



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.

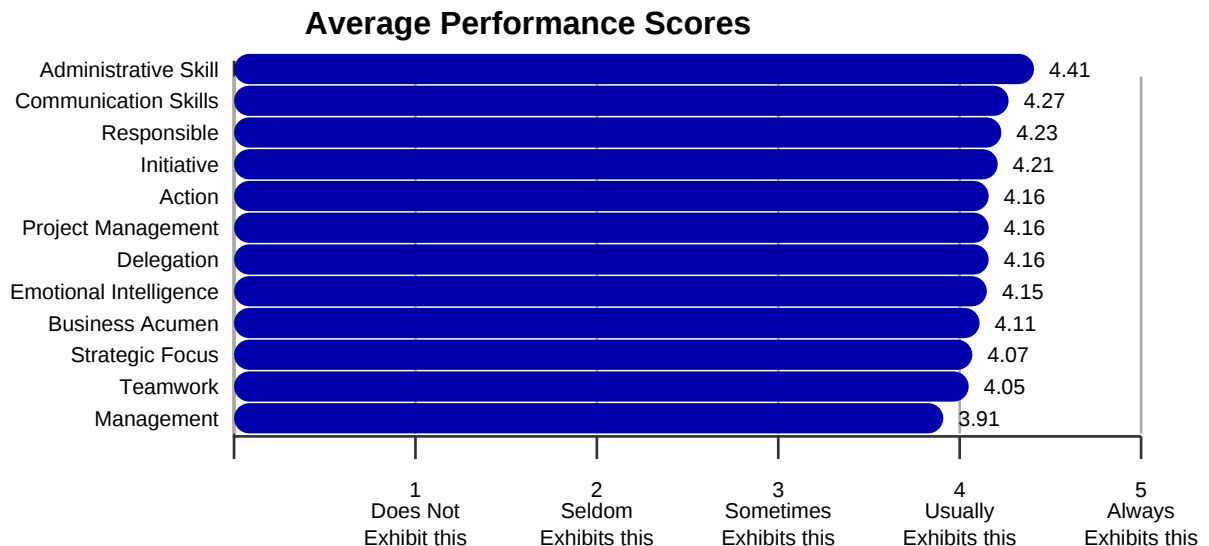
What to Do with Your Feedback

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

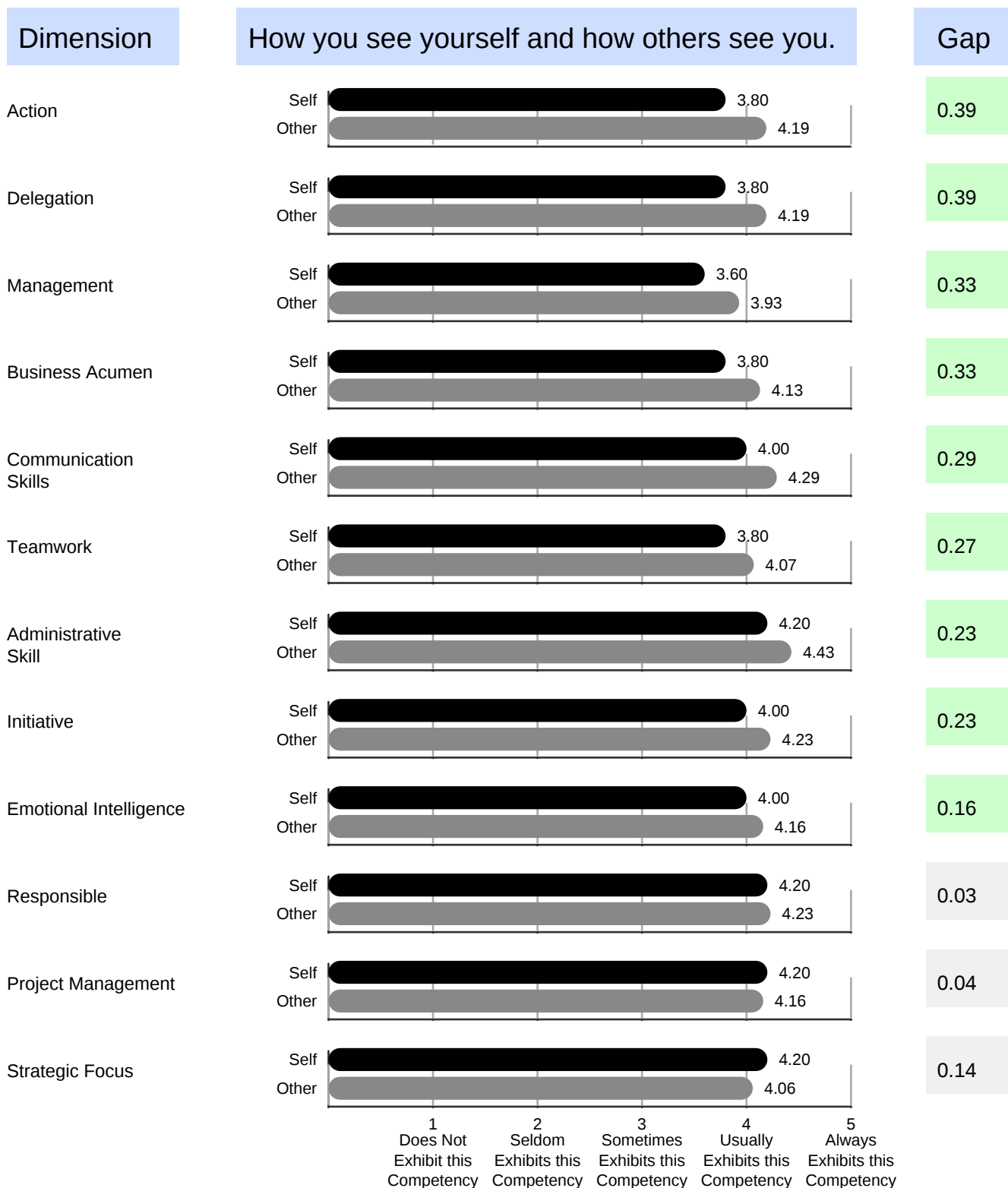
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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



