



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

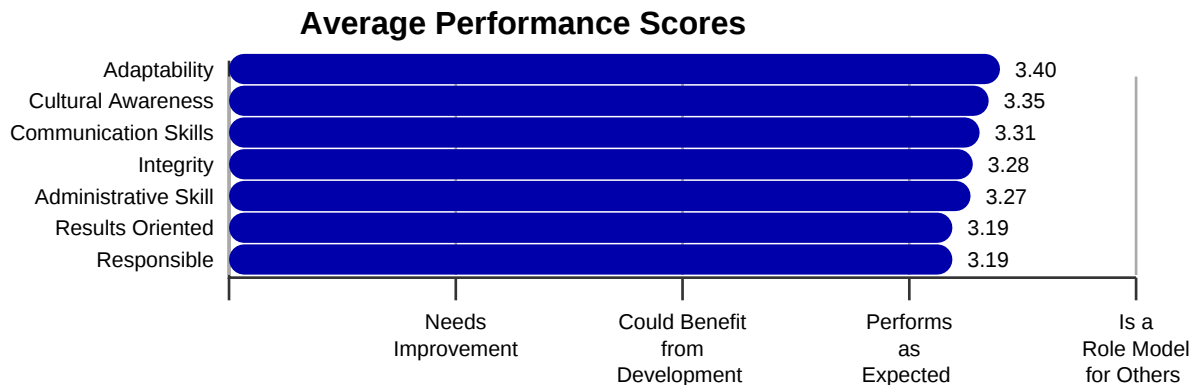
What to Do with Your Feedback

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

Summary

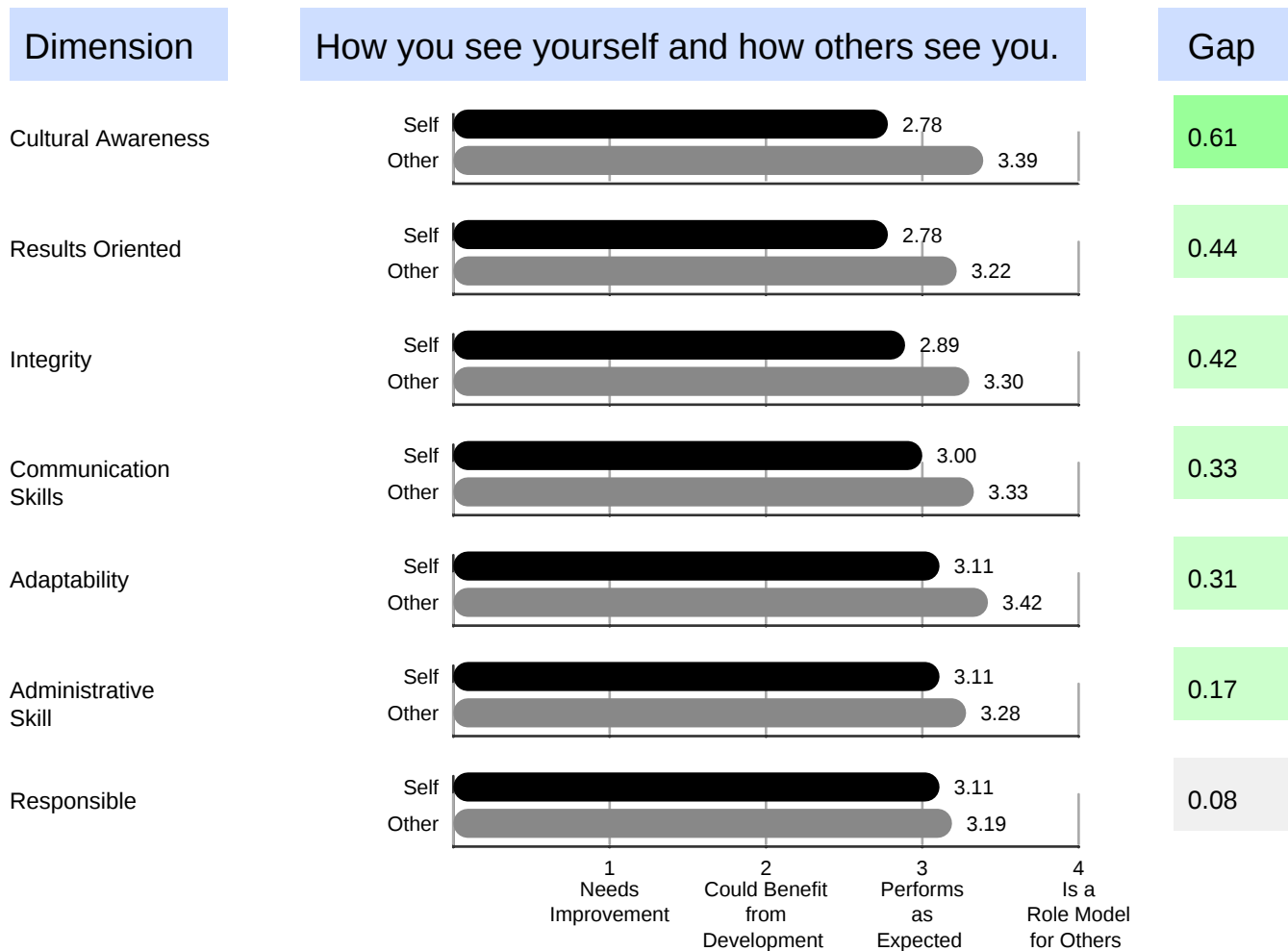
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Able to work within uncertain environments.	15	3.20	93.3	7%	67%		27%
2. Adjusts plans to meet new situations.	15	3.87	100.0	13%	87%		
3. Is open to changes in policies and procedures.	15	3.33	93.3	7%	53%		40%
4. Adjusts strategy when new information is presented.	15	3.60	93.3	7%	27%	67%	
5. Able to work with individuals in the department who have different personalities and working styles.	15	3.33	93.3	7%	53%		40%
6. Uses tools in innovative ways to solve problems.	15	3.20	93.3	7%	60%		33%
7. Adapts to new environments.	15	3.20	86.7	13%	53%		33%
8. Learns new skills to become competitive and contribute to the bottom line.	15	3.40	93.3	7%	47%		47%
9. Is aware of changes to team personnel.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item

