



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.

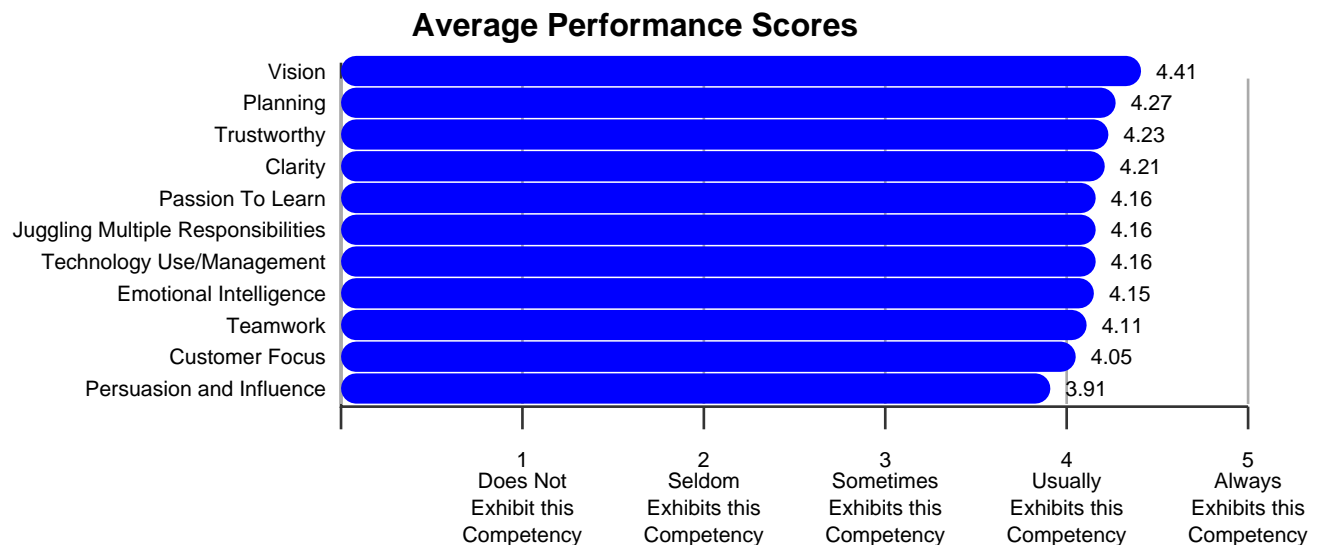
What to Do with Your Feedback

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

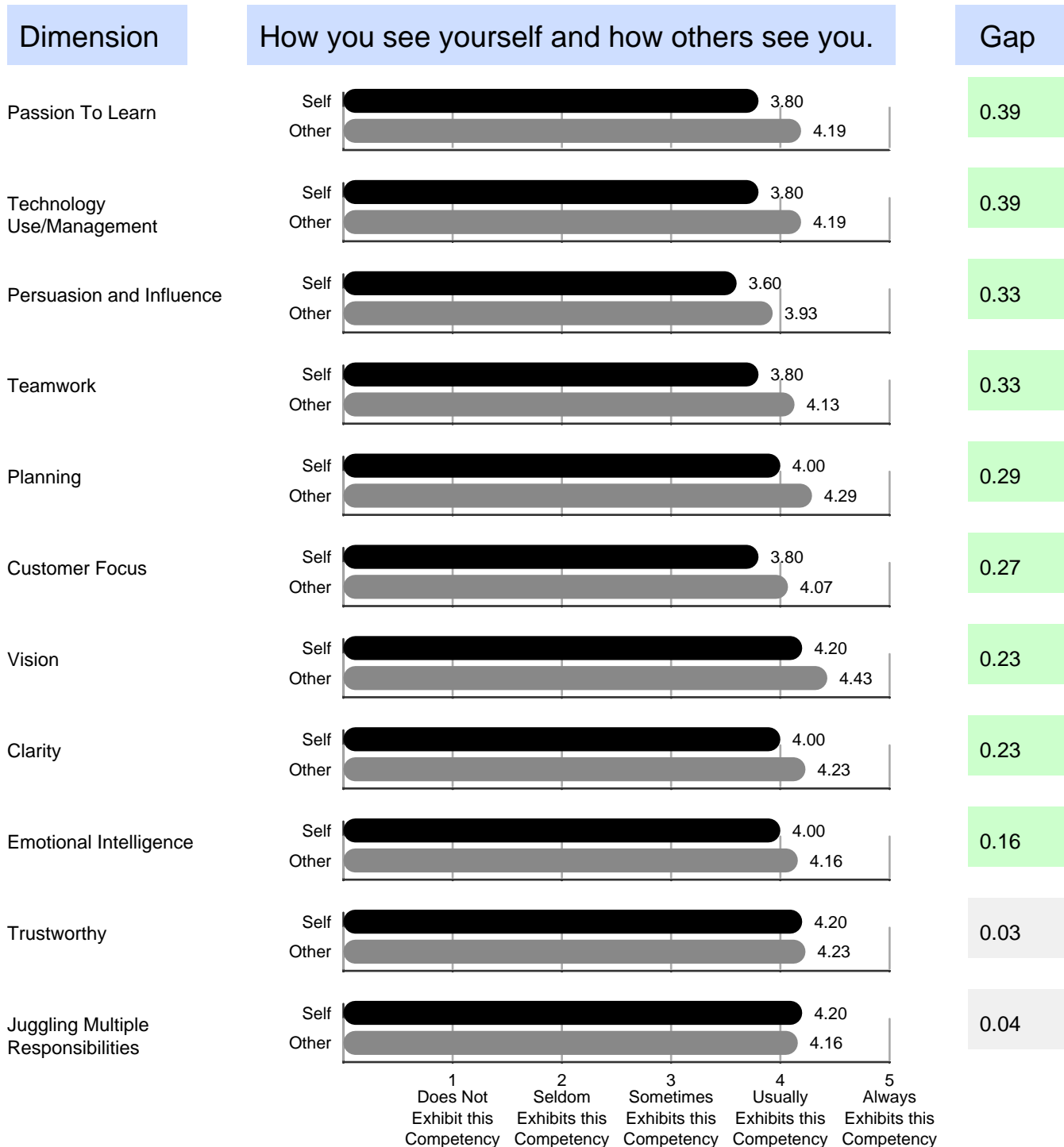
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



