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.
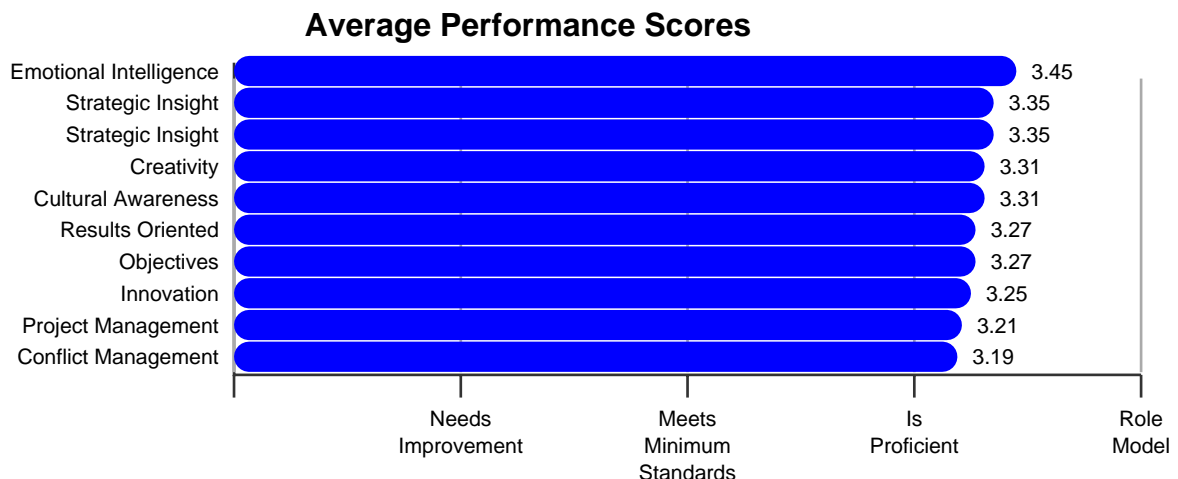
What to Do with Your Feedback

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.
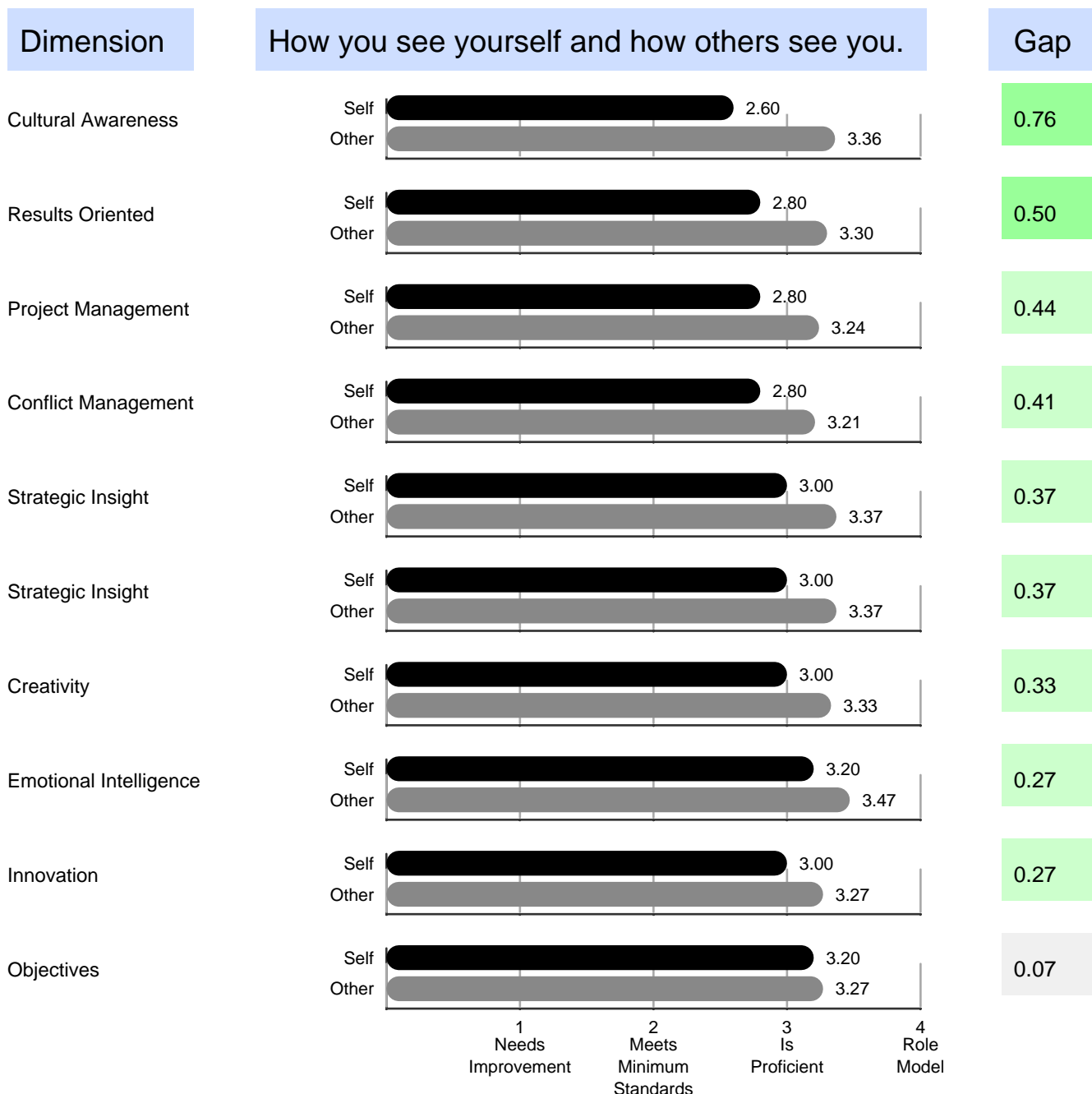
Summary

