



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.

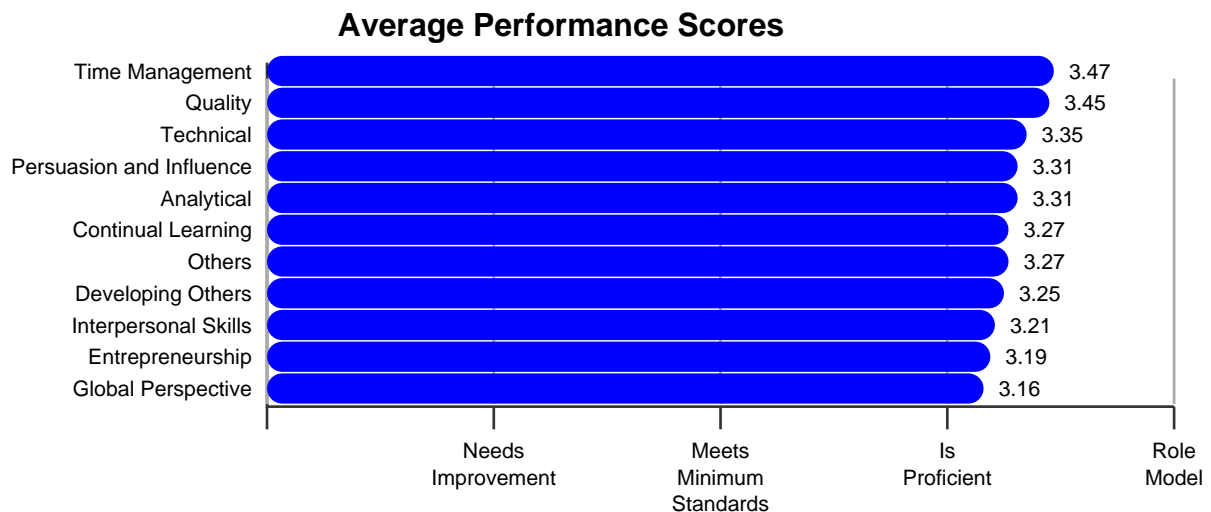
What to Do with Your Feedback

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.



Time 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
1. You prioritize tasks to identify immediate and long-term objectives.	15	3.20	93.3	7%	67%		27%
2. You keep and maintain a To-Do list.	15	3.87	100.0	13%	87%		
3. You leave time in the schedule for unplanned contingencies.	15	3.33	93.3	7%	53%		40%
4. You avoid distractions in the workplace.	15	3.60	93.3	7%	27%	67%	
5. You complete high-priority work within required timelines.	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. You prioritize tasks to identify immediate and long-term objectives.	3.29	3.20	-0.09 ▼
2. You keep and maintain a To-Do list.	3.65	3.87	+0.22 ▲
3. You leave time in the schedule for unplanned contingencies.	3.18	3.33	+0.16 ▲
4. You avoid distractions in the workplace.	3.41	3.60	+0.19 ▲
5. You complete high-priority work within required timelines.	3.24	3.33	+0.10 ▲

Comments:

- _____ is very involved with his team and any process change which I think helps the team change their process more effectively. I keep trying to copy his style.
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- From my perspective, _____ is a very effective leader. I have seen _____ provide good leadership for his staff allowing them to use and develop their skills further and giving them confidence to do even more. _____ is always open and is a great collaborator.
- I know I can always count on _____ to be reliable and respond in a timely manner to my request.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- _____ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.

Technical

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. You are knowledgeable of procedures or systems necessary for the job.	15	3.20	93.3	7%	60%		33%
7. You willingly share your technical expertise; sought out as resource by others	15	3.20	86.7	13%	53%		33%
8. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.40	93.3	7%	47%		47%
9. You know how to produce high quality products/work.	15	3.47	93.3	7%	40%		53%
10. You willingly share information and expertise; sought out as resource by others	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. You are knowledgeable of procedures or systems necessary for the job.	3.24	3.20	-0.04 ▼
7. You willingly share your technical expertise; sought out as resource by others	3.41	3.20	-0.21 ▼
8. You are naturally sought out by people outside your particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.24	3.40	+0.16 ▲
9. You know how to produce high quality products/work.	3.18	3.47	+0.29 ▲
10. You willingly share information and expertise; sought out as resource by others	3.35	3.47	+0.11 ▲

Comments:

- He is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- _____ does not beat around the bush nor does he have hidden agendas.
- _____ is consistent in his messaging about how we best serve the customers.