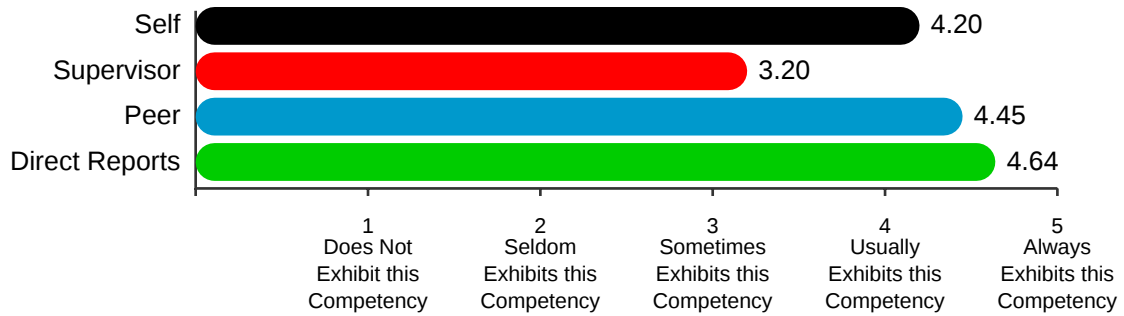
Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Administrative Skill

Summary Scores



1. Plans and prioritizes facets/aspects of project workloads to keep on schedule.



2. Operates various telecommunications devices.



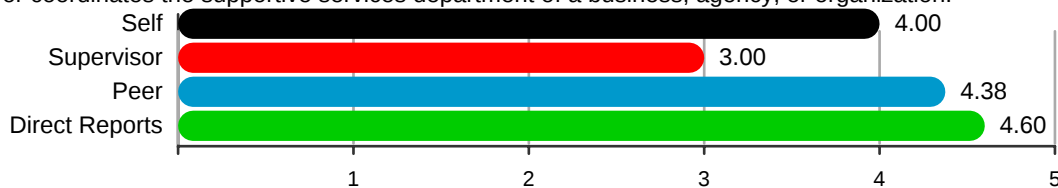
3. Understands the implications of new information for both current and future problem-solving and decision-making.



4. Takes time to grasp the points being made, and ensures individuals feel heard.



5. Directs or coordinates the supportive services department of a business, agency, or 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).

