Feedback Results

Your CompanyName Here

2025

Sample Employee

Results Generated by HR-Survey

December 2025

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

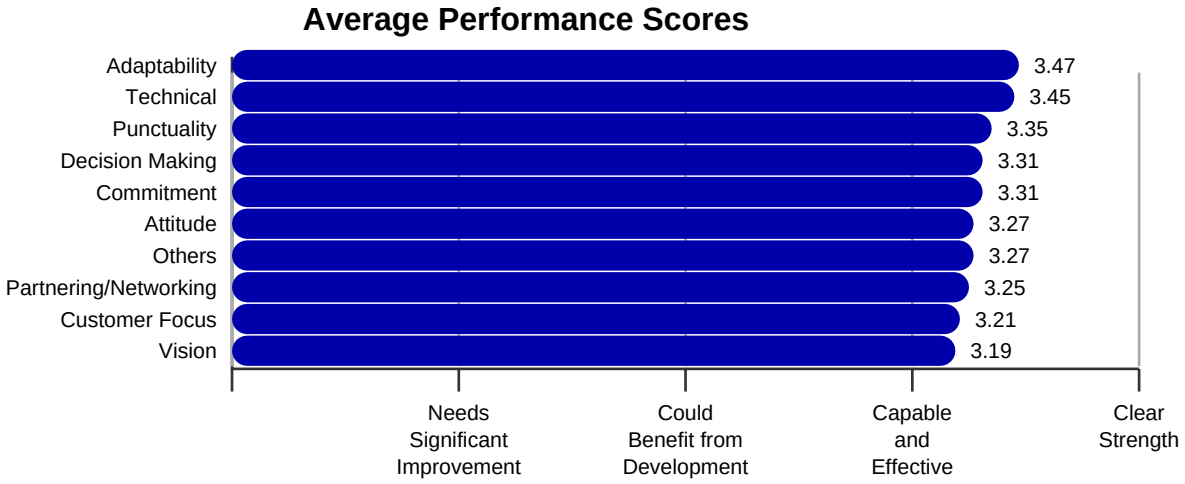
What to Do with Your Feedback

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

Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

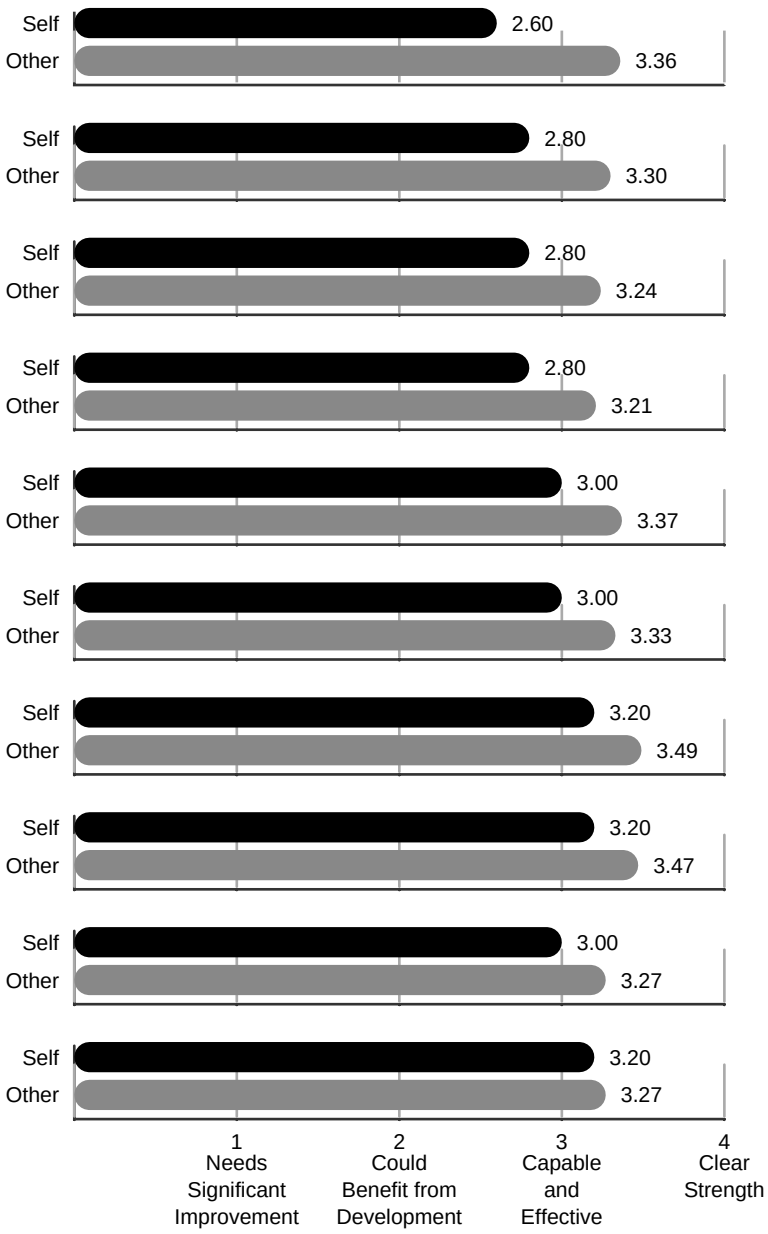
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