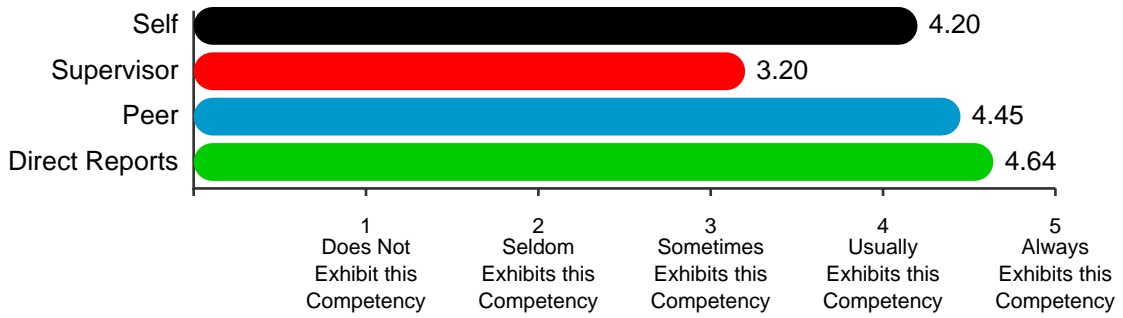
Gap Analysis

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.



Vision

Summary Scores



1. Communicates the vision and strategy of [Company]



2. Persuades others to follow the Company's vision.



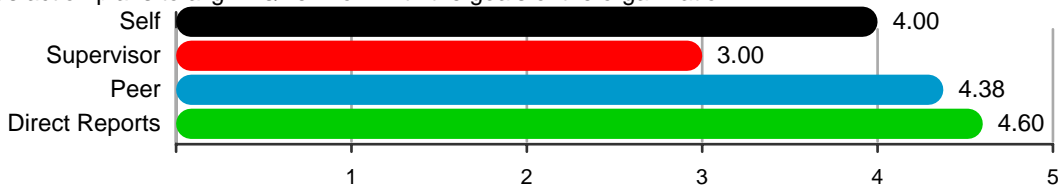
3. Clearly articulates a vision for his/her work and inspires others to support it



4. Expresses the Company vision in a way that is easily understood and adopted by employees.



5. Develops action plans to align his/her work with the goals of the organization



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

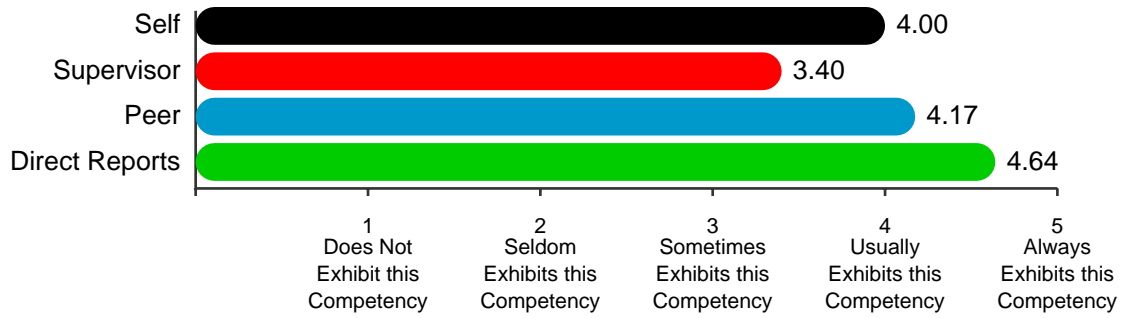
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Communicates the vision and strategy of [Company]	15	4.20	93.3	7%		67%		27%
2. Persuades others to follow the Company's vision.	15	4.87	100.0	13%		87%		
3. Clearly articulates a vision for his/her work and inspires others to support it	15	4.27	93.3	7%		60%		33%
4. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	4.40	86.7	13%	33%		53%	
5. Develops action plans to align his/her work with the goals of the organization	15	4.33	93.3	7%		53%		40%

Comments:

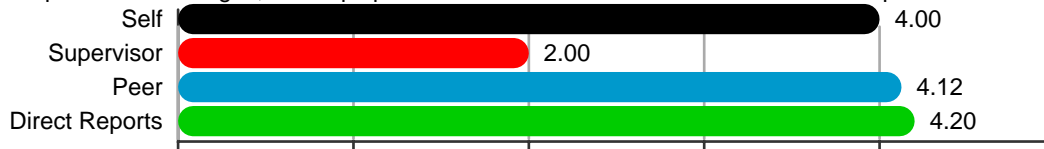
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- _____ is the heart and soul of the pharmacy. He has great vision and he is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.
- _____ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.
- He has the ability to look at the system as a whole and make solid long range decisions.