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 10 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.

Average Performance Scores

Dimension	Score
Emotional Intelligence	3.45
Strategic Insight	3.35
Strategic Insight	3.35
Creativity	3.31
Cultural Awareness	3.31
Results Oriented	3.27
Objectives	3.27
Innovation	3.25
Project Management	3.21
Conflict Management	3.19

Scale: Needs Improvement — Meets Minimum Standards — Is Proficient — Role Model

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.

Dimension	How you see yourself and how others see you.	Gap
Cultural Awareness	Self 2.60 / Other 3.36	0.76
Results Oriented	Self 2.80 / Other 3.30	0.50
Project Management	Self 2.80 / Other 3.24	0.44
Conflict Management	Self 2.80 / Other 3.21	0.41
Strategic Insight	Self 3.00 / Other 3.37	0.37
Strategic Insight	Self 3.00 / Other 3.37	0.37
Creativity	Self 3.00 / Other 3.33	0.33
Emotional Intelligence	Self 3.20 / Other 3.47	0.27
Innovation	Self 3.00 / Other 3.27	0.27
Objectives	Self 3.20 / Other 3.27	0.07

Scale:
1 Needs Improvement
2 Meets Minimum Standards
3 Is Proficient
4 Role Model

Strategic Focus

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	3.20	93.3	7%	67%		27%
2. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	15	3.87	100.0		13%	87%	
3. Looks for opportunities to enhance contributions to the bottom line.	15	3.33	93.3	7%	53%		40%
4. Able to decline a poor strategy by proposing alternate strategies.	15	3.60	93.3	7%	27%	67%	
5. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	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. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	3.29	3.20	-0.09 ▼
2. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	3.65	3.87	+0.22 ▲
3. Looks for opportunities to enhance contributions to the bottom line.	3.18	3.33	+0.16 ▲
4. Able to decline a poor strategy by proposing alternate strategies.	3.41	3.60	+0.19 ▲
5. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	3.24	3.33	+0.10 ▲

Comments:
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- He translated the creative thinking into real change and solution that advanced our department.
- I value and appreciate _____ very much.
- He is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- He does not ask for anything from his team that he is not willing to do, or has done himself.
- _____ is a good leader because he gives examples through his own behavior.