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.

Dimension	How you see yourself and how others see you.	Gap
Commitment	Self 2.60, Other 3.36	0.76
Attitude	Self 2.80, Other 3.30	0.50
Customer Focus	Self 2.80, Other 3.24	0.44
Vision	Self 2.80, Other 3.21	0.41
Punctuality	Self 3.00, Other 3.37	0.37
Decision Making	Self 3.00, Other 3.33	0.33
Adaptability	Self 3.20, Other 3.49	0.29
Technical	Self 3.20, Other 3.47	0.27
Partnering/Networking	Self 3.00, Other 3.27	0.27
Others	Self 3.20, Other 3.27	0.07



Adaptability

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Is good at managing the unexpected.	15	3.20	93.3	7%		67%	27%
2. Is flexible when dealing with changes.	15	3.87	100.0		13%		87%
3. Develops new and innovative ideas and approaches for solving problems.	15	3.33	93.3	7%		53%	40%
4. Adjusts plans to meet the needs of new constraints.	15	3.60	93.3	7%		27%	67%
5. Learns new ways to perform tasks; adopts new skill sets as required.	15	3.33	93.3	7%		53%	40%

Time Comparisons by Item

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

Item	2024	2025	Change
1. Is good at managing the unexpected.	3.29	3.20	-0.09 ▼
2. Is flexible when dealing with changes.	3.65	3.87	+0.22 ▲
3. Develops new and innovative ideas and approaches for solving problems.	3.18	3.33	+0.16 ▲
4. Adjusts plans to meet the needs of new constraints.	3.41	3.60	+0.19 ▲
5. Learns new ways to perform tasks; adopts new skill sets as required.	3.24	3.33	+0.10 ▲

Comments:

- Again, _____ is still learning his role and hasen't been with us very long so I have not seen some of these skills in action yet.
- _____ has stepped into the role of director and has provided great support to his managers and supervisors, not shying away from issues which need to be addressed.
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.
- _____ has great communication skills and is a dependable member of the team.
- He is detailed when presenting a plan.
- He also works to build and maintain community connections with local law enforcement and other emergency responders.

Punctuality

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Conducts appointments at scheduled start time.	15	3.20	93.3	7%		60%	33%
7. Starts meetings on time.	15	3.20	86.7		13%	53%	33%
8. Arrives to meetings on time.	15	3.40	93.3	7%		47%	47%
9. Responds to requests for information in a timely manner.	15	3.47	93.3	7%		40%	53%
10. Starts the workday when scheduled.	15	3.47	93.3	7%		40%	53%

Time Comparisons by Item

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

Item	2024	2025	Change
6. Conducts appointments at scheduled start time.	3.24	3.20	-0.04 ▼
7. Starts meetings on time.	3.41	3.20	-0.21 ▼
8. Arrives to meetings on time.	3.24	3.40	+0.16 ▲
9. Responds to requests for information in a timely manner.	3.18	3.47	+0.29 ▲
10. Starts the workday when scheduled.	3.35	3.47	+0.11 ▲

Comments:

- He has helped make me a better manager through his actions and follow through.
- _____ is a fantastic manager who is now hitting his stride. He exhibits his strengths when called upon and is actively working on improving areas he needs to.
- Good Team Player! Good decision making skills. A hard worker.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- _____ wants what is best for the organization and Security team and as a manager he expects the best the each have to offer.
- He demonstrates a high level of personal integrity in his daily work and is honest and ethical in interactions.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Always does their best effort on the job.	15	3.53	100.0			47%	53%
12. Views feedback as a tool for improvement rather than a threat to ego.	15	3.27	100.0			73%	27%
13. Shows empathy in their interactions with others.	15	3.33	100.0			67%	33%
14. Offers constructive criticism.	15	3.13	86.7		13%	60%	27%
15. Volunteers to take responsibility for assignments that fall outside their immediate scope to help move the team forward.	15	3.07	80.0		20%	53%	27%

Time Comparisons by Item

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

Item	2024	2025	Change
11. Always does their best effort on the job.	3.47	3.53	+0.06 ▲
12. Views feedback as a tool for improvement rather than a threat to ego.	3.47	3.27	-0.20 ▼
13. Shows empathy in their interactions with others.	3.35	3.33	-0.02 ▼
14. Offers constructive criticism.	3.18	3.13	-0.04 ▼
15. Volunteers to take responsibility for assignments that fall outside their immediate scope to help move the team forward.	3.00	3.07	+0.07 ▲

Comments:

- _____ would be my choice for permanent manager of the department.
- _____'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- _____ leads by example.
- _____ collaborates well with other departments and managers.
- Provides team members with frequent informal feedback.
- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Decides which long-term goals should be met.	15	3.40	93.3	7%	47%	47%	
17. Clearly explains the reasoning behind decisions, including the costs incurred and benefits expected.	15	3.27	93.3	7%	60%	33%	
18. Combines and makes sense of contradictory pieces of information.	14	3.00	92.9	7%	79%	14%	
19. Makes decisions that support the department's goals and objectives.	15	3.47	100.0		53%	47%	
20. Stays focused on the main objective when making 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	2024	2025	Change
16. Decides which long-term goals should be met.	3.65	3.40	-0.25 ▼
17. Clearly explains the reasoning behind decisions, including the costs incurred and benefits expected.	3.47	3.27	-0.20 ▼
18. Combines and makes sense of contradictory pieces of information.	3.12	3.00	-0.12 ▼
19. Makes decisions that support the department's goals and objectives.	3.59	3.47	-0.12 ▼
20. Stays focused on the main objective when making decisions.	3.29	3.40	+0.11 ▲

Comments:

- He is decisive about budgets, emergency preparedness, and safety.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however _____ surpasses anyone I met before.
- _____ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.
- _____ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- The only area with which he struggles is the need for relationship building with staff he supervises. I know he understands the reason for this and has been working on developing a better approach.

Commitment

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Acts with integrity and persistence to ensure the department's long-term success.	15	3.53	100.0			47%	53%
22. Invests in long-term outcomes, not just short-term wins, showing patience and perseverance.	15	3.00	80.0		20%	60%	20%
23. Demonstrates personal accountability and dedication to organizational success.	15	2.87	80.0		20%	73%	7%
24. Assigns stretch tasks that build employee confidence in handling diverse customer needs.	15	3.47	100.0			53%	47%
25. Fosters commitment among employees to leverage their talents for collective success of the department.	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	2024	2025	Change
21. Acts with integrity and persistence to ensure the department's long-term success.	3.35	3.53	+0.18 ▲
22. Invests in long-term outcomes, not just short-term wins, showing patience and perseverance.	3.00	3.00	
23. Demonstrates personal accountability and dedication to organizational success.	2.88	2.87	-0.02 ▼
24. Assigns stretch tasks that build employee confidence in handling diverse customer needs.	3.00	3.47	+0.47 ▲
25. Fosters commitment among employees to leverage their talents for collective success of the department.	3.76	3.67	-0.10 ▼

Comments:

- _____ has certainly done great things at [CompanyName]. He was the perfect match for the community and the staff. He has built a strong team at [CompanyName] and their work has continued to be outstanding after he added [CompanyName] to his responsibilities. I like working with _____ at [CompanyName] and appreciate his support and leadership.. _____ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. He has been great at diagnosing the problems and finding solutions. He is definietly the person to redirect the work of [CompanyName] and make it a viable entity.
- I appreciate the honest evaluative feedback _____ provides for the staff in his area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- Professional Growth: _____ constantly strives to improve. He goes to lectures, seminars, and classes and learns from these.
- He is a high energy individual, with a level of integrity that goes above and beyond.
- He challenges me every day to be my best and I appreciate that.
- He can always be counted on to do what he commits to.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Willingly shares information and expertise; sought out as resource by others	15	3.40	93.3	7%		47%	47%
27. Willingly shares his/her technical expertise; sought out as resource by others	15	3.33	93.3	7%		53%	40%
28. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.53	100.0			47%	53%
29. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.67	100.0			33%	67%
30. Is knowledgeable of procedures or systems necessary for the job.	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	2024	2025	Change
26. Willingly shares information and expertise; sought out as resource by others	3.53	3.40	-0.13 ▼
27. Willingly shares his/her technical expertise; sought out as resource by others	3.12	3.33	+0.22 ▲
28. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.41	3.53	+0.12 ▲
29. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.59	3.67	+0.08 ▲
30. Is knowledgeable of procedures or systems necessary for the job.	3.41	3.33	-0.08 ▼

Comments:

- _____ takes people where they want to go and pushes them to be their own success.
- Manager engages in all categories described above as marked.
- The advice and direction I receive from _____ is often on point and helps to provide positive outcomes. Over the last year as I have grown _____ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- He is showing more comfort in providing and receiving critical feedback.
- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- I truly enjoy working with _____. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.

Customer Focus

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Identifies the most pressing needs of each customer.	15	3.20	86.7		13%	53%	33%
32. Creates high quality products for the customers.	15	3.40	100.0			60%	40%
33. Helps customers to feel satisfied with our work/services.	15	3.20	86.7		13%	53%	33%
34. Meets with customers on a regular basis.	15	3.27	93.3		7%	60%	33%
35. Keeps the customer informed of all progress.	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	2024	2025	Change
31. Identifies the most pressing needs of each customer.	3.18	3.20	+0.02 ▲
32. Creates high quality products for the customers.	3.35	3.40	+0.05 ▲
33. Helps customers to feel satisfied with our work/services.	3.18	3.20	+0.02 ▲
34. Meets with customers on a regular basis.	2.88	3.27	+0.38 ▲
35. Keeps the customer informed of all progress.	3.18	3.00	-0.18 ▼

Comments:

- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- Improve on providing feedback.
- He is always first to share what's on the horizon. At conclusion of a project, he shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- I his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- I appreciate his helpful and cheerful outlook!
- He not only clearly communicates his desired outcomes but also follows up with his team members to ensure they understand. He is open for questions or feedback by everyone.

Partnering/Networking

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Collaborates with other companies to inject capital in exchange for equity, fostering growth and expansion for the partner organization.	15	3.20	93.3	7%		67%	27%
37. Strengthens the contacts with other departments.	15	3.27	93.3	7%		60%	33%
38. Develops internal alliances with others in the department.	15	3.27	86.7	13%		47%	40%
39. Involves others in communications about any changing process.	15	3.13	86.7	13%		60%	27%
40. Uses networks of personal contacts to gain introductions to others who may have valuable information.	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	2024	2025	Change
36. Collaborates with other companies to inject capital in exchange for equity, fostering growth and expansion for the partner organization.	3.18	3.20	+0.02 ▲
37. Strengthens the contacts with other departments.	3.35	3.27	-0.09 ▼
38. Develops internal alliances with others in the department.	3.24	3.27	+0.03 ▲
39. Involves others in communications about any changing process.	3.59	3.13	-0.45 ▼
40. Uses networks of personal contacts to gain introductions to others who may have valuable information.	3.29	3.40	+0.11 ▲

Comments:

- I value and appreciate _____ very much.
- I can't think of a single thing _____ could improve upon.
- _____ 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.
- _____ models teamwork; he is always wiling to go the extra mile to assist on a project or help a co-worker.
- He is trustworthy, dependable, positive attitude, and team focused.
- He is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from his own.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Able to see issues from others' perspectives.	15	3.33	93.3	7%	53%	40%	
42. Respects the opinions of other employees.	15	3.33	93.3	7%	53%	40%	
43. Constructively receives criticism and suggestions from others.	15	3.13	86.7	13%	60%	27%	
44. Supports the efforts of other employees in implementing solutions to problems.	15	3.00	86.7	13%	73%	13%	
45. Consistently demonstrates 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	2024	2025	Change
41. Able to see issues from others' perspectives.	3.29	3.33	+0.04 ▲
42. Respects the opinions of other employees.	3.41	3.33	-0.08 ▼
43. Constructively receives criticism and suggestions from others.	3.35	3.13	-0.22 ▼
44. Supports the efforts of other employees in implementing solutions to problems.	3.18	3.00	-0.18 ▼
45. Consistently demonstrates ability and willingness to trust others.	3.35	3.53	+0.18 ▲

