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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.

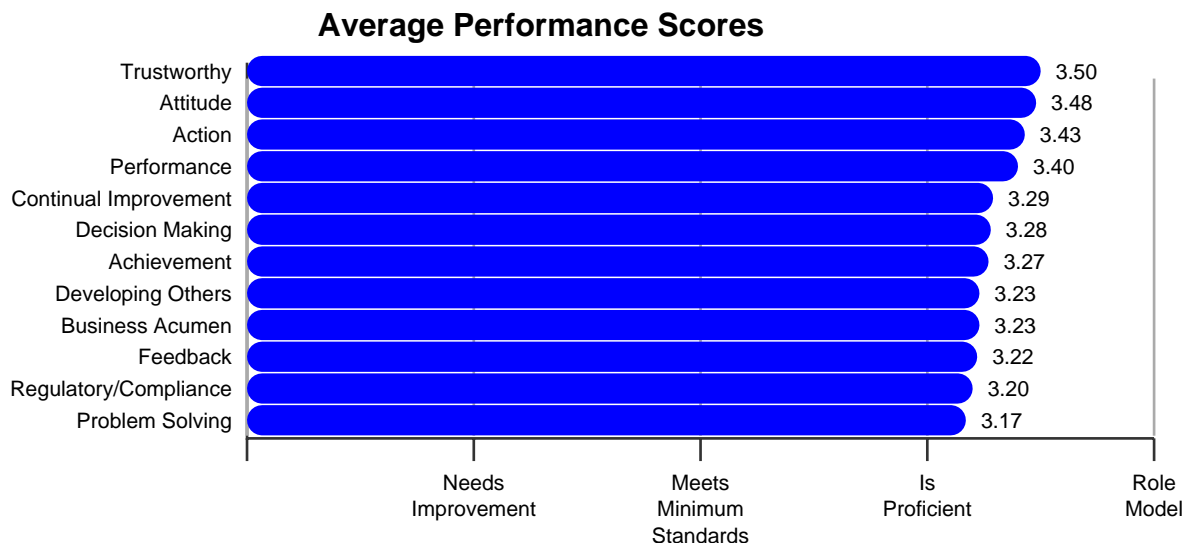
## What to Do with Your Feedback

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 12 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.



# Trustworthy

## 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. Takes care to maintain confidential information.	15	3.20	93.3	7%	67%		27%
2. Takes ownership, delivers on commitments	15	3.87	100.0	13%	87%		
3. Delivers on promises made.	15	3.33	93.3	7%	53%		40%
4. Works in a way that makes others want to work with her/him.	15	3.60	93.3	7%	27%	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
1. Takes care to maintain confidential information.	3.29	3.20	-0.09 ▼
2. Takes ownership, delivers on commitments	3.65	3.87	+0.22 ▲
3. Delivers on promises made.	3.18	3.33	+0.16 ▲
4. Works in a way that makes others want to work with her/him.	3.41	3.60	+0.19 ▲

### Comments:

- \_\_\_\_\_ is a very effective leader. His ability to drill down to find root cause with regards to issues, allows him to pin point the real issue instead of the surface issues.
- \_\_\_\_\_ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.
- \_\_\_\_\_ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- I am always impressed by \_\_\_\_\_'s insight into our processes so that we continuously strive to improve and be consistent.
- \_\_\_\_\_ is very clear about his expectations and I appreciate this.
- One of the things that I most appreciate about \_\_\_\_\_ is his willingness to mentor and grow new talent.

## Decision Making

### 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
5. Is able to make decisions quickly.	15	3.33	93.3	7%	53%	40%	
6. Seeks input from key people who should be involved in, or will be affected by, decisions	15	3.20	93.3	7%	60%	33%	
7. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	3.20	86.7	13%	53%	33%	
8. Asks for additional information when making critical decisions.	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
5. Is able to make decisions quickly.	3.24	3.33	+0.10 ▲
6. Seeks input from key people who should be involved in, or will be affected by, decisions	3.24	3.20	-0.04 ▼
7. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	3.41	3.20	-0.21 ▼
8. Asks for additional information when making critical decisions.	3.24	3.40	+0.16 ▲

### Comments:

- Would like to see \_\_\_\_\_ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- Before \_\_\_\_\_ came into the position it seemed that the department was a dump.
- He communicates clearly, and is always willing to listen attentively.
- \_\_\_\_\_ is the absolute definition of team player.
- \_\_\_\_\_ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- He has done a very good job of engaging the team in the common goal of achieving high quality outcomes.

