



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

November 2025

# Introduction

## What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

## Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

## Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

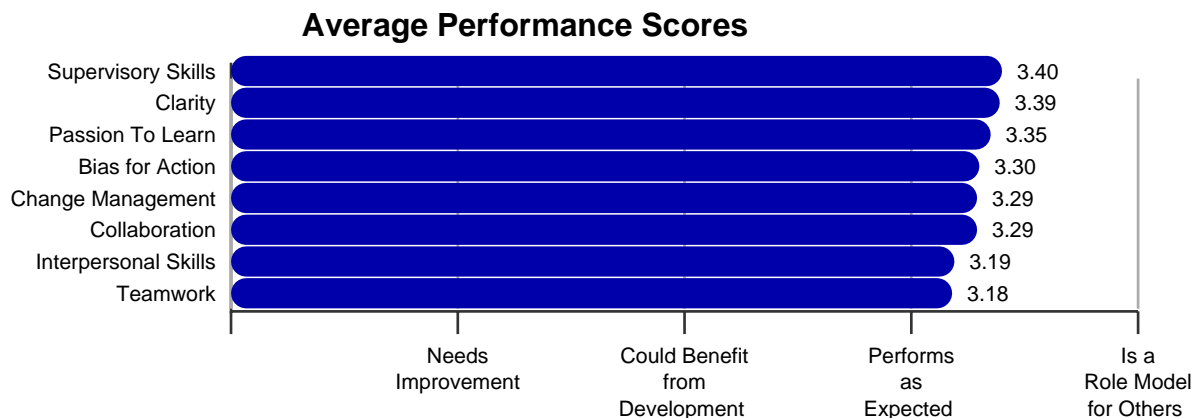
## What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

# Summary

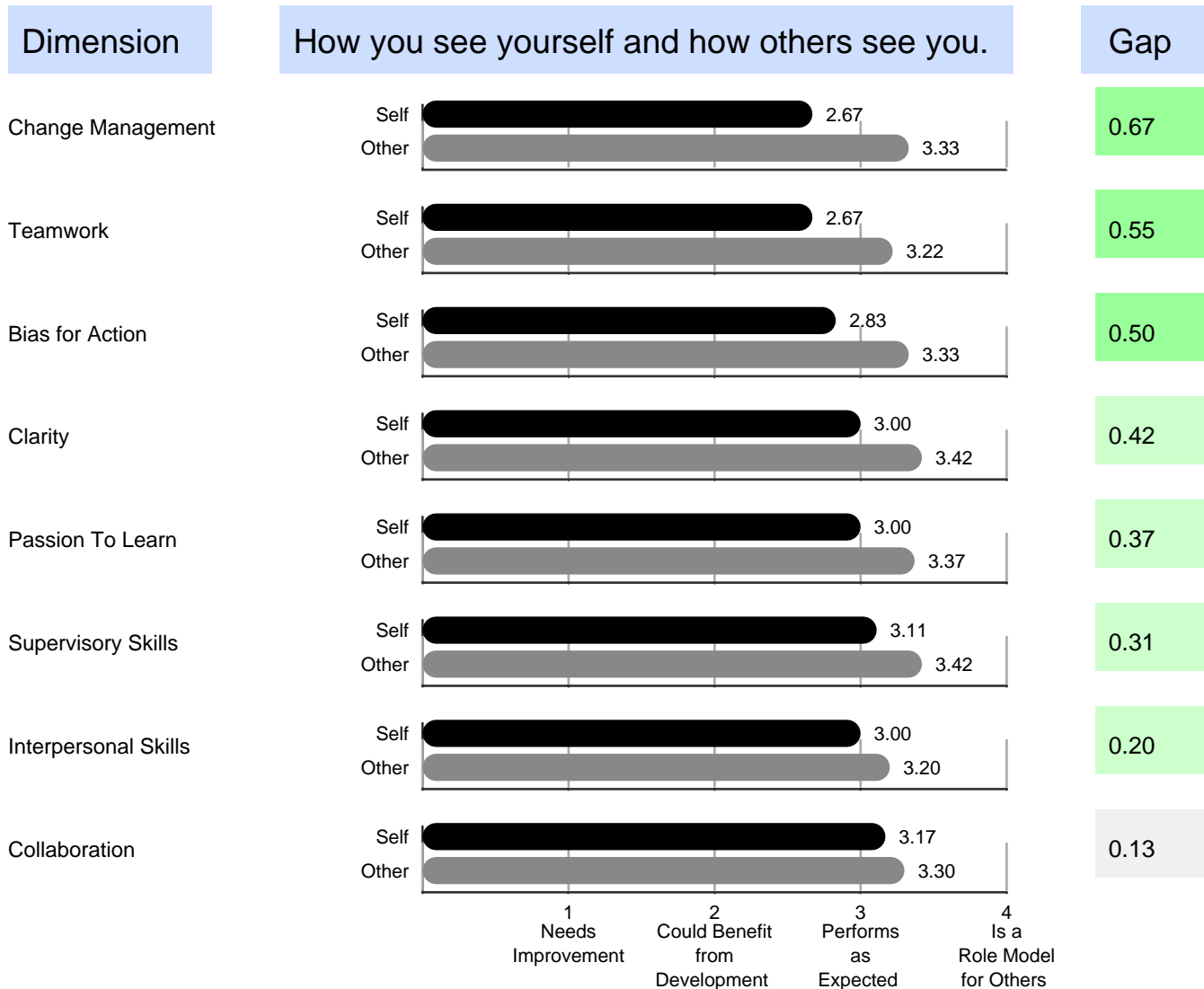
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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