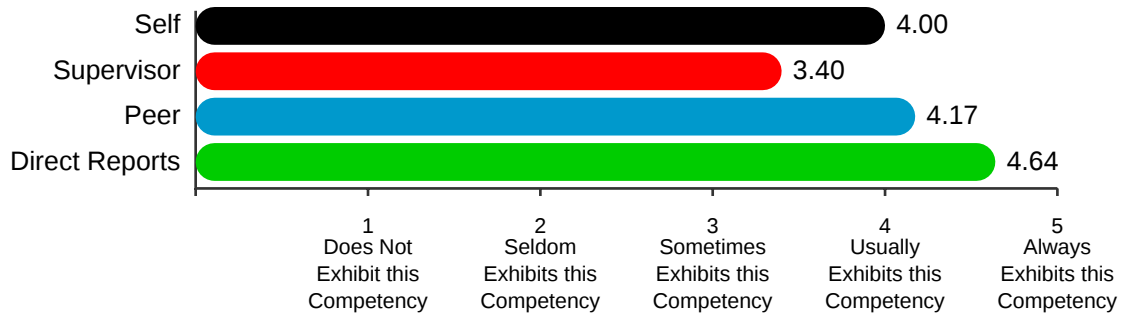
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Plans and prioritizes facets/aspects of project workloads to keep on schedule.	15	4.20	93.3	7%		67%		27%
2. Operates various telecommunications devices.	15	4.87	100.0	13%		87%		
3. Understands the implications of new information for both current and future problem-solving and decision-making.	15	4.27	93.3	7%		60%		33%
4. Takes time to grasp the points being made, and ensures individuals feel heard.	15	4.40	86.7	13%	33%		53%	
5. Directs or coordinates the supportive services department of a business, agency, or organization.	15	4.33	93.3	7%		53%		40%

Comments:

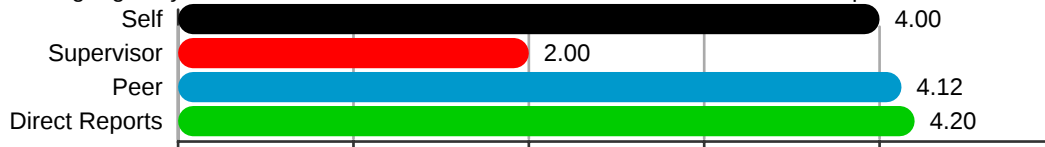
- He listens to the team.
- I appreciate his perspective and guidance on a variety of things.
- _____ demonstrates excellent skills at approaching employees that need correction action. My only thought would be he could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- _____ 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.
- Management skills progressing well with experience.
- He returns email, often within minutes of sending and although, his calendar is packed, somehow, he always makes time to support me and the needs of my department.

Communication Skills

Summary Scores



6. Tailors the language, style, and medium of communication to meet the needs of the recipient.



7. Implements performance appraisals focused on employee development using SMART criteria



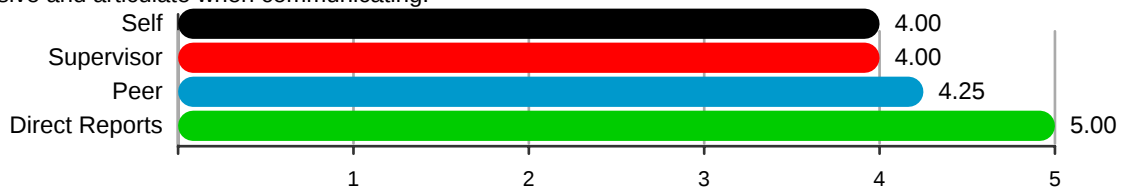
8. Keeps an open-door policy to provide support and guidance.