## 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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
9. Motivates & supports others to gain skills	15	3.47	93.3	7%	40%	53%	
10. Gets the job done.	15	3.47	93.3	7%	40%	53%	
11. Works quickly when faced with difficult problems.	15	3.53	100.0		47%	53%	
12. Drives and mobilizes others progress toward goals.	15	3.27	100.0		73%		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
9. Motivates & supports others to gain skills	3.18	3.47	+0.29 ▲
10. Gets the job done.	3.35	3.47	+0.11 ▲
11. Works quickly when faced with difficult problems.	3.47	3.53	+0.06 ▲
12. Drives and mobilizes others progress toward goals.	3.47	3.27	-0.20 ▼

#### Comments:

- I appreciate his commitment in this area.
- \_\_\_\_\_'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- He maintains focus, displays confidence and is the definition of tenacity because he keeps [CompanyName]'s best interests always at center.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- \_\_\_\_\_ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and too the point.
- Improve communication delivery. Acknowledge what others are saying.

## 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
13. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.33	100.0		67%		33%
14. Creates opportunities for professional development.	15	3.13	86.7	13%	60%		27%
15. Creates a work environment that fosters positive feedback to employees.	15	3.07	80.0	20%	53%		27%
16. Provides constructive feedback to 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
13. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.35	3.33	-0.02 ▼
14. Creates opportunities for professional development.	3.18	3.13	-0.04 ▼
15. Creates a work environment that fosters positive feedback to employees.	3.00	3.07	+0.07 ▲
16. Provides constructive feedback to others.	3.65	3.40	-0.25 ▼

### Comments:

- Expectations are not always clearly communicated/outlined.
- He consistently conducts himself with professionalism and represents our unit well.
- \_\_\_\_\_ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- \_\_\_\_\_ Communicated well with his staff, as we define our new roles \_\_\_\_\_ is always there to give us direction.
- He is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- \_\_\_\_\_ has been eager to learn his new position and is transitioning well.

## Continual Improvement

### 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
17. Looks for ways to improve work processes and procedures.	15	3.27	93.3	7%	60%		33%
18. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	14	3.00	92.9	7%	79%		14%
19. Looks for ways to expand and learn new job skills.	15	3.47	100.0		53%		47%
20. Analyzes processes to determine areas for improvement.	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
17. Looks for ways to improve work processes and procedures.	3.47	3.27	-0.20 ▼
18. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.12	3.00	-0.12 ▼
19. Looks for ways to expand and learn new job skills.	3.59	3.47	-0.12 ▼
20. Analyzes processes to determine areas for improvement.	3.29	3.40	+0.11 ▲

### Comments:

- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- Detail oriented
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- The department is lucky to have him.
- \_\_\_\_\_ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.



## 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 (Needs Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Seeks feedback to enhance performance.	15	3.53	100.0	47%	53%		
22. Asks others for their ideas and opinions.	15	3.00	80.0	20%	60%	20%	
23. Is easy to approach with ideas and opinions.	15	2.87	80.0	20%	73%	7%	
24. Accepts the views of others.	15	3.47	100.0	53%	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
21. Seeks feedback to enhance performance.	3.35	3.53	+0.18 ▲
22. Asks others for their ideas and opinions.	3.00	3.00	
23. Is easy to approach with ideas and opinions.	2.88	2.87	-0.02 ▼
24. Accepts the views of others.	3.00	3.47	+0.47 ▲

### Comments:

- I think staff would respect \_\_\_\_\_ more as a leader in the department if he would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging him to finish something.
- \_\_\_\_\_ is a very good leader. Detail oriented and conscientious about his team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- \_\_\_\_\_ has been in a challenging role this past year with a lot of change and transitions.
- Over this past year \_\_\_\_\_ has demonstrated ambition and the desire for professional growth in his new role as CIO.
- 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.