Planning

Summary Scores



6. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.



7. Anticipates obstacles and ways to overcome them.



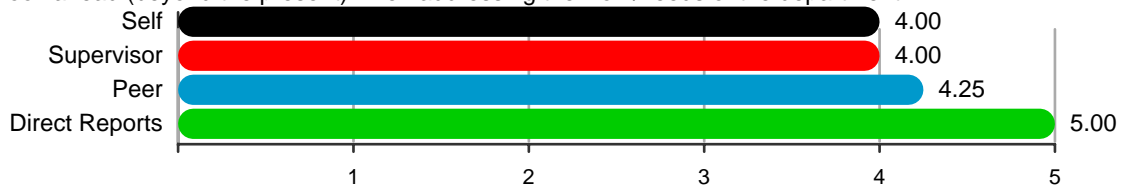
8. Delegates role to team members to accomplish goals.



9. Able to identify the needs of the department before a major change.



10. Able to look ahead (beyond the present) when addressing the work/needs of the department.



Level of Skill

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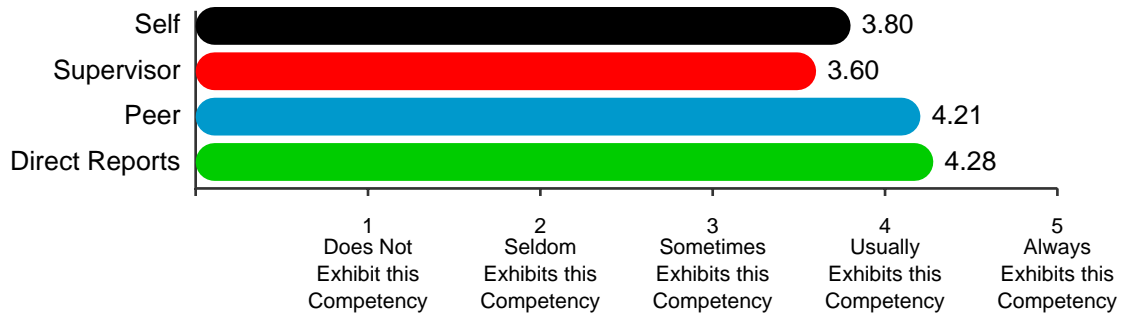
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	4.00	80.0	7%	13%	53%	27%	
7. Anticipates obstacles and ways to overcome them.	15	4.07	80.0		20%	53%	27%	
8. Delegates role to team members to accomplish goals.	15	4.33	93.3	7%	47%		47%	
9. Able to identify the needs of the department before a major change.	15	4.47	93.3	7%	40%		53%	
10. Able to look ahead (beyond the present) when addressing the work/needs of the department.	15	4.47	93.3	7%	40%		53%	

Comments:

- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work
- _____'s passion is construction. I had the pleasure of working for him as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- _____ is highly skilled and remains focused despite the many directions in which he is pulled. He is calm, easy to work with and makes decisions only after being fully informed.
- I love working with his and hope to continue having his as my supervisor!
- It's been a pleasure to work for him.
- He has taken the proverbial "ball" and ran with it in a way that shows excellence in his endeavor.

Passion To Learn

Summary Scores



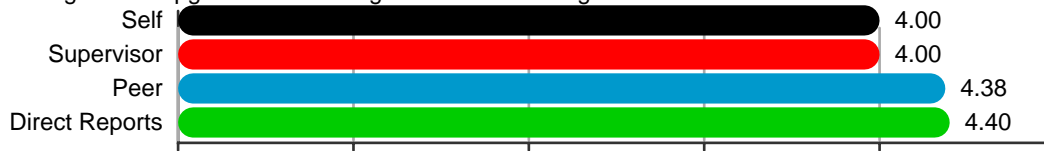
11. Is open to feedback from others.



12. Is committed to enhancing their own knowledge and skills.



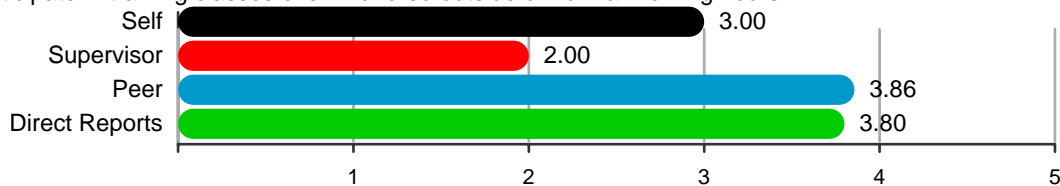
13. Exhibits willingness to upgrade skills through additional training and education.