9. Presents clear and persuasive information in reports.



10. Persuasive and articulate when communicating.



Level of Skill

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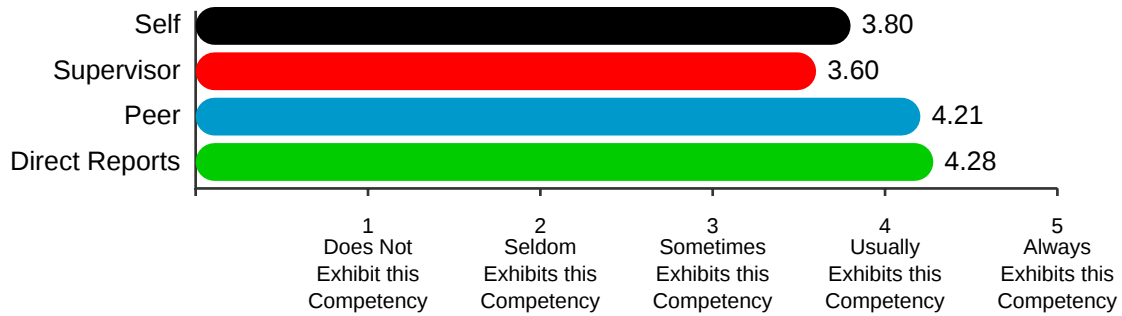
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Tailors the language, style, and medium of communication to meet the needs of the recipient.	15	4.00	80.0	7%	13%	53%	27%	
7. Implements performance appraisals focused on employee development using SMART criteria	15	4.07	80.0		20%	53%	27%	
8. Keeps an open-door policy to provide support and guidance.	15	4.33	93.3	7%	47%	47%		
9. Presents clear and persuasive information in reports.	15	4.47	93.3	7%	40%	53%		
10. Persuasive and articulate when communicating.	15	4.47	93.3	7%	40%	53%		

Comments:

- I am VERY fortunate to be on his team and part of this division.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+
- I think he is an asset to the department.
- _____ is the consummate professional and pleasure to work with.
- _____ is always looking for ways to improve our workflow and values input from the team members. On a personal note, he has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- _____ has my back and breaks down the barriers when I let him know that need his support.

Action

Summary Scores



11. Anticipates critical incidents in the department and takes steps to mitigate their effect.



12. Identifies needs and takes steps to address them.



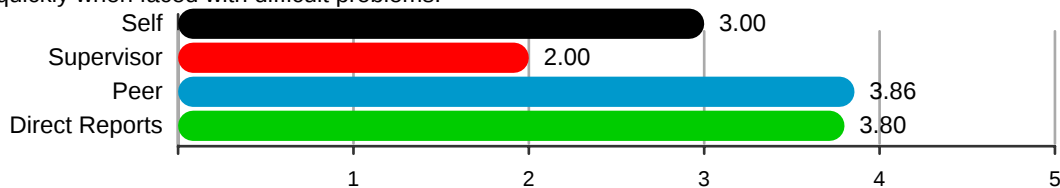
13. Effectively handles multiple complex issues simultaneously.



14. Takes proactive steps to address potential issues before they became a problem.



15. Works quickly when faced with difficult problems.



Level of Skill

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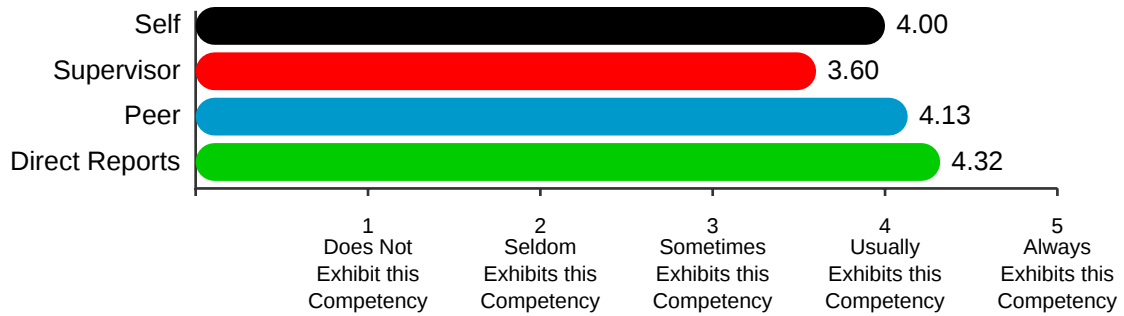
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Anticipates critical incidents in the department and takes steps to mitigate their effect.	15	4.60	100.0	40%		60%		
12. Identifies needs and takes steps to address them.	15	4.27	100.0	73%			27%	
13. Effectively handles multiple complex issues simultaneously.	15	4.33	100.0	67%			33%	
14. Takes proactive steps to address potential issues before they became a problem.	15	3.93	73.3	27%	53%			20%
15. Works quickly when faced with difficult problems.	14	3.64	57.1	14%	29%	36%		21%

Comments:

- _____ continually is analyzing our current states and identifying areas that we can improve.
- He strives for self improvement and is heavily invested in the same for others.
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- 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.
- Always conducts himself in a professional manner.
- _____ is an excellent employee, I do not know of any areas that need improvement.

