



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.

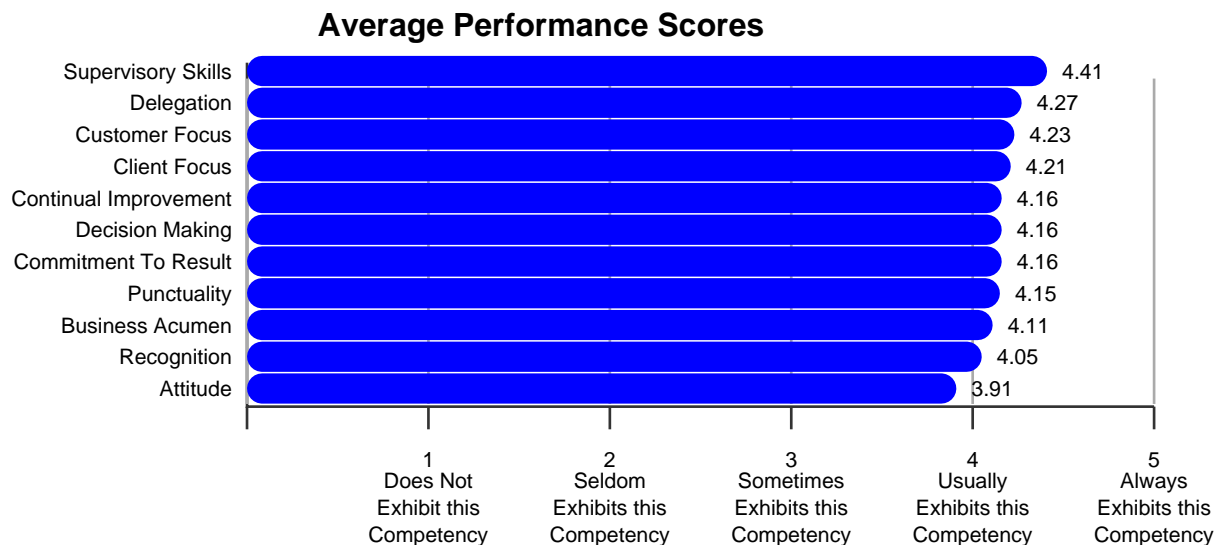
What to Do with Your Feedback

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

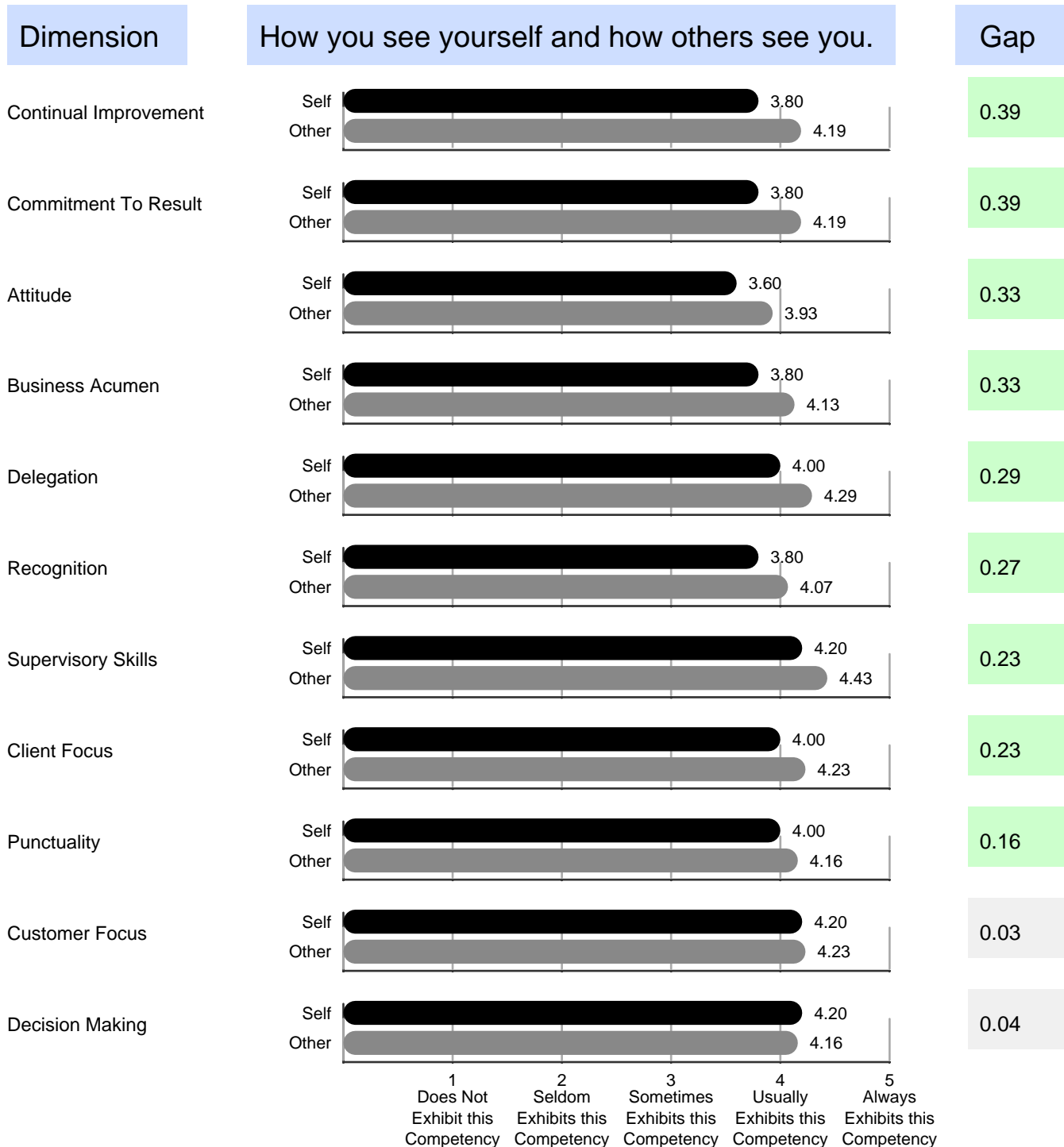
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