14. Demonstrates a willingness to participate in continuing education courses.



15. Will participate in training classes even if offered outside of normal working hours.



Level of Skill

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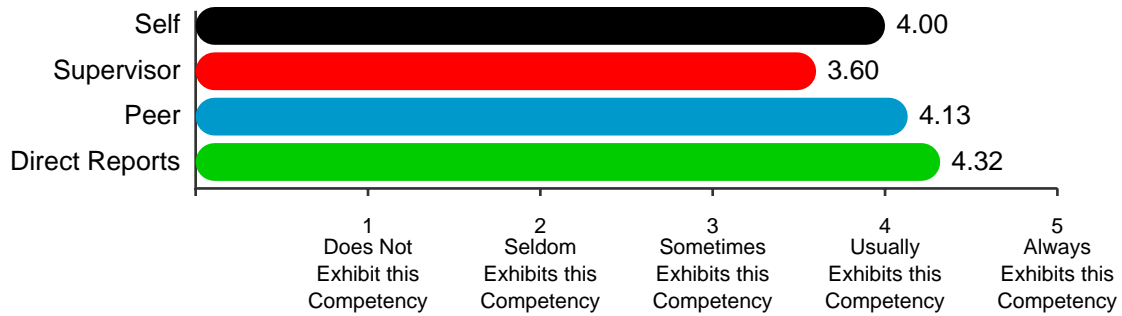
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Is open to feedback from others.	15	4.60	100.0			40%	60%	
12. Is committed to enhancing their own knowledge and skills.	15	4.27	100.0			73%		27%
13. Exhibits willingness to upgrade skills through additional training and education.	15	4.33	100.0			67%		33%
14. Demonstrates a willingness to participate in continuing education courses.	15	3.93	73.3	27%		53%		20%
15. Will participate in training classes even if offered outside of normal working hours.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- _____ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.
- _____ has been particularly helpful to me as I transition into my new role. He provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- He is becoming more comfortable to deliver critical feedback.
- Is reliable and keeps the team focused on the delivery of outcomes.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- Always steps up if help is needed.

Emotional Intelligence

Summary Scores



16. Is able to manage their own emotions.



17. Is able to control their own emotions.



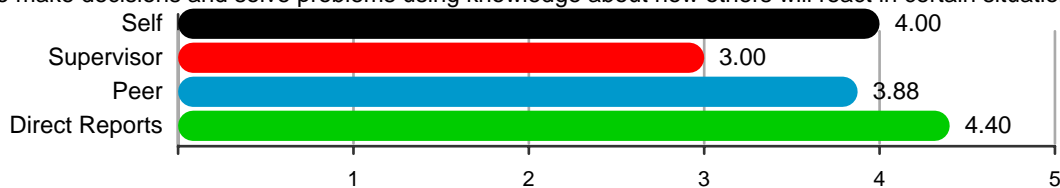
18. Able to understand others' points of view.



19. Accurately perceives the emotional reactions of others.



20. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



Level of Skill

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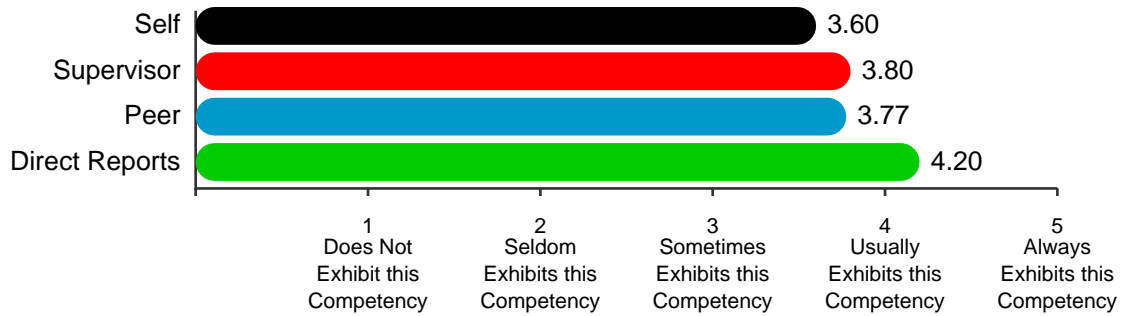
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Is able to manage their own emotions.	15	4.33	86.7	13%	40%	47%		
17. Is able to control their own emotions.	15	4.27	93.3	7%	60%	33%		
18. Able to understand others' points of view.	14	4.00	92.9	7%	86%	7%		
19. Accurately perceives the emotional reactions of others.	14	4.14	85.7	7%	7%	50%	36%	
20. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- Strive for excellence. Willing to learn. Implement advice from others.
- _____ is able to multitask in a variety of ways.
- _____ is a great leader. He provides guidance and sets expectations to ensure desired outcomes.
- Additional feedback and communication.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- _____ encourages us as directors to go out with one voice and keeps us accountable.

Persuasion and Influence

Summary Scores



21. Attempts to persuade others rather than simply control them.



22. Communicates effectively with others.



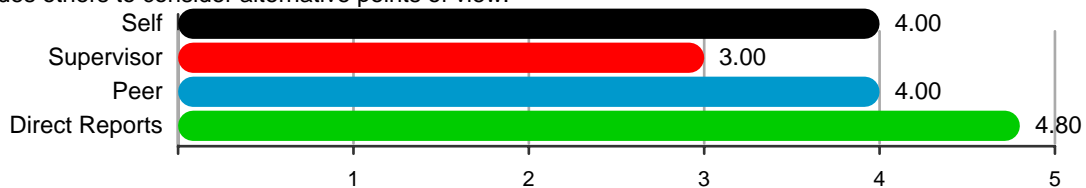
23. Understanding what others need.



