me at the appropriate times to make sure his projects are successful.
- _____ 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.
- _____ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and _____ is able to tie it into our work so it makes sense. He is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (_____) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- _____ has been excellent about obtaining feedback and our opinions about system and program changes.
- He will always be able to state that he did everything he could, he gives this job his all!

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

- _____ is a very good leader.
- _____ encourages our staff to strive to be the best that we can be.
- I feel that _____ has skills that are underutilized because he is a content expert in one function of the organization; however, his skills are far beyond human resources and should be used to help push the organization forward.
- _____ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.
- _____ has always made himself available to help out in the department as needed, even willing to be there on weekends!
- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.

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

- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- _____ is determined to help make [CompanyName] successful.
- _____ 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.
- I appreciate his commitment in this area.
- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.

Any final comments?

- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- Expectations are not always clearly communicated/outlined.
- He checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- _____ has improved our means of communication within the department and is receptive to suggestions from his employees.
- Another area he needs to work on is honoring team decisions. He will make unilateral decisions and then not tell the team.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.