Supervisory Skills

Summary Scores



1. You treat all staff equitably.



2. You resolve personnel problems quickly and effectively.



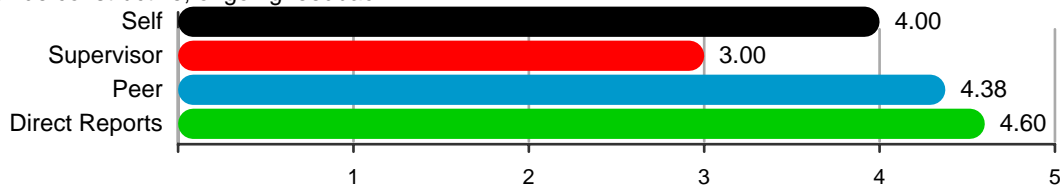
3. You promote teamwork and cooperation within the department.



4. You delegate effectively.



5. You provide constructive, ongoing feedback.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

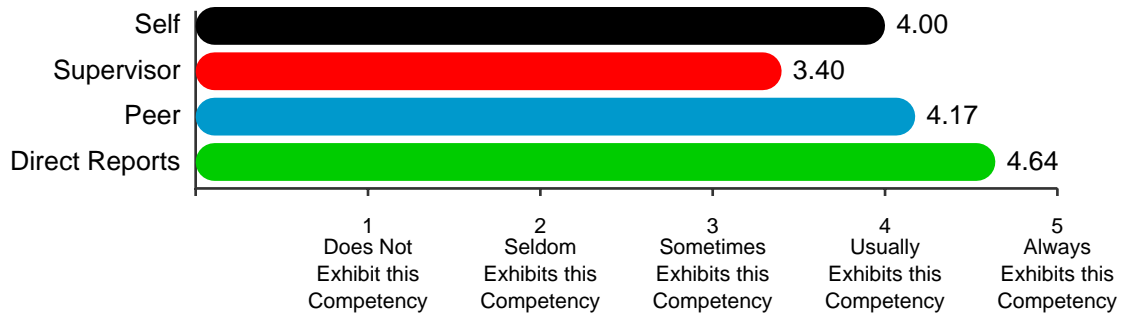
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. You treat all staff equitably.	15	4.20	93.3	7%		67%		27%
2. You resolve personnel problems quickly and effectively.	15	4.87	100.0	13%		87%		
3. You promote teamwork and cooperation within the department.	15	4.27	93.3	7%		60%		33%
4. You delegate effectively.	15	4.40	86.7	13%	33%		53%	
5. You provide constructive, ongoing feedback.	15	4.33	93.3	7%		53%		40%

Comments:

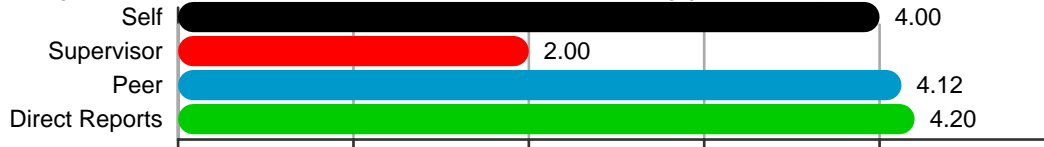
- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.
- _____ is the right man for the job...there have been a couple of instances in which I feel that _____ has had tendency to lose staff or participants in his communication. To his merit, _____ will stop the conversation and clarify expectations or needs prior to moving forward.
- While he remains considerate of the impact each roll out has on front line staff, he also ensures we stay focused and on track.
- He has taken his team to the next level.
- _____ is very reliable and collaborates well on projects.
- _____ enjoys sharing knowledge and teaching his subordinates about their roles in the department. He regularly would spend 30 minutes sharing his insights on a topic. He also facilitated numerous training sessions when I started my job a year ago.

Delegation

Summary Scores



6. You encourage and empower subordinates to use initiative in achieving goals and objectives.



7. You clearly define duties and tasks to be completed.



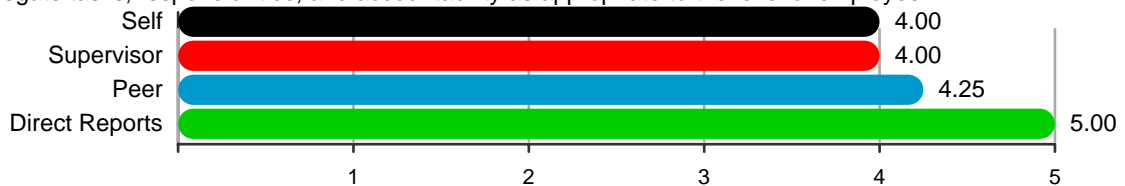
8. You assign tasks to create learning opportunities for the employees.