Strategic Insight

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Formulates strategies and action plans to ensure successful completion of goals and objectives.	15	3.20	93.3	7%	60%		33%
7. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	3.20	86.7	13%	53%		33%
8. Implements long-term solutions to problems.	15	3.40	93.3	7%	47%		47%
9. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	3.47	93.3	7%	40%		53%
10. Analyzes records and reports to obtain insight into potential issues and trends.	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. Formulates strategies and action plans to ensure successful completion of goals and objectives.	3.24	3.20	-0.04 ▼
7. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	3.41	3.20	-0.21 ▼
8. Implements long-term solutions to problems.	3.24	3.40	+0.16 ▲
9. Anticipates business cycles and trends and makes adjustments in a timely manner.	3.18	3.47	+0.29 ▲
10. Analyzes records and reports to obtain insight into potential issues and trends.	3.35	3.47	+0.11 ▲

Comments:
- _____ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what he has learned while leading his team-in other words he does not implement continuous improvement strategies independently.
- _____ has been very helpful to me as a new manager this year.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- _____ is a strong leader & mentor.
- _____ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along.   Unfortunately, that means he's had to personally fill big leadership gaps himself this past year.   I worry about his workload, but in the long run, it's better than hiring the wrong person.   He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.
- He is honest in his delivery and every decision he makes is in the best interest of the organization, customers or staff.

Results Oriented

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. Directs team in prioritizing daily work activities	15	3.53	100.0		47%	53%	
12. Stays focused on meeting the needs of customers.	15	3.27	100.0		73%		27%
13. Explains the "whys" behind organizational objectives	15	3.33	100.0		67%		33%
14. Works toward achievement of goals even when confronted with obstacles.	15	3.13	86.7	13%	60%		27%
15. Inspires and motivates co-workers to be productive and energetic at work	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. Directs team in prioritizing daily work activities	3.47	3.53	+0.06 ▲
12. Stays focused on meeting the needs of customers.	3.47	3.27	-0.20 ▼
13. Explains the "whys" behind organizational objectives	3.35	3.33	-0.02 ▼
14. Works toward achievement of goals even when confronted with obstacles.	3.18	3.13	-0.04 ▼
15. Inspires and motivates co-workers to be productive and energetic at work	3.00	3.07	+0.07 ▲

Comments:
- _____ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad _____ has joined the team.
- _____ sets high standards for his team and ensures they perform professionally.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- _____ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support _____ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by _____ without his bringing them before the team for discussion.
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- The Core Competency Training has been a great success. _____ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.

Creativity

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. Adds value to the department/organization.	15	3.40	93.3	7%	47%	47%	
17. Is creative and inspirational.	15	3.27	93.3	7%	60%	33%	
18. Conceives, implements and evaluates ideas.	14	3.00	92.9	7%	79%	14%	
19. Is creative.	15	3.47	100.0		53%	47%	
20. Develops solutions to challenging problems.	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. Adds value to the department/organization.	3.65	3.40	-0.25	▼
17. Is creative and inspirational.	3.47	3.27	-0.20	▼
18. Conceives, implements and evaluates ideas.	3.12	3.00	-0.12	▼
19. Is creative.	3.59	3.47	-0.12	▼
20. Develops solutions to challenging problems.	3.29	3.40	+0.11	▲

Comments:
- He is in an often times impossible position and is doing well all things considered
- _____ is very approachable. He is able to get people to follow through and engage in their daily work.
- _____ is a great listener and leader for the department.
- _____ sets high standards for those he works with and expects the same of herself.
- _____ seems to excel in his perspective of the organization as a whole, and how his departments contribute and support the organization, as well as how the organization lends support to us.
- _____ 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.