Comments:

- He demonstrates a high level of personal integrity in his daily work and is honest and ethical in interactions.
- He is a great teammate!
- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.
- He leads by example.
- His decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- I think having _____ as a manager is one of the reasons I've been here 10 years. He has given me great space to grow -- to make mistakes and learn from them. He's taught me about budgets, evaluations, and policies, among other things. He's encouraged my strengths and never pointed out my weakenesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when he's most engaged and focused on the specific issue before us.

Vision

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Ensures that work is systematically aligned and coordinated with the organization's vision.	15	3.00	86.7		13%	73%	13%
47. Stays ahead of the curve and guides the team towards innovative solutions and strategic decisions.	15	3.20	93.3		7%	60%	33%
48. Able to shape norms, values, and employee behaviors into a culture that align with the organization's strategic vision and direction.	15	3.20	93.3		7%	67%	27%
49. Turns the department's vision into defined objectives and a strategic framework.	15	3.40	93.3		7%	47%	47%
50. Is a positive influence on employees, encouraging them to take the initiative and be proactive in their roles.	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	2024	2025	Change
46. Ensures that work is systematically aligned and coordinated with the organization's vision.	3.24	3.00	-0.24 ▼
47. Stays ahead of the curve and guides the team towards innovative solutions and strategic decisions.	3.00	3.20	+0.20 ▲
48. Able to shape norms, values, and employee behaviors into a culture that align with the organization's strategic vision and direction.	3.18	3.20	+0.02 ▲
49. Turns the department's vision into defined objectives and a strategic framework.	3.35	3.40	+0.05 ▲
50. Is a positive influence on employees, encouraging them to take the initiative and be proactive in their roles.	3.29	3.13	-0.16 ▼

Comments:

- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- _____ is a wonderful person to work for.
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapated to [CompanyName] and to the department, well done.
- Timely follow through.
- I observe him coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- Based on his customer satisfaction scores it is clear he has a strong team in place.

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?

- _____ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with. I am on a committee that he runs and he is an excellent meeting facilitator.
- _____ is a great communicator and challenges staff to look at process improvements. He is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- _____ is a valuable manager in the Department. He is approachable for ideas and questions. He contributes well as a team in meetings.
- _____ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.

What do you like best about working with this individual?

- _____ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about _____ is that he is very supportive and allows me to work autonomously and yet he is available whenever I need his assistance.
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work
- Norm made an excellent choice by selecting _____ to lead [CompanyName].
- _____ is a great manager. Very supportive of his staff.
- _____ is very knowledgeable, honest, and consistent in his leadership decisions.
- _____ has served as a valuable leader mentor to me. He is respectful of those he deals with and seeks to optimize others skills and strengths.

What do you like least about working with this individual?

- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.
- _____ is a hands on leader in our program.
- _____ is someone I feel I can talk to about any problem or situation and I value his opinion.
- He has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- _____ 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.
- _____ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. _____ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. _____ is a great mentor and example to those he supervises.

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

- _____ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.
- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which _____ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- He is a strength that supports department morale and work flow.
- I appreciate _____'s willingness to share his knowledge with our team.
- _____ is a great role model and leader. Others could learn from his style.

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

- He tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, he sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. He seems hesitant to ask for feedback, review, or help.
- He stays in his office, and is largely oblivious to the daily activities of customer service.
- _____ is excellent about offering support if needed but he also allows us to work and he does not micro manage.
- He is always looking to and listening to the staff for their and needs.
- 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.

Any final comments?

- He is becoming more comfortable to deliver critical feedback.
- He is an excellent Manager!
- _____ 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.
- _____ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- I enjoyed working with _____ on the project and thought that the Rx team involves were strong partners.
- _____ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone elses department, he is willing to help in any capacity he can to help reach goals.