9. You allow employees to decide how they wish to complete the tasks.



10. You delegate tasks, responsibilities, and accountability as appropriate to the level of employee.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

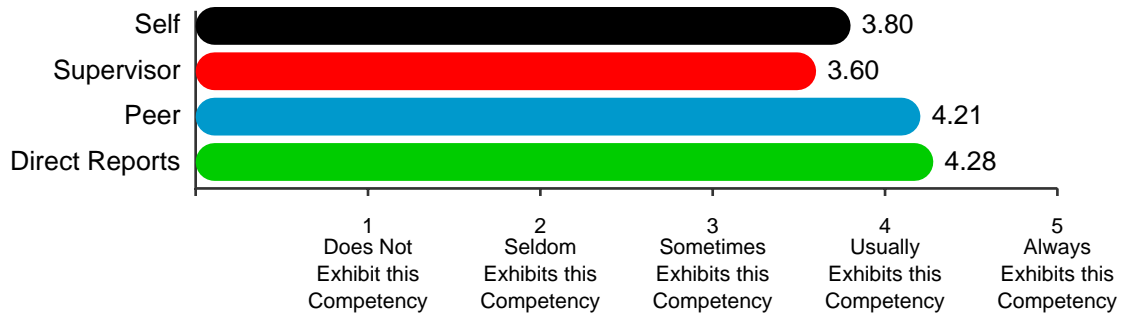
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. You encourage and empower subordinates to use initiative in achieving goals and objectives.	15	4.00	80.0	7%	13%	53%	27%	
7. You clearly define duties and tasks to be completed.	15	4.07	80.0		20%	53%	27%	
8. You assign tasks to create learning opportunities for the employees.	15	4.33	93.3	7%	47%		47%	
9. You allow employees to decide how they wish to complete the tasks.	15	4.47	93.3	7%	40%		53%	
10. You delegate tasks, responsibilities, and accountability as appropriate to the level of employee.	15	4.47	93.3	7%	40%		53%	

Comments:

- This year _____ was responsible for hiring the line staff. Throughout this process he engaged his management team, staff and team members to ensure the right candidate was picked.
- _____ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.
- He holds everyone to such a high standard, you don't want to disappoint him.
- _____ is very professional in dealing with his peers and the staff.
- _____ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- Have persistence and tenacity

Continual Improvement

Summary Scores



11. You are open to the suggestions from others.



12. You promote training and development opportunities to enhance job performance.



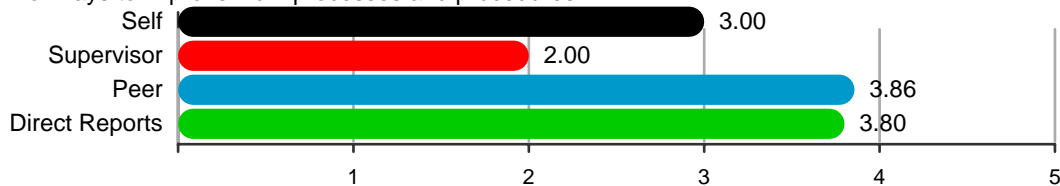
13. You search for new methods, techniques, and processes that increase efficiency and reduce costs.



14. You look for ways to expand current job responsibilities.



15. You look for ways to improve work processes and procedures.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

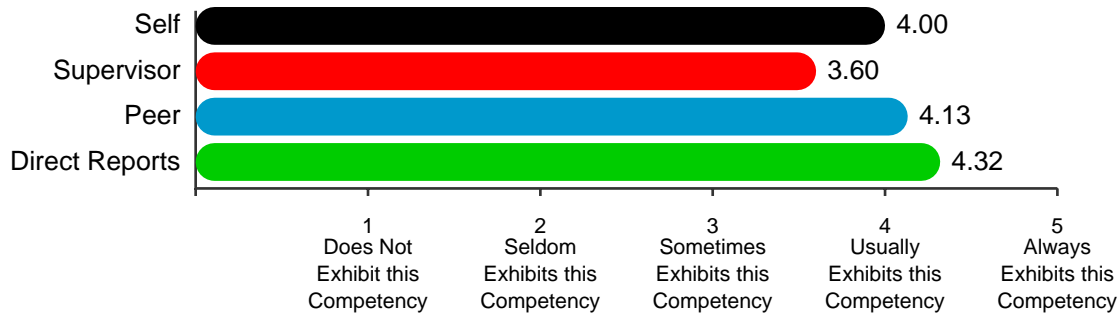
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. You are open to the suggestions from others.	15	4.60	100.0			40%	60%	
12. You promote training and development opportunities to enhance job performance.	15	4.27	100.0			73%		27%
13. You search for new methods, techniques, and processes that increase efficiency and reduce costs.	15	4.33	100.0			67%		33%
14. You look for ways to expand current job responsibilities.	15	3.93	73.3	27%		53%		20%
15. You look for ways to improve work processes and procedures.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- _____ enjoys sharing knowledge and teaching his subordinates about their roles in the department. He regularly would spend 30 minutes sharing his insights on a topic. He also facilitated numerous training sessions when I started my job a year ago.
- Additional feedback and communication.
- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- _____ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- _____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.