## Attitude

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
25. Contributes to a positive and fun work environment.	15	3.67	100.0	33%	67%		
26. Builds open and trusting relationships.	15	3.40	93.3	7%	47%	47%	
27. Contributes to a positive work environment.	15	3.33	93.3	7%	53%	40%	
28. Treats all people fairly and with respect.	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
25. Contributes to a positive and fun work environment.	3.76	3.67	-0.10 ▼
26. Builds open and trusting relationships.	3.53	3.40	-0.13 ▼
27. Contributes to a positive work environment.	3.12	3.33	+0.22 ▲
28. Treats all people fairly and with respect.	3.41	3.53	+0.12 ▲

### Comments:

- He is always looking to and listening to the staff for their and needs.
- 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.
- \_\_\_\_\_ juggles a lot of responsibilities and appears to have it all under control.
- 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.
- I appreciate \_\_\_\_\_'s calm demeanor, his listening skills, and that he typically demonstrates that I have his full attention when we are in meetings.
- I will always welcome \_\_\_\_\_'s direct, honest, caring feedback.

## Performance

### 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
29. Shown significant improvement in job performance.	15	3.67	100.0	33%	67%		
30. ...Overall Performance	15	3.33	100.0		67%		33%
31. ...Produce Quality	15	3.20	86.7	13%	53%		33%
32. Able to organize work.	15	3.40	100.0		60%		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
29. Shown significant improvement in job performance.	3.59	3.67	+0.08 ▲
30. ...Overall Performance	3.41	3.33	-0.08 ▼
31. ...Produce Quality	3.18	3.20	+0.02 ▲
32. Able to organize work.	3.35	3.40	+0.05 ▲

### Comments:

- \_\_\_\_\_ has a Competency mindset. He is always looking for how we as an organization and specifically his department can improve.
- \_\_\_\_\_'s dedication and leadership in the management development program is evident.
- He is strong in his convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- \_\_\_\_\_ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- I honestly cannot think of of anything to recommend that would help him to improve at this point.

## Problem Solving

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
33. Makes judgments based upon relevant information.	15	3.20	86.7	13%	53%	33%	
34. Implements effective solutions to critical problems.	15	3.27	93.3	7%	60%	33%	
35. Ability to develop innovative solutions to problems.	15	3.00	80.0	20%	60%	20%	
36. Understands the root causes of problems.	15	3.20	93.3	7%	67%	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
33. Makes judgments based upon relevant information.	3.18	3.20	+0.02 ▲
34. Implements effective solutions to critical problems.	2.88	3.27	+0.38 ▲
35. Ability to develop innovative solutions to problems.	3.18	3.00	-0.18 ▼
36. Understands the root causes of problems.	3.18	3.20	+0.02 ▲

### Comments:

- If feel \_\_\_\_\_ meets/exceeds in all of the areas listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- \_\_\_\_\_ has been very supportive for me in my new role as technical specialist. He has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- His role this past year stretched his time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- He is very collaborative and always attempts to work with others.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.

## Achievement

### 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
37. Demonstrates improvement in performance.	15	3.27	93.3	7%	60%	33%	
38. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	15	3.27	86.7	13%	47%	40%	
39. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	15	3.13	86.7	13%	60%	27%	
40. Completes work to a high technical standard	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
37. Demonstrates improvement in performance.	3.35	3.27	-0.09 ▼
38. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	3.24	3.27	+0.03 ▲
39. Schedules time for self and others to optimize high priority and long term actions. Monitors progress towards business goals.	3.59	3.13	-0.45 ▼
40. Completes work to a high technical standard	3.29	3.40	+0.11 ▲

### Comments:

- He is an excellent problem solver.
- \_\_\_\_\_ is a new manager. His openness and positive communication with his team and his steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- As a new Manager to the area, \_\_\_\_\_ was subjected to a review of department services. This was tough on him, but he did very well with it.
- He continues to be a shining example to his team especially in process improvement and professional growth.
- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.
- 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.