24. Seeks to obtain consensus or compromise.



25. Persuades others to consider alternative points of view.



Level of Skill

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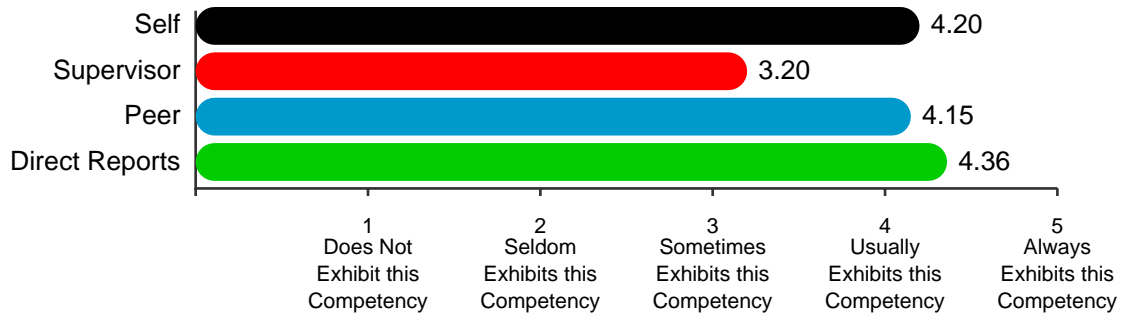
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Attempts to persuade others rather than simply control them.	15	4.00	66.7	13%	20%	20%	47%	
22. Communicates effectively with others.	15	3.47	53.3	13%	33%	47%	7%	
23. Understanding what others need.	15	3.60	66.7	13%	20%	60%	7%	
24. Seeks to obtain consensus or compromise.	15	4.27	86.7	7%	7%	40%	47%	
25. Persuades others to consider alternative points of view.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

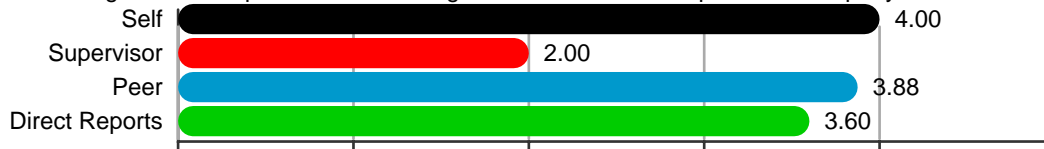
- _____ maintains his focus on safety for all customers and staff. He stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- _____ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.
- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- I admire _____ for his vision and ability to think outside the box to better meet our organization's needs.
- Works hard to build a team environment.
- I love working with his and hope to continue having his as my supervisor!

Juggling Multiple Responsibilities

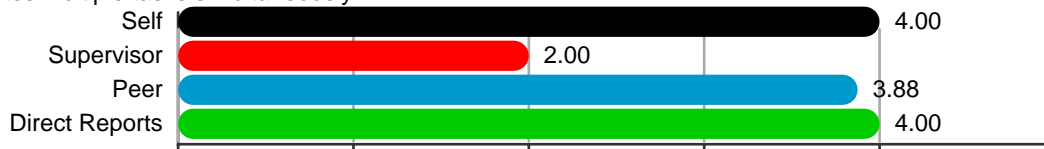
Summary Scores



26. Ensures that assignments are prioritized according to the needs of the department/company.



27. Completes multiple tasks simultaneously.



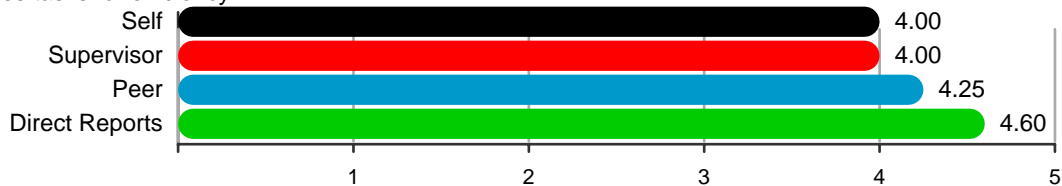
28. Assigns tasks based on skills of team members.



29. Coordinates the work of a team by assigning tasks to other team members.



30. Prioritizes tasks for efficiency.



Level of Skill

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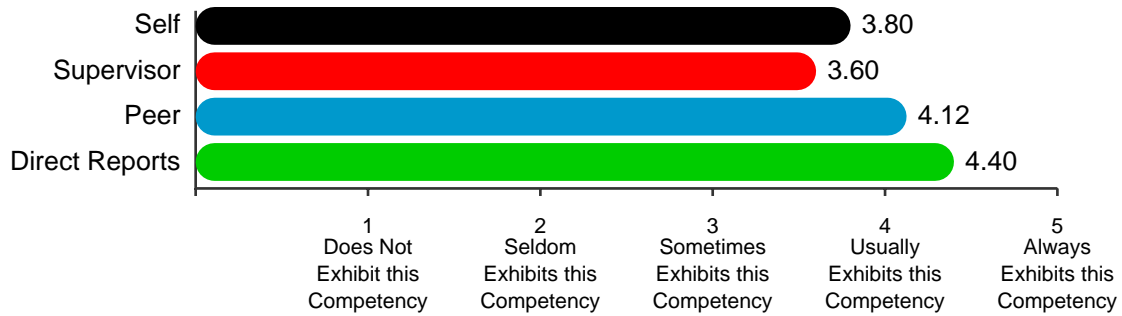
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Ensures that assignments are prioritized according to the needs of the department/company.	15	3.67	66.7	20%	13%	47%	20%	
27. Completes multiple tasks simultaneously.	15	3.80	73.3	20%	7%	47%	27%	
28. Assigns tasks based on skills of team members.	15	4.33	86.7		13%	40%	47%	
29. Coordinates the work of a team by assigning tasks to other team members.	15	4.67	100.0			33%	67%	
30. Prioritizes tasks for efficiency.	15	4.33	100.0			67%	33%	

Comments:

- He often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- _____ is respected by the team and they openly seek out his advise or opinion.
- He is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- _____ is very good a recognizing the strengths of his staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that _____ respects their abilities and contrabutions to the department.
- I have had the opportunity to work with _____ on several projects through our Core Competency Training. All of which he has approached with a positive team building attitude.
- I think _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.