### 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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Appropriately recognizes and rewards employees.	15	3.20	93.3	7%	67%		27%
2. Uses disciplinary measures with the intent to guide and improve behavior, rather than to seek retribution.	15	3.87	100.0	13%	87%		
3. Provides detailed feedback to employees.	15	3.33	93.3	7%	53%		40%
4. Resolves personnel problems quickly and effectively.	15	3.60	93.3	7%	27%	67%	
5. Provides feedback that is aligned with performance expectations.	15	3.33	93.3	7%	53%		40%
6. Sets clear expectations for acceptable performance.	15	3.20	93.3	7%	60%		33%
7. Emphasizes constructive discipline strategies, prioritizing the development and feedback of employees over punitive measures.	15	3.20	86.7	13%	53%		33%
8. Coaches subordinates in how to make good decisions.	15	3.40	93.3	7%	47%		47%
9. Fosters a culture of personal responsibility and accountability.	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	2024	2025	Change
1. Appropriately recognizes and rewards employees.	3.29	3.20	-0.09 ▼
2. Uses disciplinary measures with the intent to guide and improve behavior, rather than to seek retribution.	3.65	3.87	+0.22 ▲
3. Provides detailed feedback to employees.	3.18	3.33	+0.16 ▲
4. Resolves personnel problems quickly and effectively.	3.41	3.60	+0.19 ▲
5. Provides feedback that is aligned with performance expectations.	3.24	3.33	+0.10 ▲
6. Sets clear expectations for acceptable performance.	3.24	3.20	-0.04 ▼
7. Emphasizes constructive discipline strategies, prioritizing the development and feedback of employees over punitive measures.	3.41	3.20	-0.21 ▼
8. Coaches subordinates in how to make good decisions.	3.24	3.40	+0.16 ▲
9. Fosters a culture of personal responsibility and accountability.	3.18	3.47	+0.29 ▲

#### Comments:

- He always makes a point to make sure he has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.

- He is open to feedback, but I haven't seen noticeable changes in his behavior as a result.
- I appreciate his helpful and cheerful outlook!
- \_\_\_\_\_ is a great leader and is committed to his role here at [CompanyName]!
- I value \_\_\_\_\_ for so much more than his negotiating skills which are outstanding.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.