Punctuality

Summary Scores



16. You conduct appointments at scheduled start time.



17. You start the workday when scheduled.



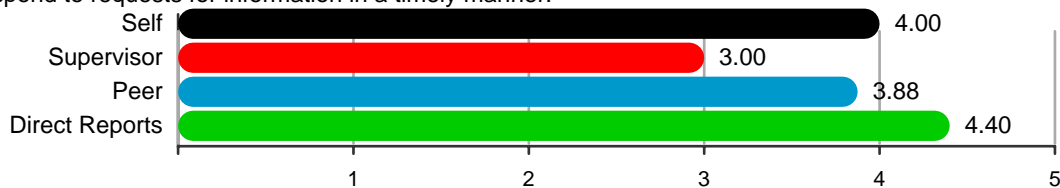
18. You avoid making personal phone calls during working hours.



19. You maintain an efficient schedule of activities.



20. You respond to requests for information in a timely manner.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

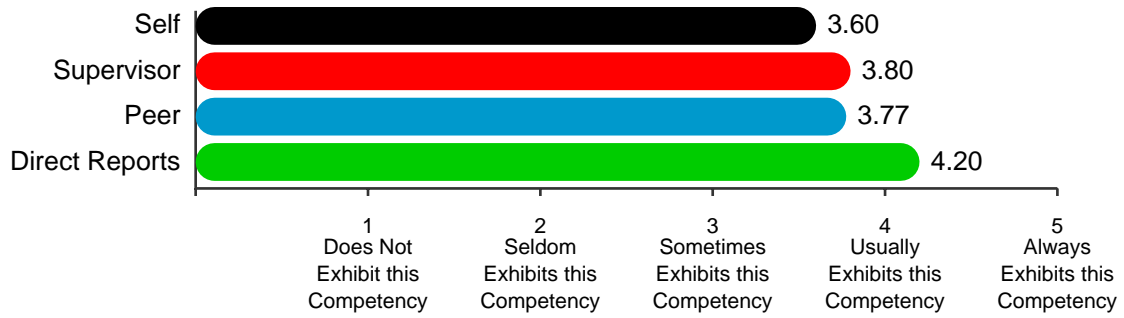
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. You conduct appointments at scheduled start time.	15	4.33	86.7	13%	40%	47%		
17. You start the workday when scheduled.	15	4.27	93.3	7%	60%	33%		
18. You avoid making personal phone calls during working hours.	14	4.00	92.9	7%	86%	7%		
19. You maintain an efficient schedule of activities.	14	4.14	85.7	7%	7%	50%	36%	
20. You respond to requests for information in a timely manner.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- He could help teammates by becoming more proficient in some areas.
- I have found that when _____ has hit a barrier or road block in accomplishing a task or goal he is quick to overcome it and take action.
- _____ routinely goes out of his way to make work a more engaging experience.
- Our desire to improve loss rates has been encouraged and supported by _____.
- _____ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.
- _____ is very friendly and expresses genuine care for the staff when he is present.

Attitude

Summary Scores



21. You treat all people fairly and with respect.



22. You are gracious and professional in your interactions with others.



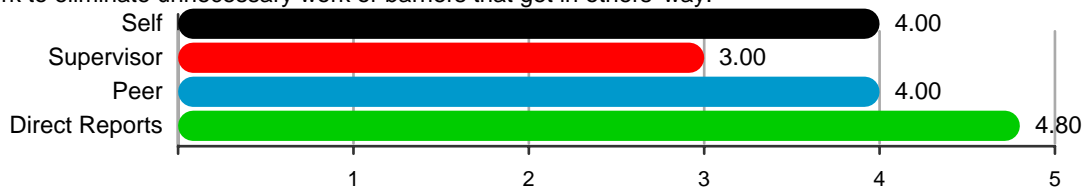
23. You contribute to a positive work environment.



24. You show by your actions that you trust in the positive intentions of others.



25. You work to eliminate unnecessary work or barriers that get in others' way.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

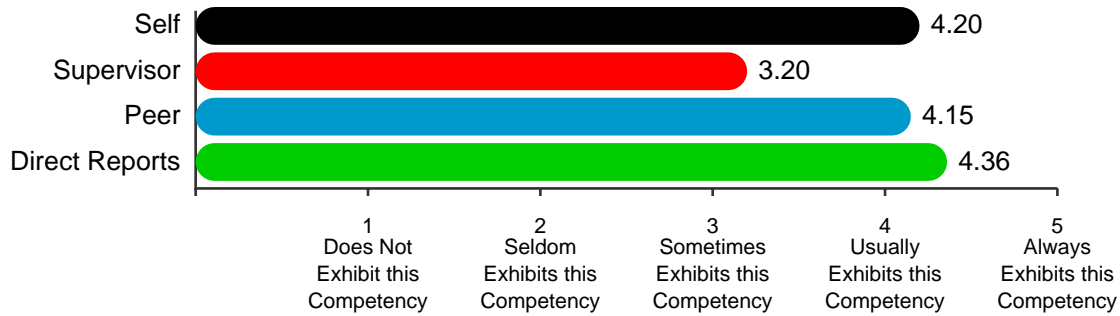
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. You treat all people fairly and with respect.	15	4.00	66.7	13%	20%	20%	47%	
22. You are gracious and professional in your interactions with others.	15	3.47	53.3	13%	33%		47%	7%
23. You contribute to a positive work environment.	15	3.60	66.7	13%	20%		60%	7%
24. You show by your actions that you trust in the positive intentions of others.	15	4.27	86.7	7%	7%	40%	47%	
25. You work to eliminate unnecessary work or barriers that get in others' way.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