Continual Learning

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. You pursue self-improvement through continual learning.	15	3.53	100.0	47%	53%		
12. You participate in regular training offered.	15	3.27	100.0	73%	27%		
13. You build on your strengths while addressing your weaknesses.	15	3.33	100.0	67%	33%		
14. You are open to new ideas and concepts.	15	3.13	86.7	13%	60%	27%	
15. You grasp new ideas, concepts, technical, or business knowledge.	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. You pursue self-improvement through continual learning.	3.47	3.53	+0.06 ▲
12. You participate in regular training offered.	3.47	3.27	-0.20 ▼
13. You build on your strengths while addressing your weaknesses.	3.35	3.33	-0.02 ▼
14. You are open to new ideas and concepts.	3.18	3.13	-0.04 ▼
15. You grasp new ideas, concepts, technical, or business knowledge.	3.00	3.07	+0.07 ▲

Comments:

- _____ does not always follow through with things (ordering equipment).
- _____ routinely goes out of his way to make work a more engaging experience.
- He works very hard to keep the department running smoothly and I appreciate all that he does for [CompanyName].
- He is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- Without a doubt, _____ is the best director I have worked for in my 30+ year career at [CompanyName]. He inspires me and everyone else he comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- _____ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.

Persuasion and Influence

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. You understand what others need.	15	3.40	93.3	7%	47%	47%	
17. You seek to obtain consensus or compromise.	15	3.27	93.3	7%	60%	33%	
18. You persuade others to consider alternative points of view.	14	3.00	92.9	7%	79%	14%	
19. You are able to express own goals and needs.	15	3.47	100.0		53%	47%	
20. You communicate effectively with others.	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. You understand what others need.	3.65	3.40	-0.25 ▼
17. You seek to obtain consensus or compromise.	3.47	3.27	-0.20 ▼
18. You persuade others to consider alternative points of view.	3.12	3.00	-0.12 ▼
19. You are able to express own goals and needs.	3.59	3.47	-0.12 ▼
20. You communicate effectively with others.	3.29	3.40	+0.11 ▲

Comments:

- Again, _____ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- _____ is a strong advocate for both the customer and staff.
- _____ has a tough job, unclear role in an unclear world. He has a great handle on current process and people.
- _____ excels at customer service and keeping our team focused on the customer.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.

Analytical

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. You identify the root cause of a problem.	15	3.53	100.0	47%	53%		
22. You ask the "right" questions to size up or evaluate situations.	15	3.00	80.0	20%	60%	20%	
23. You identify opportunities for progress and innovation.	15	2.87	80.0	20%	73%	7%	
24. You analyze issues and reduces them to your component parts.	15	3.47	100.0	53%	47%		
25. You use appropriate techniques to solve problems.	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. You identify the root cause of a problem.	3.35	3.53	+0.18 ▲
22. You ask the "right" questions to size up or evaluate situations.	3.00	3.00	
23. You identify opportunities for progress and innovation.	2.88	2.87	-0.02 ▼
24. You analyze issues and reduces them to your component parts.	3.00	3.47	+0.47 ▲
25. You use appropriate techniques to solve problems.	3.76	3.67	-0.10 ▼

Comments:

- There have been hires and rehires of employees that have not worked out well. Not all of this is his fault, but some signs were there. The employees that needed to be remediated or removed have lingered. We needed to start documenting poor behavior and performance long ago to have corrective action taken and employees removed in a timely manner. Some have been removed now, but others are still working and are not up to the job. The associate manager's have a whole lot to do with this, and changes have been made there recently. That is a VERY good thing and has been beneficial to the unit.
- Confidence is the only thing I think he needs to improve on.
- You could check for clarity in expectations more frequently.
- He's done a good job this year of addressing some difficult issues in his area (i.e. Budgeting and Finance leadership challenges).
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- He collaborates with all departments and operates under shared governance.

Quality

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. You encourage others to achieve high quality standards.	15	3.40	93.3	7%	47%	47%	
27. You encourage employees to produce the best quality products.	15	3.33	93.3	7%	53%	40%	
28. You encourage others to produce the highest quality work products.	15	3.53	100.0		47%	53%	
29. You always strive to produce the highest quality work products.	15	3.67	100.0		33%	67%	
30. You reflect on what is working and what could be improved.	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. You encourage others to achieve high quality standards.	3.53	3.40	-0.13 ▼
27. You encourage employees to produce the best quality products.	3.12	3.33	+0.22 ▲
28. You encourage others to produce the highest quality work products.	3.41	3.53	+0.12 ▲
29. You always strive to produce the highest quality work products.	3.59	3.67	+0.08 ▲
30. You reflect on what is working and what could be improved.	3.41	3.33	-0.08 ▼