Emotional Intelligence

Summary Scores



16. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.



17. Able to understand others' points of view.



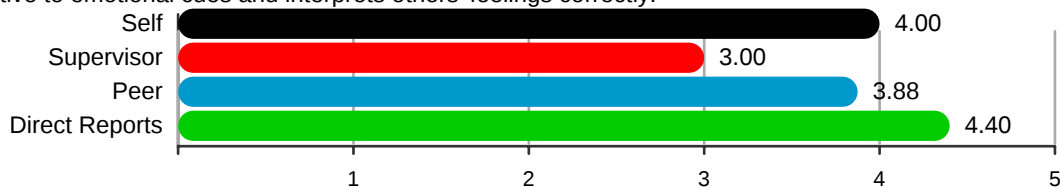
18. Is able to manage their own emotions.



19. Is able to control their own emotions.



20. Is attentive to emotional cues and interprets others' feelings correctly.



Level of Skill

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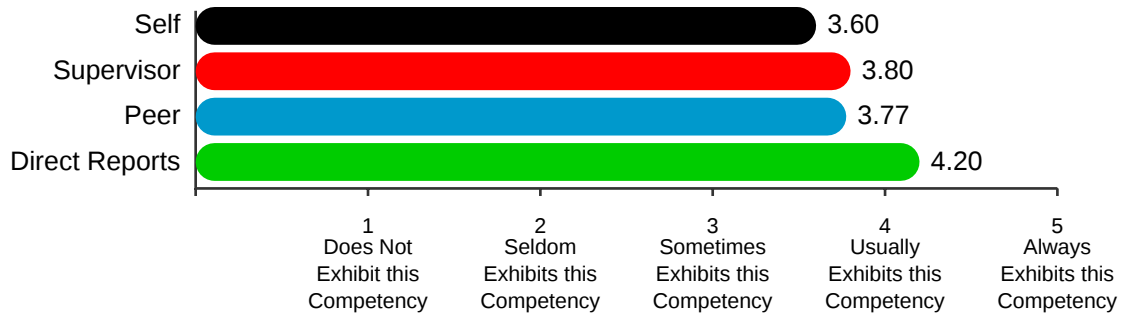
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	4.33	86.7	13%		40%	47%	
17. Able to understand others' points of view.	15	4.27	93.3	7%		60%	33%	
18. Is able to manage their own emotions.	14	4.00	92.9	7%		86%		7%
19. Is able to control their own emotions.	14	4.14	85.7	7%	7%	50%	36%	
20. Is attentive to emotional cues and interprets others' feelings correctly.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- _____ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- _____ is a great leader and is committed to his role here at [CompanyName]!
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- I trust that I can go to him in confidence and he will really listen to what I am saying.

Management

Summary Scores



21. Fosters ongoing, two-way communication within the team.



22. Engages others with integrity and professionalism across roles and contexts.



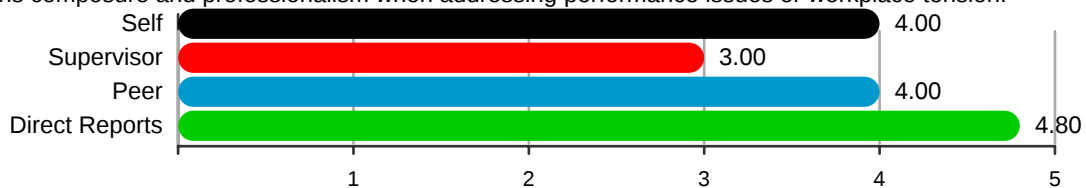
23. Identifies key strategic factors, risks, and opportunities that impact the organization.