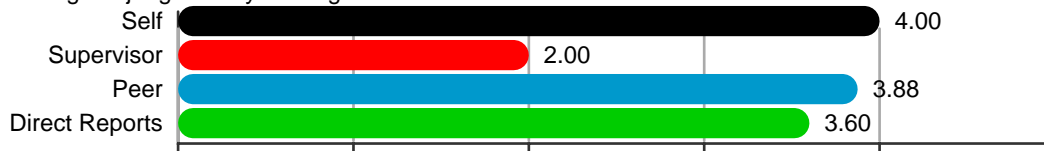
- _____ is reliable and effective communicator. He has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- He is an excellent problem solver.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.
- I value _____ for so much more than his negotiating skills which are outstanding.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- _____ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. _____ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. _____ is a great mentor and example to those he supervises.

Decision Making

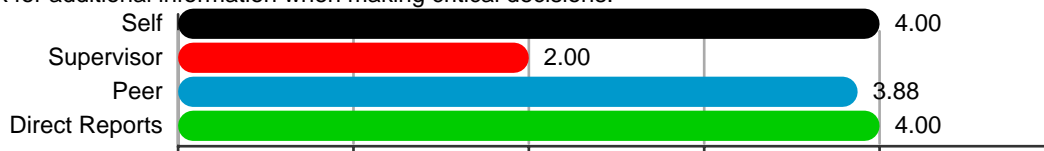
Summary Scores



26. You exercise good judgment by making sound and informed decisions.



27. You ask for additional information when making critical decisions.



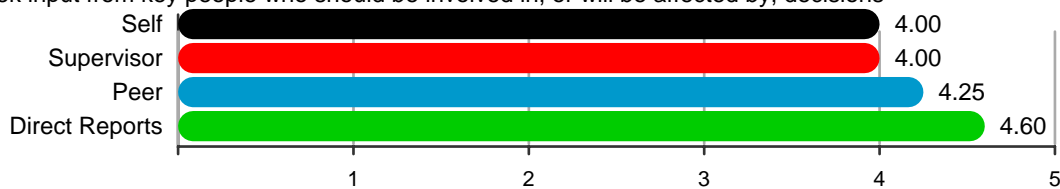
28. You do not lose sight of the big picture when making decisions



29. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently



30. You seek input from key people who should be involved in, or will be affected by, decisions



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

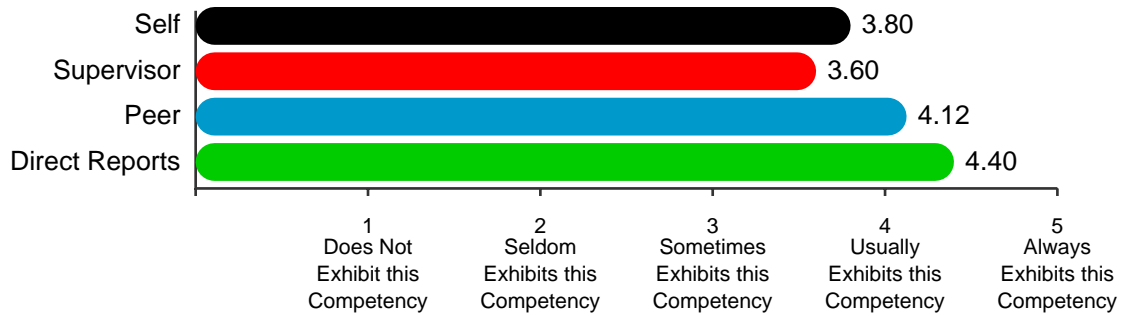
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. You exercise good judgment by making sound and informed decisions.	15	3.67	66.7	20%	13%	47%	20%	
27. You ask for additional information when making critical decisions.	15	3.80	73.3	20%	7%	47%	27%	
28. You do not lose sight of the big picture when making decisions	15	4.33	86.7	13%	40%	47%		
29. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	15	4.67	100.0		33%	67%		
30. You seek input from key people who should be involved in, or will be affected by, decisions	15	4.33	100.0		67%	33%		

Comments:

- _____ is an excellent manager.
- He has the ability to look at the system as a whole and make solid long range decisions.
- _____ is fully engaged with all of the leadership team. He makes himself available to work with both leaders and staff at [CompanyName]. _____ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. _____ is a role model for communication with staff, customers as well as community members.
- He routinely demonstrates professionalism and his priority for service which is a model example for others.
- Has good intentions, but follow through needs more work.
- My only constructive feedback would be for him to continue to be aware of how his personal style when he has strong feelings about something can, at times, shut down contrary views/opinions from the group. He may want to consider open ended questions from others to draw out their thoughts and then sharing his perspective as a balance.