Technology Use/Management

Summary Scores



31. Understands and is committed to implementing new technologies.



32. Supports technical training and development of employees.



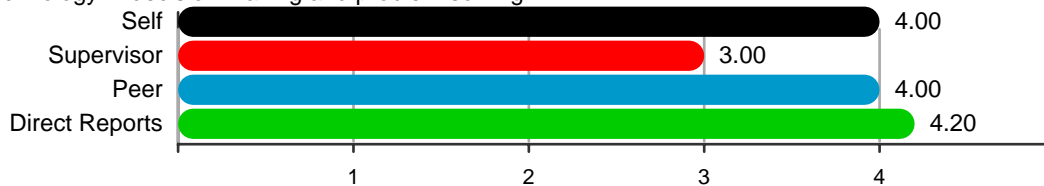
33. Adopts the implementation of new technology into the workplace.



34. Proficient in the use of technical systems and processes.



35. Uses technology in decision making and problem solving.



Level of Skill

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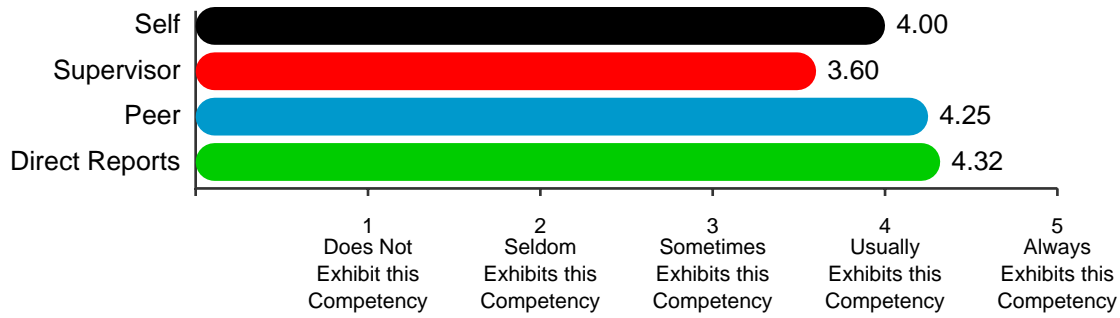
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Understands and is committed to implementing new technologies.	15	4.07	80.0	20%		53%		27%
32. Supports technical training and development of employees.	15	4.47	100.0		53%		47%	
33. Adopts the implementation of new technology into the workplace.	15	4.13	80.0	20%		47%		33%
34. Proficient in the use of technical systems and processes.	15	4.13	86.7	13%		60%		27%
35. Uses technology in decision making and problem solving.	15	4.00	80.0	20%		60%		20%

Comments:

- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- He always answers my questions even if he's having a busy day or isn't the right person to be asking.
- _____ is an outstanding manager.
- _____ embraces the idea of being pro active in a situation, instead of reactive. He is very supportive of the organizations Core Competency transition.
- I feel very confident in his support, which he has already demonstrated several times in challenging situations.
- _____ is always willing and routinely seeks opportunities to work with other departments.

Clarity

Summary Scores



36. Is clear about the roles and duties of team members.



37. Clearly explains the vision and goals of the company.



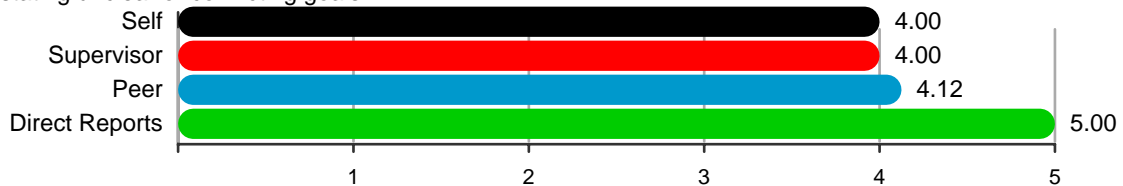
38. Communicates ideas and facts clearly and effectively in writing.



39. Makes sure goals and objectives are clearly and thoroughly explained and understood.



40. Avoids stating unclear or conflicting goals.



Level of Skill

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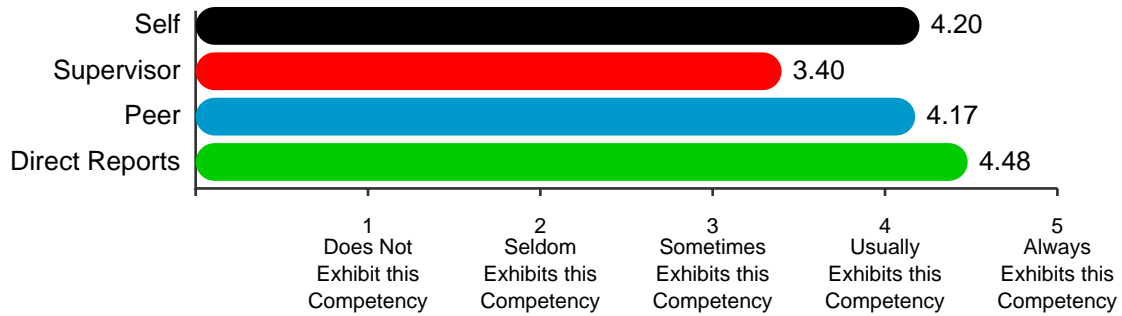
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Is clear about the roles and duties of team members.	15	4.33	100.0			67%		33%
37. Clearly explains the vision and goals of the company.	15	3.93	80.0	13%	7%		53%	27%
38. Communicates ideas and facts clearly and effectively in writing.	15	4.27	86.7		13%		47%	40%
39. Makes sure goals and objectives are clearly and thoroughly explained and understood.	15	4.13	86.7		13%		60%	27%
40. Avoids stating unclear or conflicting goals.	15	4.40	93.3		7%		47%	47%