## Bias for Action

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Offers assistance and creates a culture where team members feel supported and are more likely to help each other.	15	3.47	93.3	7%	40%	53%	
11. Takes initiative, starts tasks, makes decisions, and drives progress without waiting for instructions or approvals.	15	3.53	100.0		47%	53%	
12. Creates and maintains action lists.	15	3.27	100.0		73%	27%	
13. Encourages risk taking and experimentation to improve performance	15	3.33	100.0		67%	33%	
14. Delegates tasks and duties that need to be performed for completion of a project.	15	3.13	86.7	13%	60%	27%	
15. Focuses on what matters most and allocate time and resources effectively.	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	2024	2025	Change
10. Offers assistance and creates a culture where team members feel supported and are more likely to help each other.	3.35	3.47	+0.11 ▲
11. Takes initiative, starts tasks, makes decisions, and drives progress without waiting for instructions or approvals.	3.47	3.53	+0.06 ▲
12. Creates and maintains action lists.	3.47	3.27	-0.20 ▼
13. Encourages risk taking and experimentation to improve performance	3.35	3.33	-0.02 ▼
14. Delegates tasks and duties that need to be performed for completion of a project.	3.18	3.13	-0.04 ▼
15. Focuses on what matters most and allocate time and resources effectively.	3.00	3.07	+0.07 ▲

### Comments:

- I have observed that \_\_\_\_\_ has made some very good decisions with his leadership team this year. He values his team and sets clear expectations. He is a team player when working on projects or issues and he always responds promptly to requests for assistance.
- \_\_\_\_\_ needs no improvement
- \_\_\_\_\_ is a hands on leader in our program.
- Has the experience needed.
- He could benefit from becoming more comfortable challenging others.
- He checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.

## Passion To Learn

### 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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
16. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	3.40	93.3	7%	47%	47%	
17. Holds self and associates accountable for goal achievement.	15	3.27	93.3	7%	60%	33%	
18. Exhibits willingness to upgrade skills through additional training and education.	14	3.00	92.9	7%	79%	14%	
19. Enhances value to the company through additional training and development.	15	3.47	100.0		53%	47%	
20. Stays up-to-date on emerging technologies.	15	3.40	93.3	7%	47%	47%	
21. Embraces new technology and procedures.	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	2024	2025	Change
16. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	3.65	3.40	-0.25 ▼
17. Holds self and associates accountable for goal achievement.	3.47	3.27	-0.20 ▼
18. Exhibits willingness to upgrade skills through additional training and education.	3.12	3.00	-0.12 ▼
19. Enhances value to the company through additional training and development.	3.59	3.47	-0.12 ▼
20. Stays up-to-date on emerging technologies.	3.29	3.40	+0.11 ▲
21. Embraces new technology and procedures.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_\_\_ is so attentive to the needs of our department and to the needs of individuals.
- \_\_\_\_\_'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- I appreciate his openness and availability to all the staff.
- \_\_\_\_\_ is a pleasure to work with; he is a valued resource and is constantly seeking to improve our operations.
- \_\_\_\_\_ does a great job investigating an issue thinking it through before he takes action.
- \_\_\_\_\_ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.

## Change 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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
22. Encourages managers to embrace the changes.	15	3.00	80.0	20%	60%		20%
23. Creates a change management team of influential employees who can advocate for the change and help others transition smoothly.	15	2.87	80.0	20%	73%		7%
24. Mobilizes resources needed to implement the changes.	15	3.47	100.0		53%		47%
25. Develops strategic plans to mitigate the negative effects of imminent changes.	15	3.67	100.0		33%		67%
26. Able to work effectively in new environments, with new team members in uncertain environments.	15	3.40	93.3	7%	47%		47%
27. Succinctly conveys a vision of the changes in a way that is easy for employees to understand.	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	2024	2025	Change
22. Encourages managers to embrace the changes.	3.00	3.00	
23. Creates a change management team of influential employees who can advocate for the change and help others transition smoothly.	2.88	2.87	-0.02 ▼
24. Mobilizes resources needed to implement the changes.	3.00	3.47	+0.47 ▲
25. Develops strategic plans to mitigate the negative effects of imminent changes.	3.76	3.67	-0.10 ▼
26. Able to work effectively in new environments, with new team members in uncertain environments.	3.53	3.40	-0.13 ▼
27. Succinctly conveys a vision of the changes in a way that is easy for employees to understand.	3.12	3.33	+0.22 ▲

### Comments:

- \_\_\_\_\_'s job performance exceeds all the elements.
- I appreciate how \_\_\_\_\_ guides, supports, and direct staff.
- I have appreciated \_\_\_\_\_'s approach to simplify department tasks, goals, and initiatives.
- \_\_\_\_\_ has an incredible vision for our organization's strategy and improvement efforts.
- \_\_\_\_\_ is a team player and effective in his role.
- 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.