Cultural Awareness

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. Shows respect in daily interactions	15	3.53	100.0		47%	53%	
22. Encourages a work environment where individual differences are valued.	15	3.00	80.0	20%	60%		20%
23. Respects others regardless of age, race, gender, nationality, or disability.	15	2.87	80.0	20%	73%		7%
24. Treats others with dignity and respect.	15	3.47	100.0		53%	47%	
25. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	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. Shows respect in daily interactions	3.35	3.53	+0.18 ▲
22. Encourages a work environment where individual differences are valued.	3.00	3.00	
23. Respects others regardless of age, race, gender, nationality, or disability.	2.88	2.87	-0.02 ▼
24. Treats others with dignity and respect.	3.00	3.47	+0.47 ▲
25. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	3.76	3.67	-0.10 ▼

Comments:
- _____ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way he approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate _____ !
- _____ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- _____ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- _____'s management style is to push work down because it opens up capacity for him to do new tasks and provides his subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Accurately perceives the emotional reactions of others.	15	3.40	93.3	7%	47%	47%	
27. Is attentive to emotional cues and interprets others' feelings correctly.	15	3.33	93.3	7%	53%	40%	
28. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.53	100.0		47%	53%	
29. Able to understand others' points of view.	15	3.67	100.0		33%	67%	
30. Is able to control their own emotions.	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. Accurately perceives the emotional reactions of others.	3.53	3.40	-0.13	▼
27. Is attentive to emotional cues and interprets others' feelings correctly.	3.12	3.33	+0.22	▲
28. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.41	3.53	+0.12	▲
29. Able to understand others' points of view.	3.59	3.67	+0.08	▲
30. Is able to control their own emotions.	3.41	3.33	-0.08	▼

Comments:
- _____ has been very supportive for me in my new role as technical specialist.   He has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- _____ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition he has maintained an open line of communication and remained available to staff who have voiced concerns.
- _____ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.
- _____ has improved in all of the areas identified as needing improvement.   However staff report that he can still be difficult at times.
- _____ needs no improvement
- _____ leads by example.

Project 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
31. Regularly reviews project performance and goals.	15	3.20	86.7	13%	53%		33%
32. Organizes work and sets priorities as needed.	15	3.40	100.0		60%		40%
33. Defines project outcomes based on customer requirements.	15	3.20	86.7	13%	53%		33%
34. Inspires others to accomplish goals and objectives.	15	3.27	93.3	7%	60%		33%
35. Able to adjust project schedule as needed to accommodate unforeseen issues.	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. Regularly reviews project performance and goals.	3.18	3.20	+0.02 ▲
32. Organizes work and sets priorities as needed.	3.35	3.40	+0.05 ▲
33. Defines project outcomes based on customer requirements.	3.18	3.20	+0.02 ▲
34. Inspires others to accomplish goals and objectives.	2.88	3.27	+0.38 ▲
35. Able to adjust project schedule as needed to accommodate unforeseen issues.	3.18	3.00	-0.18 ▼

Comments:
- He strives to be an effective and available leader.
- 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.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- Appreciate _____'s calm approach
- Demonstrates an ability to remain focused on outcomes.
- Information is given concisely at meetings, and his explanations of all information is very clear.

Innovation

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. Implements best practices within the department.	15	3.20	93.3	7%	67%		27%
37. Solves problems with insight and understanding.	15	3.27	93.3	7%	60%		33%
38. Analyzes current procedures and identifies opportunities for improvement.	15	3.27	86.7	13%	47%		40%
39. Builds upon the ideas and solutions of others.	15	3.13	86.7	13%	60%		27%
40. Fosters a creative and innovative work environment.	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. Implements best practices within the department.	3.18	3.20	+0.02 ▲
37. Solves problems with insight and understanding.	3.35	3.27	-0.09 ▼
38. Analyzes current procedures and identifies opportunities for improvement.	3.24	3.27	+0.03 ▲
39. Builds upon the ideas and solutions of others.	3.59	3.13	-0.45 ▼
40. Fosters a creative and innovative work environment.	3.29	3.40	+0.11 ▲

Comments:
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles.   Weakness is in the area of being consistent with communications of desired outcomes or expections to the staff.
- Always available to give us what we need to succeed.
- _____ is very supportive to staff and offers many opportunities for staff to grow.
- _____ demonstrates excellent skills at approaching employees that need correction action.   My only thought would be he could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- _____ 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.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Encourages me to take on greater responsibility.	15	3.33	93.3	7%	53%		40%
42. Organizes and schedules events, activities, and resources.	15	3.33	93.3	7%	53%		40%
43. Assures [Company] principles are understood, employed & pursued.	15	3.13	86.7	13%	60%		27%
44. Effectively organizes resources and plans	15	3.00	86.7	13%	73%		13%
45. Establishes goals and objectives.	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. Encourages me to take on greater responsibility.	3.29	3.33	+0.04 ▲
42. Organizes and schedules events, activities, and resources.	3.41	3.33	-0.08 ▼
43. Assures [Company] principles are understood, employed & pursued.	3.35	3.13	-0.22 ▼
44. Effectively organizes resources and plans	3.18	3.00	-0.18 ▼
45. Establishes goals and objectives.	3.35	3.53	+0.18 ▲