24. Is committed to doing the best job possible.



25. Maintains composure and professionalism when addressing performance issues or workplace tension.



Level of Skill

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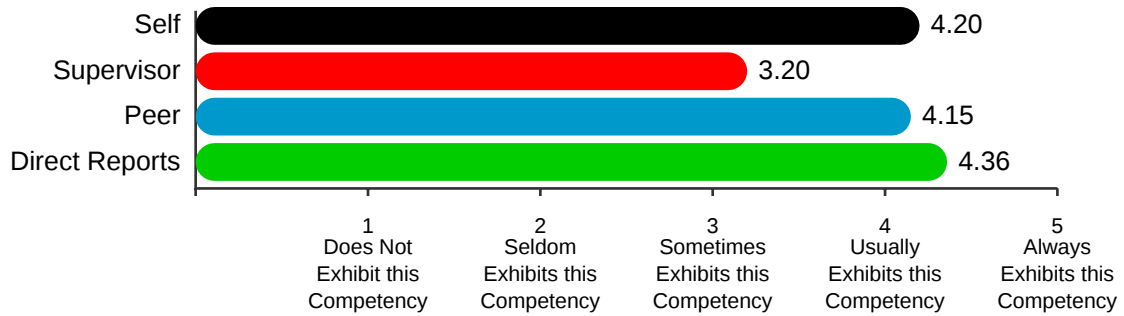
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Fosters ongoing, two-way communication within the team.	15	4.00	66.7	13%	20%	20%	47%	
22. Engages others with integrity and professionalism across roles and contexts.	15	3.47	53.3	13%	33%		47%	7%
23. Identifies key strategic factors, risks, and opportunities that impact the organization.	15	3.60	66.7	13%	20%		60%	7%
24. Is committed to doing the best job possible.	15	4.27	86.7	7%	7%	40%	47%	
25. Maintains composure and professionalism when addressing performance issues or workplace tension.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

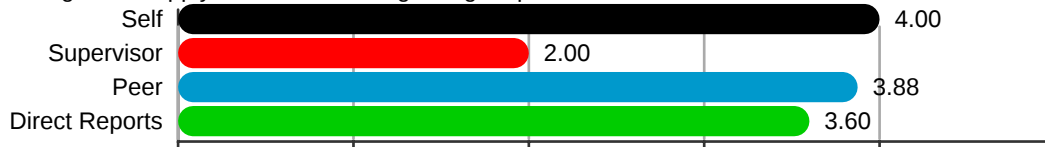
- _____ is conscientious and expedient in his approach to work. He gets things done quickly and efficiently.
- _____ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.
- He is friendly, courteous, and kind all while being very professional.
- _____ does not beat around the bush nor does he have hidden agendas.
- He does not settle- but will continue a search until the right fit is found.
- He consistently conducts himself with professionalism and represents our unit well.

Project Management

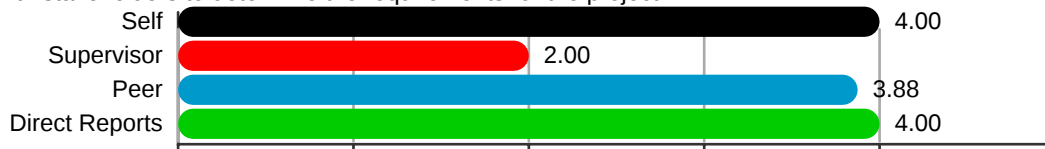
Summary Scores



26. Holds meetings with supply-chain vendors regarding acquisition of resources.



27. Meets with stakeholders to determine the requirements for the project.



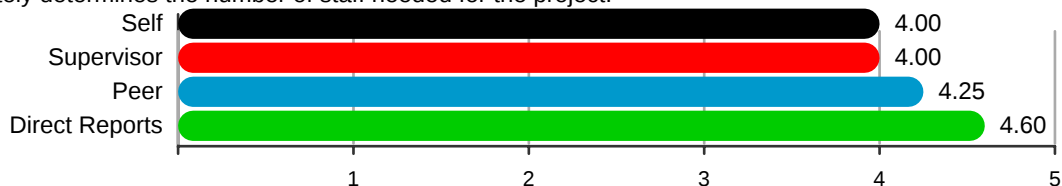
28. Motivates the team to meet project deadlines and performance measures.