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

Item	2024	2025	Change
1. Able to work within uncertain environments.	3.29	3.20	-0.09 ▼
2. Adjusts plans to meet new situations.	3.65	3.87	+0.22 ▲
3. Is open to changes in policies and procedures.	3.18	3.33	+0.16 ▲
4. Adjusts strategy when new information is presented.	3.41	3.60	+0.19 ▲
5. Able to work with individuals in the department who have different personalities and working styles.	3.24	3.33	+0.10 ▲
6. Uses tools in innovative ways to solve problems.	3.24	3.20	-0.04 ▼
7. Adapts to new environments.	3.41	3.20	-0.21 ▼
8. Learns new skills to become competitive and contribute to the bottom line.	3.24	3.40	+0.16 ▲
9. Is aware of changes to team personnel.	3.18	3.47	+0.29 ▲

Comments:

- He demonstrates a high level of personal integrity in his daily work and is honest and ethical in interactions.
- The few problems we have experienced during these changes is a reflection of _____'s leadership.
- 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.
-

_____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.

- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- _____ does a great job investigating an issue thinking it through before he takes action.

Integrity

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Shows a profound commitment to personal integrity and performance.	15	3.47	93.3	7%	40%	53%	
11. Delivers on all promises.	15	3.53	100.0		47%	53%	
12. Is deeply committed to making decisions that benefit the department and organization overall.	15	3.27	100.0		73%		27%
13. Demonstrates unwavering integrity, dedication, and excellence, continually working to enhance the team's success and contribute positively to the organization.	15	3.33	100.0		67%		33%
14. Provides accurate and honest reporting that allows the company to provide a true representation of financial health, operational performance, and strategic goals.	15	3.13	86.7	13%	60%		27%
15. Consistently adheres to ethical principles and making decisions based on what is morally right, rather than opting for shortcuts or dishonest practices.	15	3.07	80.0	20%	53%		27%
16. Creates an environment where employees feel comfortable discussing concerns or suggestions, no matter how small.	15	3.40	93.3	7%	47%		47%
17. Upholds strong moral and ethical standards, even when faced with challenges or temptations to compromise.	15	3.27	93.3	7%	60%		33%
18. Prioritizes ethical behavior over immediate gains ensuring that actions align with values and the best interests of all stakeholders.	14	3.00	92.9	7%	79%		14%

Time Comparisons by Item

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

Item	2024	2025	Change
10. Shows a profound commitment to personal integrity and performance.	3.35	3.47	+0.11 ▲
11. Delivers on all promises.	3.47	3.53	+0.06 ▲
12. Is deeply committed to making decisions that benefit the department and organization overall.	3.47	3.27	-0.20 ▼
13. Demonstrates unwavering integrity, dedication, and excellence, continually working to enhance the team's success and contribute positively to the organization.	3.35	3.33	-0.02 ▼
14. Provides accurate and honest reporting that allows the company to provide a true representation of financial health, operational performance, and strategic goals.	3.18	3.13	-0.04 ▼
15. Consistently adheres to ethical principles and making decisions based on what is morally right, rather than opting for shortcuts or dishonest practices.	3.00	3.07	+0.07 ▲