Comments:

- _____ recently set a good example with staff in living out a key behavior he believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- _____ is very process oriented. He has streamlined/improved several processes in the lab.
- _____ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- _____ is very supportive and knows his area of expertise. He is a pleasure to work with.

Trustworthy

Summary Scores



41. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.



42. Consistently keeps commitments.



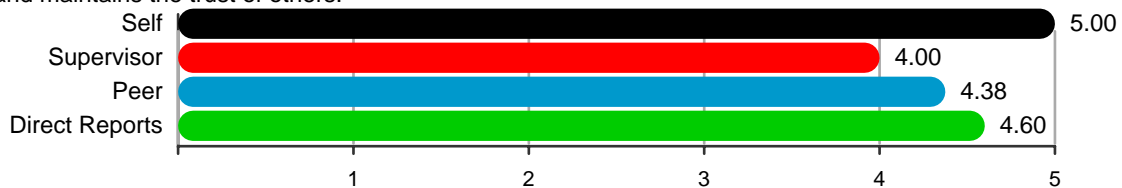
43. Is trustworthy; is someone I can trust.



44. Works in a way that makes others want to work with her/him.



45. Builds and maintains the trust of others.



Level of Skill

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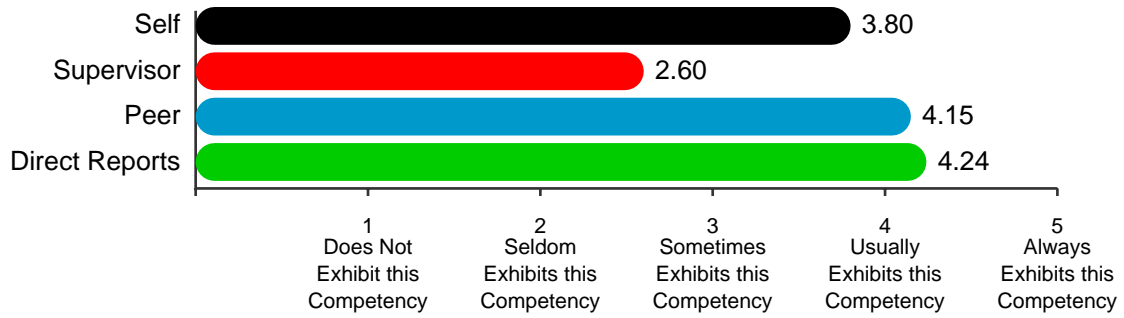
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	4.33	93.3	7%		53%	40%	
42. Consistently keeps commitments.	15	4.20	80.0	20%		40%	40%	
43. Is trustworthy; is someone I can trust.	15	4.13	86.7	13%		60%	27%	
44. Works in a way that makes others want to work with her/him.	15	4.00	86.7	13%		73%		13%
45. Builds and maintains the trust of others.	15	4.47	93.3	7%		40%	53%	

Comments:

- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- _____ is always working collaboratively with many different teams not only within the organization but within the community
- _____ has been eager to learn his new position and is transitioning well.
- 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.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.

Customer Focus

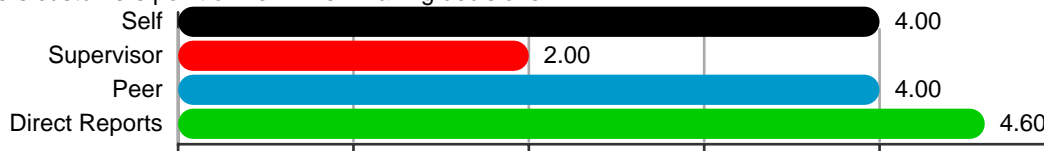
Summary Scores



46. Maintains positive customer relationships.



47. Considers customers point of view when making decisions.



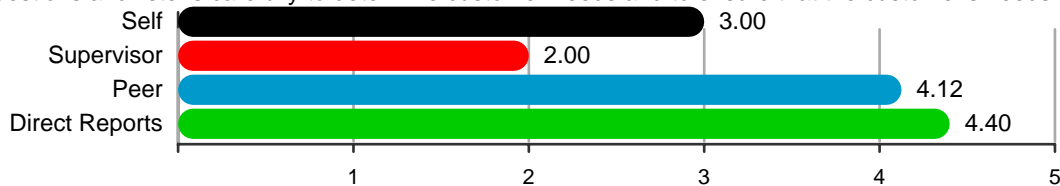
48. Ensures all customer commitments and requirements are met or exceeded.



49. Develops strong customer relationships.



50. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.