29. Determines the roles for project team members.



30. Accurately determines the number of staff needed for the project.



Level of Skill

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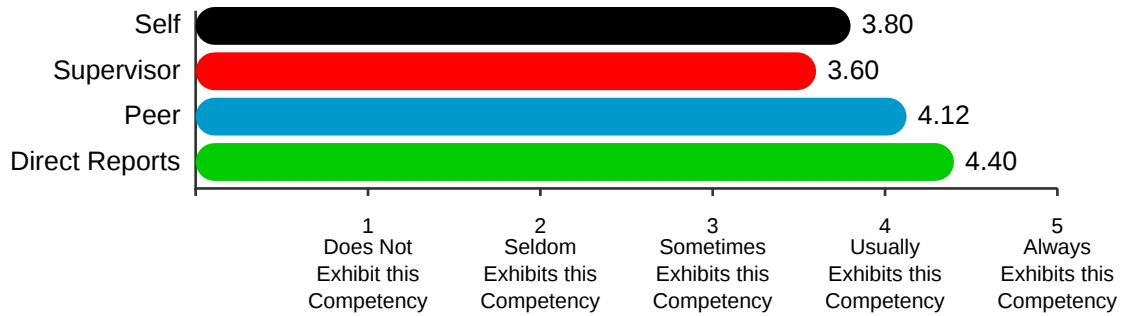
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Holds meetings with supply-chain vendors regarding acquisition of resources.	15	3.67	66.7	20%	13%	47%	20%	
27. Meets with stakeholders to determine the requirements for the project.	15	3.80	73.3	20%	7%	47%	27%	
28. Motivates the team to meet project deadlines and performance measures.	15	4.33	86.7	13%	40%	47%		
29. Determines the roles for project team members.	15	4.67	100.0	33%	67%			
30. Accurately determines the number of staff needed for the project.	15	4.33	100.0	67%	33%			

Comments:

- Need to continue to engage staff in team development and role clarification.
- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- I believe _____ has done a very good job in developing his team members and providing guidance for the respect growth of each person. While his time is precious, he is always open to discussing a problem. I really like working with _____ and I appreciate his style and understanding and support of the work that I do.
- He make sure the team effort not only succeed on paper.
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- He has been a great addition to the company.

Delegation

Summary Scores



31. Allows decisions to be made at the point-of-care.



32. Provides clear expectations but allows for flexibility.



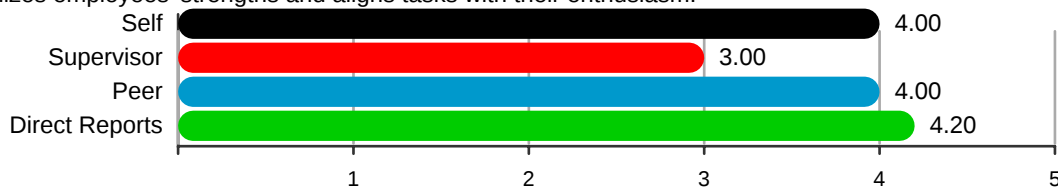
33. Sets expectations for communication and progress updates while respecting employees' working styles.



34. Determines each employee's readiness for new challenges based on past performance.



35. Recognizes employees' strengths and aligns tasks with their enthusiasm.



Level of Skill

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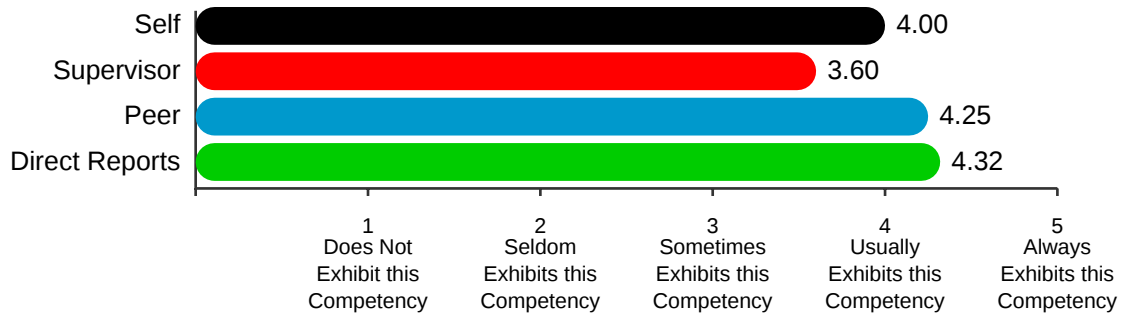
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Allows decisions to be made at the point-of-care.	15	4.07	80.0	20%		53%		27%
32. Provides clear expectations but allows for flexibility.	15	4.47	100.0			53%		47%
33. Sets expectations for communication and progress updates while respecting employees' working styles.	15	4.13	80.0	20%		47%		33%
34. Determines each employee's readiness for new challenges based on past performance.	15	4.13	86.7	13%		60%		27%
35. Recognizes employees' strengths and aligns tasks with their enthusiasm.	15	4.00	80.0	20%		60%		20%