Item	2024	2025	Change
16. Creates an environment where employees feel comfortable discussing concerns or suggestions, no matter how small.	3.65	3.40	-0.25 ▼
17. Upholds strong moral and ethical standards, even when faced with challenges or temptations to compromise.	3.47	3.27	-0.20 ▼
18. Prioritizes ethical behavior over immediate gains ensuring that actions align with values and the best interests of all stakeholders.	3.12	3.00	-0.12 ▼

Comments:

- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- _____ is a good manager to work with he will find time to answer your questions and do a research if it needs to. He always appreciate the things everybody do for the department. He is a bright and smart manager to work with.
- I think that _____ is making good strides in setting expectations through clear communication.
- _____ is great...He provides valuable insight/opinion when asked and easily makes decisions.
- Engagement is an area where _____ has improved by being more in-tune with department needs. He listens more and asks great questions.
- He is very relatable and I believe it helps with the initial contact with the prospects.

Cultural Awareness

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
19. Consistently acknowledges and validates the contributions of team members from all backgrounds.	15	3.47	100.0		53%		47%
20. Seeks to reduce obstacles in communication that might arise from cultural differences.	15	3.40	93.3	7%	47%		47%
21. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	3.53	100.0		47%		53%
22. Seeks out opportunities to learn about different cultures and integrates that knowledge into leadership practices.	15	3.00	80.0	20%	60%		20%
23. Seeks knowledge and information about other cultures.	15	2.87	80.0	20%	73%		7%
24. Understands how their own cultural background can impact the way they communicate and interact with others.	15	3.47	100.0		53%		47%
25. Encourages open dialogue and ensures all voices are heard during team discussions.	15	3.67	100.0		33%		67%
26. Acknowledges and celebrates cultural holidays, milestones, and traditions within the team.	15	3.40	93.3	7%	47%		47%
27. Seeks opportunities to learn about the other cultural backgrounds of colleagues.	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
19. Consistently acknowledges and validates the contributions of team members from all backgrounds.	3.59	3.47	-0.12 ▼
20. Seeks to reduce obstacles in communication that might arise from cultural differences.	3.29	3.40	+0.11 ▲
21. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	3.35	3.53	+0.18 ▲
22. Seeks out opportunities to learn about different cultures and integrates that knowledge into leadership practices.	3.00	3.00	
23. Seeks knowledge and information about other cultures.	2.88	2.87	-0.02 ▼
24. Understands how their own cultural background can impact the way they communicate and interact with others.	3.00	3.47	+0.47 ▲
25. Encourages open dialogue and ensures all voices are heard during team discussions.	3.76	3.67	-0.10 ▼
26. Acknowledges and celebrates cultural holidays, milestones, and traditions within the team.	3.53	3.40	-0.13 ▼
27. Seeks opportunities to learn about the other cultural backgrounds of colleagues.	3.12	3.33	+0.22 ▲

- Has one of the strongest work ethics I've ever encountered in a team member.
- It's been great working with him.
- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what _____ has done with this but needs to be addressed and improved.
- You can always count on _____ to respond to emails and telephone calls and follow through with commitments.

Communication Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Delivers clear and concise instructions.	15	3.53	100.0	47%	53%		
29. Shares important information with others.	15	3.67	100.0	33%	67%		
30. Distills complex ideas into simple, understandable components.	15	3.33	100.0	67%		33%	
31. Willing to accept feedback from others.	15	3.20	86.7	13%	53%	33%	
32. Listens attentively and responds thoughtfully, showing they value the conversation.	15	3.40	100.0	60%		40%	
33. Communicates goals of project, resources required, resources available, etc. to the team	15	3.20	86.7	13%	53%	33%	
34. Communicates Corporate initiatives in a relevant and actionable manner to employees within his/her organization.	15	3.27	93.3	7%	60%	33%	
35. Listens attentively and without interrupting team members and customers	15	3.00	80.0	20%	60%	20%	
36. Conducts impactful training sessions.	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	2024	2025	Change
28. Delivers clear and concise instructions.	3.41	3.53	+0.12 ▲
29. Shares important information with others.	3.59	3.67	+0.08 ▲
30. Distills complex ideas into simple, understandable components.	3.41	3.33	-0.08 ▼
31. Willing to accept feedback from others.	3.18	3.20	+0.02 ▲
32. Listens attentively and responds thoughtfully, showing they value the conversation.	3.35	3.40	+0.05 ▲
33. Communicates goals of project, resources required, resources available, etc. to the team	3.18	3.20	+0.02 ▲
34. Communicates Corporate initiatives in a relevant and actionable manner to employees within his/her organization.	2.88	3.27	+0.38 ▲
35. Listens attentively and without interrupting team members and customers	3.18	3.00	-0.18 ▼
36. Conducts impactful training sessions.	3.18	3.20	+0.02 ▲

Comments:

- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.
- _____ always works toward what is best for [CompanyName] and his work with the CEO is a great example of high ethics and professionalism.