Comments:

- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- _____ is one of the most responsible and committed directors in the organization. He does an excellent job serving his customers and following up to make sure they are satisfied.
- _____ manages quite effectively by allowing his supervisors to manage the day to day operations rather than doing it for them.
- _____ is an exceptional leader in my opinion. He leads by example and knows his teams at the depth necessary to effectively engage them and lead them to improved performance.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- At times I feel that _____ presents things in meetings that he's not well versed in. I would encourage him to be very familiar with the items he's presenting as his credibility, at times, suffers when he attempts to address something in meetings in his area that he's not well versed in.

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. You use tact, compassion, and sensitivity in interactions with others.	15	3.20	86.7	13%	53%	33%	
32. You apply appropriate communication techniques to the situation.	15	3.40	100.0		60%	40%	
33. You provide constructive feedback in a way that fosters acceptance and development.	15	3.20	86.7	13%	53%	33%	
34. You adapt management style to meet the needs of the individual or situation.	15	3.27	93.3	7%	60%	33%	
35. You anticipate the concerns of other employees.	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. You use tact, compassion, and sensitivity in interactions with others.	3.18	3.20	+0.02 ▲
32. You apply appropriate communication techniques to the situation.	3.35	3.40	+0.05 ▲
33. You provide constructive feedback in a way that fosters acceptance and development.	3.18	3.20	+0.02 ▲
34. You adapt management style to meet the needs of the individual or situation.	2.88	3.27	+0.38 ▲
35. You anticipate the concerns of other employees.	3.18	3.00	-0.18 ▼

Comments:

- I appreciate his commitment in this area.
- I think _____ is doing a great job! The learning curve is steep and he is growing to meet the challenge.
- He continues to be a shining example to his team especially in process improvement and professional growth.
- _____ has a Competency mindset. He is always looking for how we as an organization and specifically his department can improve.
- He works diligently with our supplier to ensure the inventory is cost effective.
- I know when I go to him with a problem, he will make himself available and is very thorough with his response.

Developing Others

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. You try to ensure employees are ready to move to the next level.	15	3.20	93.3	7%	67%		27%
37. You recognize and celebrates accomplishments of others.	15	3.27	93.3	7%	60%		33%
38. You set performance objectives for subordinates that encourages development opportunities.	15	3.27	86.7	13%	47%		40%
39. You provide constructive feedback to others.	15	3.13	86.7	13%	60%		27%
40. You are open to receiving feedback.	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. You try to ensure employees are ready to move to the next level.	3.18	3.20	+0.02 ▲
37. You recognize and celebrates accomplishments of others.	3.35	3.27	-0.09 ▼
38. You set performance objectives for subordinates that encourages development opportunities.	3.24	3.27	+0.03 ▲
39. You provide constructive feedback to others.	3.59	3.13	-0.45 ▼
40. You are open to receiving feedback.	3.29	3.40	+0.11 ▲

Comments:

- He leads by example, not reputation.
- _____ is committed to our organization and leads by example.
- I think _____ is very good at identifying processes he observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- For reliability, I think _____ has so much on his plate that he is sometimes seen by staff as unreliable.
- _____ is organized and thorough.
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.

Others

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. You treat others with respect and dignity.	15	3.33	93.3	7%	53%	40%	
42. You constructively receive criticism and suggestions from others.	15	3.33	93.3	7%	53%	40%	
43. You treat others with respect and dignity.	15	3.13	86.7	13%	60%	27%	
44. You respect the opinions of other employees.	15	3.00	86.7	13%	73%	13%	
45. You consistently demonstrate ability and willingness to trust others.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
41. You treat others with respect and dignity.	3.29	3.33	+0.04 ▲
42. You constructively receive criticism and suggestions from others.	3.41	3.33	-0.08 ▼
43. You treat others with respect and dignity.	3.35	3.13	-0.22 ▼
44. You respect the opinions of other employees.	3.18	3.00	-0.18 ▼
45. You consistently demonstrate ability and willingness to trust others.	3.35	3.53	+0.18 ▲

Comments:

- He has an innate ability to match assigned roles with individual strengths.
- _____ is a very positive addition to our Management team.
- _____ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- Building relationships of trust to enhance safety is an important part of our approach.
- _____ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.
- Charisma, In-depth knowledge, and an ability to train/mentor others.