## 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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Checks details thoroughly.	15	3.53	100.0	47%	53%		
29. Communicates ideas and facts clearly and effectively in writing.	15	3.67	100.0	33%	67%		
30. Clearly explains responsibilities to individuals.	15	3.33	100.0	67%	33%		
31. Clarifies problems and their causes to help employees correct them.	15	3.20	86.7	13%	53%	33%	
32. Avoids creating ambiguity or mixed messages.	15	3.40	100.0	60%	40%		
33. Maintains clarity in goals and objectives.	15	3.20	86.7	13%	53%	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	2024	2025	Change
28. Checks details thoroughly.	3.41	3.53	+0.12 ▲
29. Communicates ideas and facts clearly and effectively in writing.	3.59	3.67	+0.08 ▲
30. Clearly explains responsibilities to individuals.	3.41	3.33	-0.08 ▼
31. Clarifies problems and their causes to help employees correct them.	3.18	3.20	+0.02 ▲
32. Avoids creating ambiguity or mixed messages.	3.35	3.40	+0.05 ▲
33. Maintains clarity in goals and objectives.	3.18	3.20	+0.02 ▲

### Comments:

- \_\_\_\_\_ is conscientious and expedient in his approach to work. He gets things done quickly and efficiently.
- It's a pleasure to work with \_\_\_\_\_ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.
- \_\_\_\_\_ is willing to tackle performance situations and solicits feedback on how his team is doing.
- He is a strong leader complemented with sound judgement
- Timeliness and accountability of projects.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what \_\_\_\_\_ is trying to communicate with them, I also understand why \_\_\_\_\_ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that \_\_\_\_\_ does a good job.

## Interpersonal Skills

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
34. Demonstrates good communication with colleagues and customers.	15	3.27	93.3	7%	60%	33%	
35. Keeps commitments made with coworkers.	15	3.00	80.0	20%	60%	20%	
36. Understands the core issues of conversations.	15	3.20	93.3	7%	67%	27%	
37. Is transparent and honest in communications, intentions, and actions.	15	3.27	93.3	7%	60%	33%	
38. Builds a strong rapport with co-workers.	15	3.27	86.7	13%	47%	40%	
39. Maintains a high degree of honesty and integrity.	15	3.13	86.7	13%	60%	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	2024	2025	Change
34. Demonstrates good communication with colleagues and customers.	2.88	3.27	+0.38 ▲
35. Keeps commitments made with coworkers.	3.18	3.00	-0.18 ▼
36. Understands the core issues of conversations.	3.18	3.20	+0.02 ▲
37. Is transparent and honest in communications, intentions, and actions.	3.35	3.27	-0.09 ▼
38. Builds a strong rapport with co-workers.	3.24	3.27	+0.03 ▲
39. Maintains a high degree of honesty and integrity.	3.59	3.13	-0.45 ▼

### Comments:

- I have appreciated \_\_\_\_\_'s approach to simplify department tasks, goals, and initiatives.
- \_\_\_\_\_ 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.
- 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 has worked hard to understand people's strengths and what they need from him.
- \_\_\_\_\_ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- he remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.

## Collaboration

### 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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
40. Encourages open communication to support a collaborative environment.	15	3.40	93.3	7%	47%	47%	
41. Utilizes digital tools to enhance collaborative efforts in creating process and policy documents.	15	3.33	93.3	7%	53%	40%	
42. Works with others to manage conflicts using a constructive approach.	15	3.33	93.3	7%	53%	40%	
43. Builds relationships with suppliers to improve communications and reduce misunderstandings and delays.	15	3.13	86.7	13%	60%	27%	
44. Participates in collaborative/team decision-making.	15	3.00	86.7	13%	73%	13%	
45. Participates in the team's deliberations.	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	2024	2025	Change
40. Encourages open communication to support a collaborative environment.	3.29	3.40	+0.11 ▲
41. Utilizes digital tools to enhance collaborative efforts in creating process and policy documents.	3.29	3.33	+0.04 ▲
42. Works with others to manage conflicts using a constructive approach.	3.41	3.33	-0.08 ▼
43. Builds relationships with suppliers to improve communications and reduce misunderstandings and delays.	3.35	3.13	-0.22 ▼
44. Participates in collaborative/team decision-making.	3.18	3.00	-0.18 ▼
45. Participates in the team's deliberations.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_\_\_ has nothing but [CompanyName]'s best interest at heart.
- The work \_\_\_\_\_ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- \_\_\_\_\_ has been so helpful to me as a new manager.
- In his role as a director, I have seen \_\_\_\_\_ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- Sometimes it seems like \_\_\_\_\_'s priorities or expectations shift unexpectedly.
- \_\_\_\_\_ has made a lot of headway in transforming his team this last year. A number of changes to structure and job descriptions have been made.