- Is viewed by many as a strong organizational resource.
- He presents a clear picture of where the department is now and where we need to be headed.
- When _____ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.

Administrative Skill

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
37. Plans, develops, and delivers presentations.	15	3.27	93.3	7%	60%		33%
38. Organizes documents in a visually appealing and consistent manner, following company standards or branding guidelines.	15	3.27	86.7	13%	47%		40%
39. Takes responsibility for decisions.	15	3.13	86.7	13%	60%		27%
40. Follows company guidelines, policies, regulations, procedures, and work ethics.	15	3.40	93.3	7%	47%		47%
41. Plans travel arrangements.	15	3.33	93.3	7%	53%		40%
42. Ensures compliance by verifying that the response meets the requirements and adheres to any formatting or submission guidelines specified in the RFQ/RFI.	15	3.33	93.3	7%	53%		40%
43. Able to develop, justify and present a budget plan.	15	3.13	86.7	13%	60%		27%
44. Plans and prioritizes facets/aspects of project workloads to keep on schedule.	15	3.00	86.7	13%	73%		13%
45. Ensures adequate supply levels by monitoring inventory and placing orders when necessary.	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
37. Plans, develops, and delivers presentations.	3.35	3.27	-0.09 ▼
38. Organizes documents in a visually appealing and consistent manner, following company standards or branding guidelines.	3.24	3.27	+0.03 ▲
39. Takes responsibility for decisions.	3.59	3.13	-0.45 ▼
40. Follows company guidelines, policies, regulations, procedures, and work ethics.	3.29	3.40	+0.11 ▲
41. Plans travel arrangements.	3.29	3.33	+0.04 ▲
42. Ensures compliance by verifying that the response meets the requirements and adheres to any formatting or submission guidelines specified in the RFQ/RFI.	3.41	3.33	-0.08 ▼
43. Able to develop, justify and present a budget plan.	3.35	3.13	-0.22 ▼
44. Plans and prioritizes facets/aspects of project workloads to keep on schedule.	3.18	3.00	-0.18 ▼
45. Ensures adequate supply levels by monitoring inventory and placing orders when necessary.	3.35	3.53	+0.18 ▲

Comments:

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_____ wants what is best for the organization and Security team and as a manager he expects the best the each have to offer.

- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
- He is highly engaged in his work and passionate about connecting with others in a meaningful way.
- He can ask a question and truly listen to the answer before giving feedback.
- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.
- It has been a pleasure working with _____. His interactions with customers have improved over the last year.

Results Oriented

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
46. Steps in to cover responsibilities during peak workloads or staff shortages.	15	3.00	86.7	13%	73%		13%
47. Willing to take on new assignments to help increase production.	15	3.20	93.3	7%	60%		33%
48. Completed work exceeds standards.	15	3.20	93.3	7%	67%		27%
49. Establishes clear performance standards and reinforces them through regular feedback.	15	3.40	93.3	7%	47%		47%
50. Has a strong drive to complete goals despite obstacles that may arise.	15	3.13	80.0	7%	13%	40%	40%
51. Develops detailed action plans with measurable deliverables and deadlines.	14	3.14	92.9	7%	71%		21%
52. Concentrates efforts on the most urgent needs.	14	3.21	85.7	14%	50%		36%
53. Defines success metrics and tracks progress against them consistently.	15	3.27	86.7	13%	47%		40%
54. Completes all required coursework.	15	3.13	86.7	13%	60%		27%

Time Comparisons by Item

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

Item	2024	2025	Change
46. Steps in to cover responsibilities during peak workloads or staff shortages.	3.24	3.00	-0.24 ▼
47. Willing to take on new assignments to help increase production.	3.00	3.20	+0.20 ▲
48. Completed work exceeds standards.	3.18	3.20	+0.02 ▲
49. Establishes clear performance standards and reinforces them through regular feedback.	3.35	3.40	+0.05 ▲
50. Has a strong drive to complete goals despite obstacles that may arise.	3.29	3.13	-0.16 ▼
51. Develops detailed action plans with measurable deliverables and deadlines.	3.24	3.14	-0.09 ▼
52. Concentrates efforts on the most urgent needs.	3.06	3.21	+0.16 ▲
53. Defines success metrics and tracks progress against them consistently.	3.59	3.27	-0.32 ▼
54. Completes all required coursework.	2.94	3.13	+0.19 ▲