Commitment To Result

Summary Scores



31. You maintain persistence and dedication to achieving results.



32. You are able to focus on a task even when working alone.



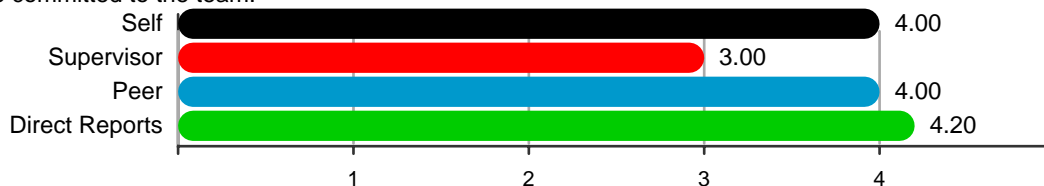
33. You take immediate action toward goals.



34. You encourage commitment in others to obtain results.



35. You are committed to the team.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

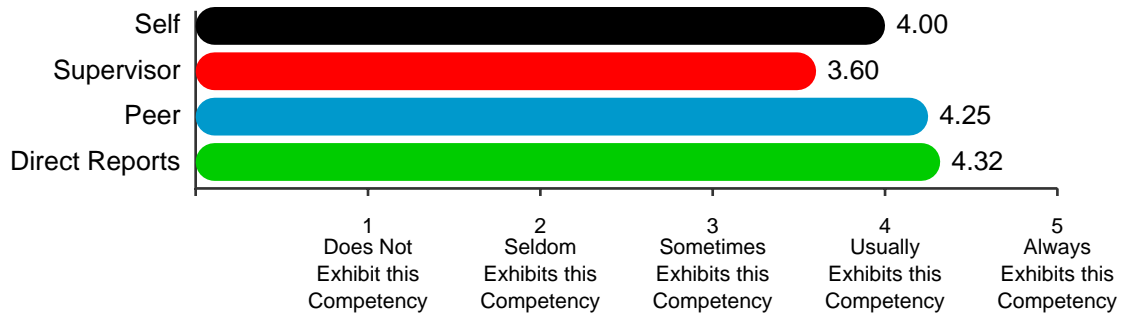
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. You maintain persistence and dedication to achieving results.	15	4.07	80.0	20%		53%		27%
32. You are able to focus on a task even when working alone.	15	4.47	100.0		53%		47%	
33. You take immediate action toward goals.	15	4.13	80.0	20%		47%		33%
34. You encourage commitment in others to obtain results.	15	4.13	86.7	13%		60%		27%
35. You are committed to the team.	15	4.00	80.0	20%		60%		20%

Comments:

- The advice and direction I receive from _____ is often on point and helps to provide positive outcomes. Over the last year as I have grown _____ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- He involves our team and holds us accountable out of respect.
- _____ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.
- 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.

Client Focus

Summary Scores



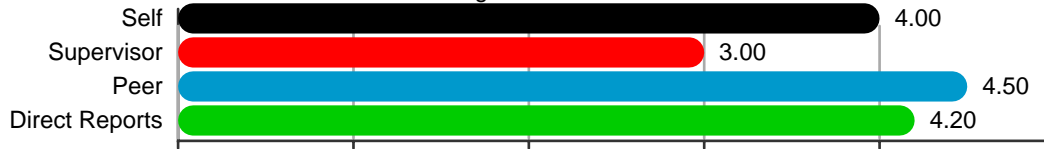
36. You satisfy client needs.



37. You are pro-active in dealing with clients and addressing your needs.



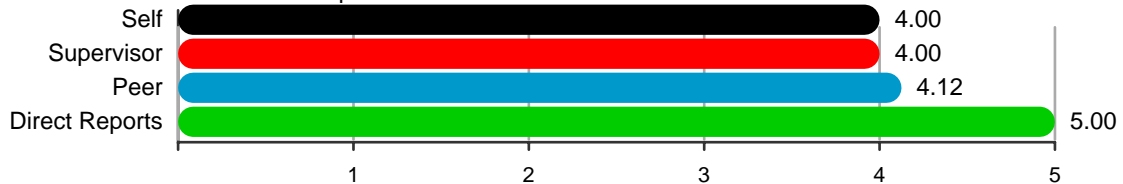
38. You obtain feedback to ensure client needs are being met.



39. You maintain strong relationships with clients.



40. You ensure client commitments and requirements are met or exceeded



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

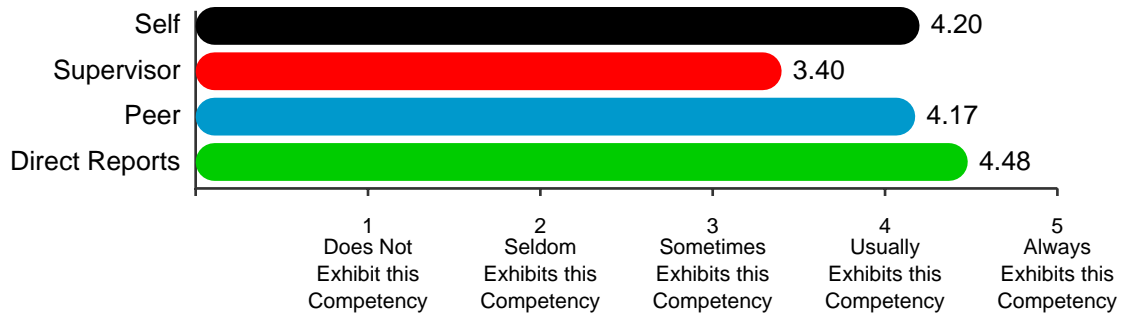
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. You satisfy client needs.	15	4.33	100.0			67%		33%
37. You are pro-active in dealing with clients and addressing your needs.	15	3.93	80.0	13%	7%		53%	27%
38. You obtain feedback to ensure client needs are being met.	15	4.27	86.7		13%		47%	40%
39. You maintain strong relationships with clients.	15	4.13	86.7		13%		60%	27%
40. You ensure client commitments and requirements are met or exceeded	15	4.40	93.3		7%		47%	47%

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.
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- _____ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.
- _____ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- He is a great teammate.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.