## Teamwork

### 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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
46. Communicates a clear message that teamwork and collaboration are expected.	15	3.00	86.7	13%	73%		13%
47. Focuses on understanding the other team member's message.	15	3.20	93.3	7%	60%		33%
48. Actively participates as a team member	15	3.20	93.3	7%	67%		27%
49. Shows respect for other team members.	15	3.40	93.3	7%	47%		47%
50. Helps the team exercise good judgment by making sound and informed decisions.	15	3.13	80.0	7%	13%	40%	40%
51. Treats other team members with respect.	14	3.14	92.9	7%	71%		21%

### 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	2024	2025	Change
46. Communicates a clear message that teamwork and collaboration are expected.	3.24	3.00	-0.24 ▼
47. Focuses on understanding the other team member's message.	3.00	3.20	+0.20 ▲
48. Actively participates as a team member	3.18	3.20	+0.02 ▲
49. Shows respect for other team members.	3.35	3.40	+0.05 ▲
50. Helps the team exercise good judgment by making sound and informed decisions.	3.29	3.13	-0.16 ▼
51. Treats other team members with respect.	3.24	3.14	-0.09 ▼

### Comments:

- \_\_\_\_\_ is an outstanding leader. He offers great communication and staff allows know what is expected of them.
- He encourages individual and professional improvement and provides educational opportunities.
- He has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- He guides, influences, supports, facilitates his team towards the achievement of goals.
- \_\_\_\_\_ works to keep up but a lot of new concepts.
- \_\_\_\_\_ 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.

## 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 on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- \_\_\_\_\_ is such an inspiration and role model to me, I feel empowered by him to make sound decisions.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- \_\_\_\_\_ is an excellent manager, our dept. is a good place to work with his as a boss
- \_\_\_\_\_ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.

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

- \_\_\_\_\_'s office staff each have their own personalities and he effectively communicates with all of them.
- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- In the area of 'Communication skills' I would like to see \_\_\_\_\_ be more direct in his oral delivery.
- Uses visual aids to communicate progress to your team.
- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.

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

- Building relationships of trust to enhance safety is an important part of our approach.
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.
- \_\_\_\_\_ is willing to understand how a current process works before wanting to incorporate changes.
- He strives for self improvement and is heavily invested in the same for others.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- He is strong and firm in his decisions, but involves his entire team in those decisions.

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

- Over the past few months \_\_\_\_\_ has been creating a bridge between the billing staff and the operations departments.
- I frequently reach out for assistance and appreciate that he is there when I/we need him and he actively engages in solving the issues at hand.
- I appreciate \_\_\_\_\_'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- \_\_\_\_\_ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- \_\_\_\_\_'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the management teams that he partners with have great respect for him and value his input.
- We are very blessed to have \_\_\_\_\_ for our manager! Best one we've EVER had. We appreciate his very much.

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

- It doesn't feel like \_\_\_\_\_'s been at his best this year. He seems disconnected from the work of his group.
- He has established credibility and trust with all the directors and managers.
- \_\_\_\_\_ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, \_\_\_\_\_ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- \_\_\_\_\_ has done an excellent job as the VP of Operations. He engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- \_\_\_\_\_ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- He is well respected by his peers and it is clear to see why.

### Any final comments?

- he continues to make improvements in core competencies.
- He understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- The few problems we have experienced during these changes is a reflection of \_\_\_\_\_'s leadership.
- I really appreciate and respect \_\_\_\_\_'s leadership and his ability to perceive issues and intricate insights into working toward solutions.
- \_\_\_\_\_'s goes above and beyond in the areas of Professional Growth and Professionalism.
- Since we all have things we need to be aware of, he is protective and proud of his staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. He may want to be aware of this when asking for feedback.