## Regulatory/Compliance

### 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. Implements regulatory changes in a timely manner.	15	3.33	93.3	7%	53%	40%	
42. Is professional and courteous in interactions with auditors and regulators.	15	3.33	93.3	7%	53%	40%	
43. Complies with trade agreements affecting international companies.	15	3.13	86.7	13%	60%	27%	
44. Addresses issues quickly before they develop into major problems.	15	3.00	86.7	13%	73%	13%	

### 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. Implements regulatory changes in a timely manner.	3.29	3.33	+0.04 ▲
42. Is professional and courteous in interactions with auditors and regulators.	3.41	3.33	-0.08 ▼
43. Complies with trade agreements affecting international companies.	3.35	3.13	-0.22 ▼
44. Addresses issues quickly before they develop into major problems.	3.18	3.00	-0.18 ▼

### Comments:

- \_\_\_\_\_ does a great job in letting me know what is expected. He holds regular meetings to keep me on track and is helping to mentor me in my new role.
- 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.
- \_\_\_\_\_ is a very effective leader. His ability to drill down to find root cause with regards to issues, allows him to pin point the real issue instead of the surface issues.
- He knows what his customers needs and seeks to find the best individual to fill those roles.
- \_\_\_\_\_ demonstrates respect, a calm personality and technical expertise that make him a role model for others in the organization.
- \_\_\_\_\_ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, he has broadened his perspective from seeing individual departments, to visions of integrated teams that are customer centered.

## Business Acumen

### 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
45. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.53	100.0	47%	53%		
46. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	3.00	86.7	13%	73%		13%
47. Considers impact of actions on other areas of the organization.	15	3.20	93.3	7%	60%		33%
48. Applies the knowledge of work processes to influence the achievement of business goals	15	3.20	93.3	7%	67%		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
45. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.35	3.53	+0.18 ▲
46. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.24	3.00	-0.24 ▼
47. Considers impact of actions on other areas of the organization.	3.00	3.20	+0.20 ▲
48. Applies the knowledge of work processes to influence the achievement of business goals	3.18	3.20	+0.02 ▲

### Comments:

- Each member feels they are a part of the team and knows their contribution is valued.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- Whenever I go to \_\_\_\_\_ with a question, problem, or something that isn't working right, he acts on it immediately - not in a day, a week, or whenever.
- \_\_\_\_\_ has done a great job of continuing to grow and refine the service lines.
- Is viewed by many as a strong organizational resource.
- I feel he generally seeks our opinions in making decisions and includes us. Thank You for all you do \_\_\_\_\_, your the best.

## 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?

- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- \_\_\_\_\_ has nothing but [CompanyName]'s best interest at heart.
- I appreciate his dedication to the department employees.
- \_\_\_\_\_ is incredibly talented and very smart. His attention to detail is unparalleled.
- He's a good and reliable team member.
- I can't think of a single thing \_\_\_\_\_ could improve upon.

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

- He is organized, kind, and extremely approachable.
- Sometimes it seems like \_\_\_\_\_'s priorities or expectations shift unexpectedly.
- He is very astute, proactive in problem solving, and a great team member.
- As \_\_\_\_\_ gets to know more leaders and staff, he will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- He continues to be a shining example to his team especially in process improvement and professional growth.
- I may not always agree with his decisions but I understand why they were made because he takes the time to explain them. The things he does for our department and me are immeasurable

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

- He is quick to remind others, when needed why we are really here.
- He allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- \_\_\_\_\_ has been very supportive of me and the Institute.
- Attitude is there; however, follow through is lacking at times.
- \_\_\_\_\_ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- He is passionate about providing the services necessary to meet the needs of our organization.

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

- \_\_\_\_\_ has been the best manager by far we have had in this department. He encourages personal growth with making sure we have time to attend classes offered to us.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- Provide more frequent development feedback.
- \_\_\_\_\_ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- I so appreciate that \_\_\_\_\_ is so on top of everything that we do in payroll.
- \_\_\_\_\_ is an outstanding leader. He offers great communication and staff allows know what is expected of them.

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

- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- I think that \_\_\_\_\_ is making good strides in setting expectations through clear communication.
- He will always be able to state that he did everything he could, he gives this job his all!
- I look forward to working with his in his new role.
- \_\_\_\_\_ is an outstanding manager.
- He is both the manager and the interim director for the service line.



### Any final comments?

- \_\_\_\_\_ is very cognizant of areas for improvement. He has made a huge impact on how the department functions.
- \_\_\_\_\_ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.
- It's been a pleasure to work for him.
- He has always encouraged others and provided tools for the employee to do so.
- Again, \_\_\_\_\_ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- He also works to build and maintain community connections with local law enforcement and other emergency responders.