Customer Focus

Summary Scores



41. You do not hesitate to address customer concerns or complaints.



42. You consistently model positive customer service attitudes.



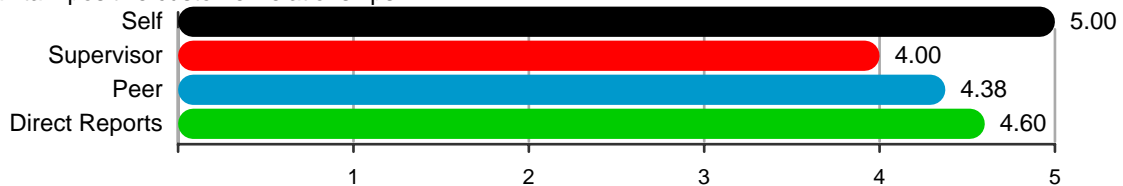
43. You ask questions and listen carefully to determine customer needs and to ensure that the customer's needs are met.



44. You develop strong customer relationships.



45. You maintain positive customer relationships.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

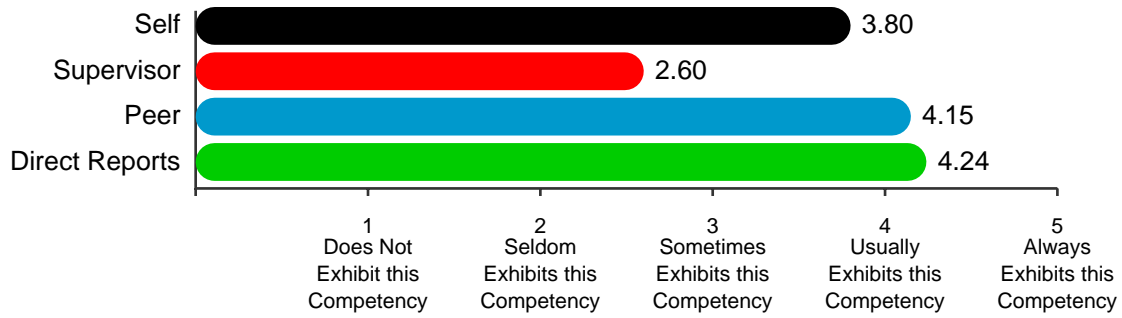
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. You do not hesitate to address customer concerns or complaints.	15	4.33	93.3	7%		53%		40%
42. You consistently model positive customer service attitudes.	15	4.20	80.0	20%		40%		40%
43. You ask questions and listen carefully to determine customer needs and to ensure that the customer's needs are met.	15	4.13	86.7	13%		60%		27%
44. You develop strong customer relationships.	15	4.00	86.7	13%		73%		13%
45. You maintain positive customer relationships.	15	4.47	93.3	7%		40%		53%

Comments:

- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- _____ has an incredible vision for our organization's strategy and improvement efforts.
- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.
- Confidence is the only thing I think he needs to improve on.
- _____ does an excellent job as a leader. He has been presented with many challenges in the last year and has remained positive for his staff.
- _____ has great insights regarding individuals and relationships, as well as good ideas about processes.

Recognition

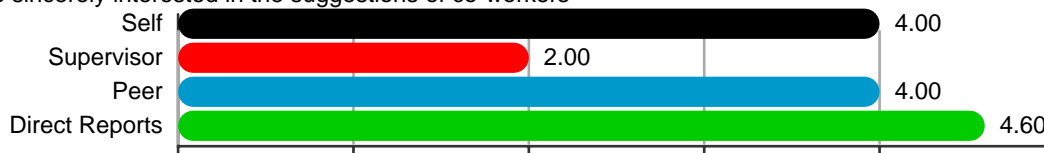
Summary Scores



46. You recognize individuals for a specific outstanding achievement.



47. You are sincerely interested in the suggestions of co-workers



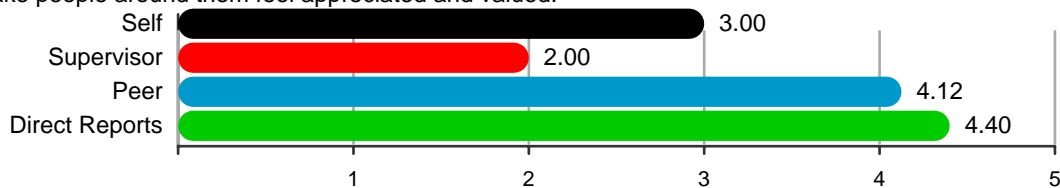
48. You say "thank you" to show appreciation for work of others.