Comments:
- _____ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with.   I am on a committee that he runs and he is an excellent meeting facilitator.
- _____ is a great role model and leader.   Others could learn from his style.
- Resources are managed carefully with input sought and considered before applying those resources.
- _____'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization.   I especially appreciate _____'s approachability.   There is nothing off limits - honesty and open communication are expected and valued.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- _____ works with a very diverse group and treats everyone the same while respecting that diversity.

Conflict 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
46. Discusses conflict situations with supervisor.	15	3.00	86.7	13%	73%		13%
47. Identifies and takes steps to prevent potential confrontations.	15	3.20	93.3	7%	60%		33%
48. Clearly expresses expectations to others.	15	3.20	93.3	7%	67%		27%
49. Deals effectively with employee grievances.	15	3.40	93.3	7%	47%		47%
50. Tries to understand others' point of view before making judgments	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. Discusses conflict situations with supervisor.	3.24	3.00	-0.24	▼
47. Identifies and takes steps to prevent potential confrontations.	3.00	3.20	+0.20	▲
48. Clearly expresses expectations to others.	3.18	3.20	+0.02	▲
49. Deals effectively with employee grievances.	3.35	3.40	+0.05	▲
50. Tries to understand others' point of view before making judgments	3.29	3.13	-0.16	▼

Comments:
- _____ is great about approaching and including staff input with decision making within the department.
- 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 tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- _____ communicates his expectations of the team well and involves them in the process improvement plans.
- He strives to raise the bar everyday to improve our processes to best serve our customers.
- I appreciate his dedication to the department employees.

Comments

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

What would help make you a more effective leader?

- _____ exemplifies outstanding professionalism.
- Always available to give us what we need to succeed.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.
- I feel that we would not be such a great place if it wasn't for _____. _____ is the best!!!!!!
- _____ is very reliable, respectful and ethical in his leadership.
- _____ is an excellent role model.   He received the Employee Excellence Award this past year and also advanced certification, so he obvious is very motivated! Thank you for allowing me to participate in his evaluation.

What do you like best about working with this individual?

- just know going through the hiring process with him.
- _____ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.
- He makes me feel like an important and valued team member.
- Difficult to reach sometimes and often does not respond to messages at all.
- _____ is an outstanding leader in this organization. He has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments he leads.
- Would like to see _____ more engaged in collaboration with other departments, specifically research, in designing training objectives.

What do you like least about working with this individual?

- He has been challenging us to find other ways to communicate that would be effective, other than email.
- Overall, _____ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.
- _____'s passion is construction. I had the pleasure of working for him as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- _____ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.
- I feel confident as if he treats us all as equals.
- He has done great work to help the organization deal with its financial challenges.   The only area of improvement is around communication style.

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

- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- Does above and beyond work consistently
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with _____, our customer satisfaction scores will be out of the charts, because his expectations are clear, his communication is superb and there is a lot to learn from him.
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- He is always available to me day and night for question and help regarding unit operations.   I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.

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

- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- He follows up on questions and he is easily accessible. I think he is doing a great job!
- I truly appreciate _____'s knowledge, his professionalism, and his reliability.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- Demonstrates a focus on the business goals through task prioritization.
- _____ continues to be a great boss. He is available to us and always has time to help with anything.

Any final comments?

- He tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- I truly enjoy working with _____ on a daily basis.
- The outcomes and expectations are not clearly defined on a regular basis.   Sometimes the expectations are vague and it's hard to get a set answer.
- Sometimes his decisions aren't thought through from a financial perspective.
- Additional feedback and communication.
- I will always welcome _____'s direct, honest, caring feedback.