Entrepreneurship

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. You encourage dynamic growth opportunities.	15	3.00	86.7	13%	73%		13%
47. You are able to adapt the department to changing business demands and climate.	15	3.20	93.3	7%	60%		33%
48. You encourage risk taking for developing potential business opportunities.	15	3.20	93.3	7%	67%		27%
49. You find unique ways to go around barriers to success.	15	3.40	93.3	7%	47%		47%
50. You can work effectively in an environment of uncertainty.	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. You encourage dynamic growth opportunities.	3.24	3.00	-0.24 ▼
47. You are able to adapt the department to changing business demands and climate.	3.00	3.20	+0.20 ▲
48. You encourage risk taking for developing potential business opportunities.	3.18	3.20	+0.02 ▲
49. You find unique ways to go around barriers to success.	3.35	3.40	+0.05 ▲
50. You can work effectively in an environment of uncertainty.	3.29	3.13	-0.16 ▼

Comments:

- He provided coaching and support to improve this individual's performance.
- _____ is very knowledgeable, honest, and consistent in his leadership decisions.
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- He can fall behind on projects without providing timely feedback.
- I have not been directly involved in making hiring decisions with him, but I do know that he makes a point to ensure all stakeholders are involved in the process and decision.

Global Perspective

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
51. You attend training seminars and conferences to increase skills in working with others globally.	14	3.14	92.9	7%	71%		21%
52. You are able to work with individuals having different backgrounds and cultures.	14	3.21	85.7	14%	50%		36%
53. You understand global systems such as the global economy.	15	3.27	86.7	13%	47%		40%
54. You facilitate open communication with individuals from other countries.	15	3.13	86.7	13%	60%		27%
55. You can effectively deliver presentations to international clients.	15	3.07	86.7	13%	67%		20%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
51. You attend training seminars and conferences to increase skills in working with others globally.	3.24	3.14	-0.09 ▼
52. You are able to work with individuals having different backgrounds and cultures.	3.06	3.21	+0.16 ▲
53. You understand global systems such as the global economy.	3.59	3.27	-0.32 ▼
54. You facilitate open communication with individuals from other countries.	2.94	3.13	+0.19 ▲
55. You can effectively deliver presentations to international clients.	2.88	3.07	+0.18 ▲

Comments:

- _____ is excellent at providing positive feedback in the moment while in meetings.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- He's a good and reliable team member.
- His integrity is never in question. I appreciate his ability to partner with me on issues between the VP and my unit.
- _____ is a strong leader and continues to grow in his role. _____ is approachable even if he does not have time. Team members enjoy his great attitude and his non stop energy. Some things that _____ does especially well and seems to do with ease are bulleted below.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.

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?

- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- _____ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him with some feeling of success. While it is true that not everything can be important if everything IS important, _____ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. _____ has a solid reputation for being a direct communicator and his opinion is respected in our group.
- Cannot think of anything
- _____ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.
- _____ is a great manager and has nothing but the greatest interest for his employees and customers.
- He could benefit from understanding about how to create resolution and clarity.

What do you like best about working with this individual?

- Great year of growth!
- I believe I need to give him a chance to get into his position.
- His integrity is never in question. I appreciate his ability to partner with me on issues between the VP and my unit.
- _____ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- I enjoyed working with _____ on the project and thought that the Rx team involves were strong partners.

What do you like least about working with this individual?

- I honestly cannot think of of anything to recommend that would help him to improve at this point.
- He tends to have self doubt at times, as we all do. But he is working on his confidence, and absolutely growing as a person.
- He is a high energy individual, with a level of integrity that goes above and beyond.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.

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

- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- He is beginning to reach out to the other managers more, and it is appreciated.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- Manager engages in all categories described above as marked.
- _____ is highly professional in his everyday work.

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

- _____ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- I believe the team greatly values _____'s visionary capabilities and ideas, which is appropriate for a Vice President, but he is getting too involved in Director level tasks.
- _____ is very approachable. He is able to get people to follow through and engage in their daily work.
- I'm not sure if management is _____'s niche, but given his lack of experience in this capacity and the lack of direction that has been set forth, he's done pretty well in this role.
- _____ sometimes uses an intense lecturing style with colleagues which is not effective.
- Even tempered with a wealth of experience, he has been quick to respond to issues when they arise and has managed to keep focused despite distractions.

Any final comments?

- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- Does above and beyond work consistently
- I have great respect and appreciation for _____. Not only does he do his job well, he takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- He is sensitive to his employees needs and is creative in accommodating their needs.
- _____ has continued to have some bumps this year along the lines of teamwork and collaboration.