Level of Skill

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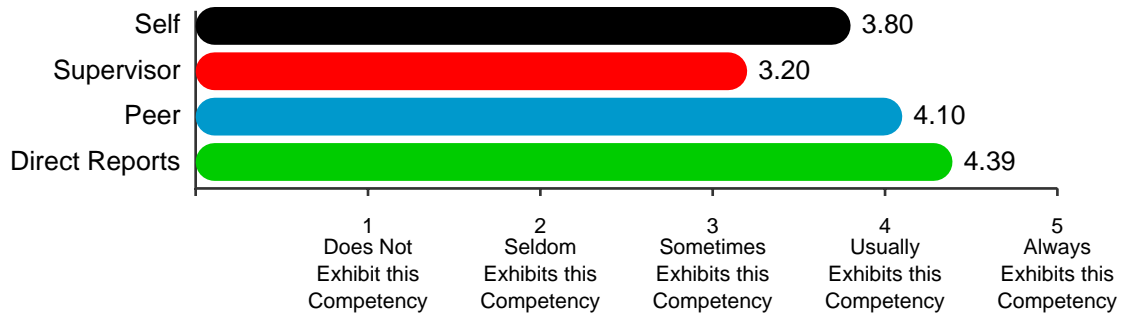
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Maintains positive customer relationships.	15	3.87	80.0	7%	13%	67%	13%	
47. Considers customers point of view when making decisions.	15	4.07	86.7	13%		53%	33%	
48. Ensures all customer commitments and requirements are met or exceeded.	15	4.13	86.7		13%	60%	27%	
49. Develops strong customer relationships.	15	4.20	86.7	7%	7%	47%	40%	
50. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.
- He has a calm demeanor and willingness to help with anything.
- _____ demonstrates a vast amount of knowledge and wisdom as a leader.
- _____ is consistent in his messaging about how we best serve the customers.
- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.
- Our desire to improve loss rates has been encouraged and supported by _____.

Teamwork

Summary Scores



51. Is open to new ideas that may change own goals for benefit of the team



52. Communicates well with team members.



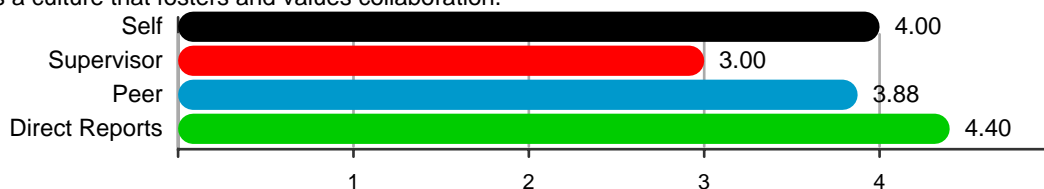
53. Relates to all kinds of people tactfully



54. Contributes to and supports team decision-making process



55. Creates a culture that fosters and values 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Is open to new ideas that may change own goals for benefit of the team	14	4.14	92.9	7%		71%		21%
52. Communicates well with team members.	14	4.21	85.7	14%		50%		36%
53. Relates to all kinds of people tactfully	15	4.13	80.0	20%		47%		33%
54. Contributes to and supports team decision-making process	15	4.07	80.0	20%		53%		27%
55. Creates a culture that fosters and values collaboration.	15	4.00	80.0	20%		60%		20%

Comments:

- Always has a positive, cheerful, and strong attitude.
- _____ is one of the most hones, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.
- _____ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.

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?

- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.
- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- _____ is very process oriented. He has streamlined/improved several processes in the lab.
- Show others it is possible to understand both sides without having to agree all the time.
- Appreciate _____'s willingness to participate on leadership in expanding research activity.

What do you like best about working with this individual?

- He has worked hard to understand people's strengths and what they need from him.
- 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.
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- _____ is honest, does what he says he is going to do and can be counted on to be timely in his communication.
- _____ has an impressive vision for the company.
- _____ demonstrates a vast amount of knowledge and wisdom as a leader.

What do you like least about working with this individual?

- He is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- Over the past year I've noticed that _____ doesn't seem to be as focused or organized as he used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting he's too preoccupied with his phone and this causes the leader of the meeting to repeat his/her self.
- 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.
- I think _____ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- _____ is a role model for Transformational Leadership. He exceeds all of the above elements of performance by modeling his expertise in his decision making, expectations, professionalism, communication, engagement by setting the bar high. As an operational manager I respect _____ as a visionary who pushes me further than I feel comfortable. Without him I might be too cautious to forge ahead. He has accomplished more in his 4 years as director of SCI than I have witnessed in the last 30 years.
- _____ works with a very diverse group and treats everyone the same while respecting that diversity.

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

- 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.
- _____ is very responsive and provides great support service.
- _____ is aware that he can come off as intimidating, and recognizes that fact in certain instances.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- _____ has been a tremendous resource for my own professional development in this department and in recruitment. He openly provides feedback, talks through issues/questions, and engages me in the entire process. He finds opportunities

for team to utilize our own strengths in order to contribute to the larger team.

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

- 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
- _____ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. _____ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- He solicits input and involves front line staff in his everyday work and is admired for his holistic, humble view.
- he continues to make improvements in core competencies.
- 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.
- Does above and beyond work consistently

Any final comments?

- He is beginning to reach out to the other managers more, and it is appreciated.
- _____ has continued to have some bumps this year along the lines of teamwork and collaboration.
- He encourages individual and professional improvement and provides educational opportunities.
- _____'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate _____'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- I do see _____ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on his assignments.
- He has made my job so much easier just having him in the facility and present to field questions/work related issues.