Comments:

- _____ has a keen ability to focus in on what needs to be done and to drive for resolution. He is able to see new and innovative options for driving operational performance.
- I would recommend that _____ proof read his emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by his staff.
-

_____ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.

- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.
- His communication is precise and at times short when some would prefer a greater detailed account.

Responsible

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
55. Works in a way that makes others want to work with her/him.	15	3.07	86.7	13%	67%		20%
56. Acts as a resource without removing individual responsibility.	15	2.93	73.3	27%	53%		20%
57. Sets high personal standards of performance.	15	3.20	93.3	7%	67%		27%
58. Sets a good example	15	3.20	93.3	7%	67%		27%
59. Behavior is ethical and honest.	15	3.13	93.3	7%	67%		27%
60. Holds herself / himself accountable to goals / objectives	15	3.20	93.3	7%	67%		27%
61. Completes assigned work tasks.	15	3.47	100.0		53%		47%
62. Responsible for setting the vision of the department.	15	3.27	93.3	7%	60%		33%
63. Is a person you can trust.	15	3.20	86.7	13%	53%		33%

Time Comparisons by Item

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

Item	2024	2025	Change
55. Works in a way that makes others want to work with her/him.	2.88	3.07	+0.18 ▲
56. Acts as a resource without removing individual responsibility.	2.88	2.93	+0.05 ▲
57. Sets high personal standards of performance.	3.18	3.20	+0.02 ▲
58. Sets a good example	3.24	3.20	-0.04 ▼
59. Behavior is ethical and honest.	3.18	3.13	-0.04 ▼
60. Holds herself / himself accountable to goals / objectives	3.47	3.20	-0.27 ▼
61. Completes assigned work tasks.	3.29	3.47	+0.17 ▲
62. Responsible for setting the vision of the department.	3.35	3.27	-0.09 ▼
63. Is a person you can trust.	3.18	3.20	+0.02 ▲

Comments:

- _____ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however _____ surpasses anyone I met before.
- _____ meets and exceeds all of these leadership roles.

- _____ has a strong knowledge base and willingly shares information.
- He goes above and beyond with the amount of time he puts in and all the projects he is working on.
- _____ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.

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?

- 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.
- _____ does a great job of keeping the lines of communication and this is appreciated.
- He is both the manager and the interim director for the service line.
- _____ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.
- I have not had any issues with _____ since I have been working for him.
- He is an excellent teammate, great attitude, effort, and energy.

What do you like best about working with this individual?

- _____ sets high standards for those he works with and expects the same of herself.
- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- I do very much appreciate that _____ will support me in a decision when needed.
- I can depend on him with whatever is needed.
- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- I look forward to working with his in his new role.

What do you like least about working with this individual?

- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize his knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.
- Always has the company's best interest at heart.
- He has been both a great co-worker and mentor to me.
- _____ has a very high integrity standard. He handles all of his business with the utmost professionalism.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.

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

- _____ tends to hold things tight. I would like to see his allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.
- I like _____, he's fun and when he's focused the wealth of knowledge he has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- _____ helped to keep us positively focus in the right direction, while keeping us well informed.
- _____ is by far a leader in the service area.
- I am still learning how to work with _____ so sometimes I have at difficulty understanding where he is coming from and in the process of working through this it there is some uncertainty that is created.
- Thoroughness, accuracy, professionalism.

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

- _____ came to [CompanyName] and has done a wonderful job of getting the message out.
- he continues to make improvements in core competencies.
- He is fully engaged in his work and shares his professional goals and projects so his team is aware of what he is working on and how the work of each team members fits within the departmental goals.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- He has worked hard to understand people's strengths and what they need from him.
- _____ also takes feedback well. When he expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life•" works, he is able to listen and alter his approach for consideration to staff's views.

Any final comments?

- He has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- _____ is a outstanding manager.
- He sets a good example for personal growth.
- _____ seems to excel in his perspective of the organization as a whole, and how his departments contribute and support the organization, as well as how the organization lends support to us.
- _____ 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.
- This year _____ was responsible for hiring the line staff. Throughout this process he engaged his management team, staff and team members to ensure the right candidate was picked.