49. You offer recognition in a timely manner.



50. You make people around them feel appreciated and valued.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

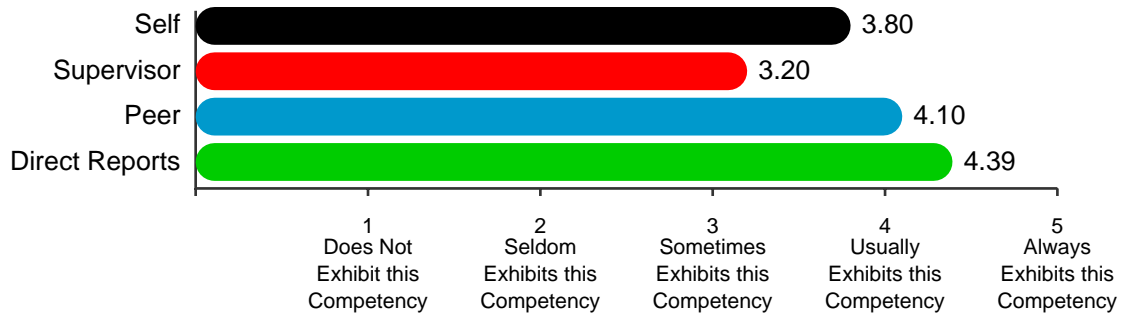
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. You recognize individuals for a specific outstanding achievement.	15	3.87	80.0	7%	13%	67%	13%	
47. You are sincerely interested in the suggestions of co-workers	15	4.07	86.7	13%		53%	33%	
48. You say "thank you" to show appreciation for work of others.	15	4.13	86.7		13%	60%	27%	
49. You offer recognition in a timely manner.	15	4.20	86.7	7%	7%	47%	40%	
50. You make people around them feel appreciated and valued.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- _____ is incredibly talented and very smart. His attention to detail is unparalleled.
- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- Transparency and honesty is important early in the process.
- He has hired good people, and developed strong relationship's with finance.
- _____ has been here a short time, but I have believe from attending meeting with him and by his actions in the department, he is the right person to lead us forward in our growth and changes.
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.

Business Acumen

Summary Scores



51. You ask the 'right' questions to size up or evaluate situations.



52. You consider impact of actions on other areas of the organization.



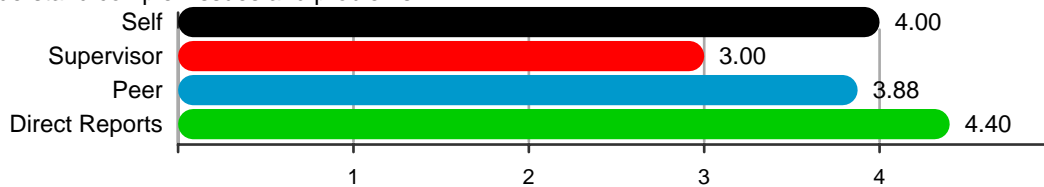
53. You apply the knowledge of work processes to influence the achievement of business goals



54. You effectively develop and use resources (people, time, money, supplies, equipment, and space) to improve organizational performance



55. You understand complex issues and problems.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. You ask the 'right' questions to size up or evaluate situations.	14	4.14	92.9	7%		71%		21%
52. You consider impact of actions on other areas of the organization.	14	4.21	85.7	14%		50%		36%
53. You apply the knowledge of work processes to influence the achievement of business goals	15	4.13	80.0	20%		47%		33%
54. You effectively develop and use resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	4.07	80.0	20%		53%		27%
55. You understand complex issues and problems.	15	4.00	80.0	20%		60%		20%

Comments:

- It's been great working with him.
- He is also quick to tap into his past experiences in attempting to find the best solution.
- He's done a good job this year of addressing some difficult issues in his area (i.e. Budgeting and Finance leadership challenges).
- What I like is his standard line what resources do you need from me to make this work?
- I enjoyed working with _____ on the project and thought that the Rx team involves were strong partners.
- Detail oriented

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?

- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- Improve on providing feedback.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- Engagement is an area where _____ has improved by being more in-tune with department needs. He listens more and asks great questions.
- I believe _____ has done a very good job in developing his team members and providing guidance for the respect growth of each person. While his time is precious, he is always open to discussing a problem. I really like working with _____ and I appreciate his style and understanding and support of the work that I do.
- I think _____ is a great manager. He is fair, he is there for us if we need his and helps us in anyway he can.

What do you like best about working with this individual?

- _____ has used his strengths to make this department stronger in many ways.
- His inspiration, his strong message could move mountains if he gets more opportunities to lead more broadly and deeply. he should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- He makes his expectations clear to his team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- He was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- I have only recently started working with _____ and therefore do not have comments on some items, but regarding the projects I have worked with _____ on to date the above applies.
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.

What do you like least about working with this individual?

- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.
- Ready to tackle any given problem and help others finish 1st
- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.
- Communication to entire team is excellent and helps engage all staff. _____'s visibility to his team has been very positive.
- _____ has been an excellent assistant manager.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.

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

- He interacts effectively with our most difficult customers.
- Has the experience needed.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- just know going through the hiring process with him.
- He is quick and willing to aid.

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

- He identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside his immediate resources.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- He would benefit from soliciting more feedback and pushing others to do more.
- _____ encourages our staff to strive to be the best that we can be.
- _____ exemplifies all of the above.
- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.

Any final comments?

- _____ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- _____ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- You can count on _____ to give you the most honest feedback even if it is information you may not want to hear.
- I really appreciate him as a member of the team.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- 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.