Comments:

- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.
- He is also quick to tap into his past experiences in attempting to find the best solution.
- He is always asking for input and feedback. His understanding of the Core measures role was little to start, but he has become incredibly savvy at understanding the issues and barriers that impact my role. He does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- Could be more self-aware of impact on other team members
- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.
- The few problems we have experienced during these changes is a reflection of _____'s leadership.

Initiative

Summary Scores



36. Gladly seeks additional responsibilities.



37. Seizes upon chances to improve the department's prospects.



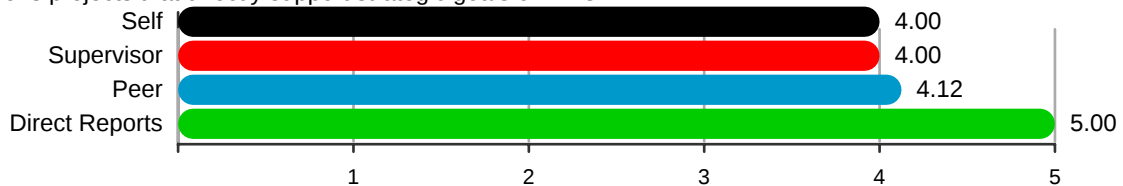
38. Takes advantage of opportunities when they become available.



39. Takes action to implement new changes in the policies and procedures.



40. Champions projects that directly support strategic goals or KPIs.



Level of Skill

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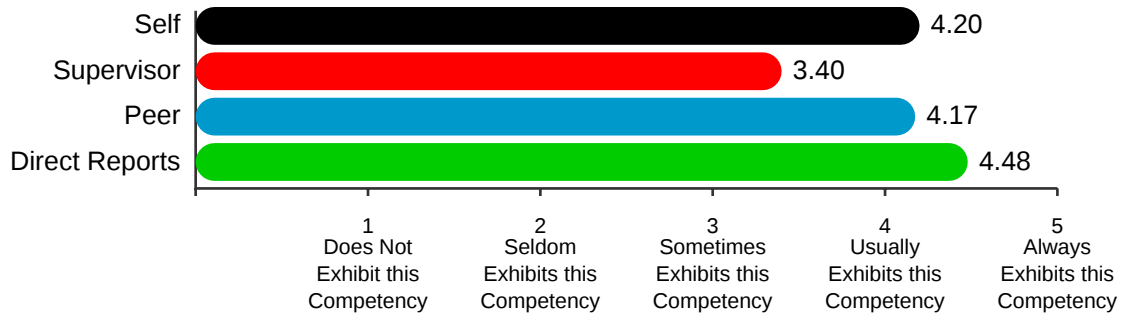
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Gladly seeks additional responsibilities.	15	4.33	100.0			67%		33%
37. Seizes upon chances to improve the department's prospects.	15	3.93	80.0	13%	7%	53%		27%
38. Takes advantage of opportunities when they become available.	15	4.27	86.7		13%	47%		40%
39. Takes action to implement new changes in the policies and procedures.	15	4.13	86.7		13%	60%		27%
40. Champions projects that directly support strategic goals or KPIs.	15	4.40	93.3		7%	47%		47%

Comments:

- Building relationships of trust to enhance safety is an important part of our approach.
- The work _____ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- 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.
- Manager engages in all categories described above as marked.
- Please know that stress can occasionally slow down progress.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.

Responsible

Summary Scores



41. ...takes personal responsibility for results.



42. Sets a good example



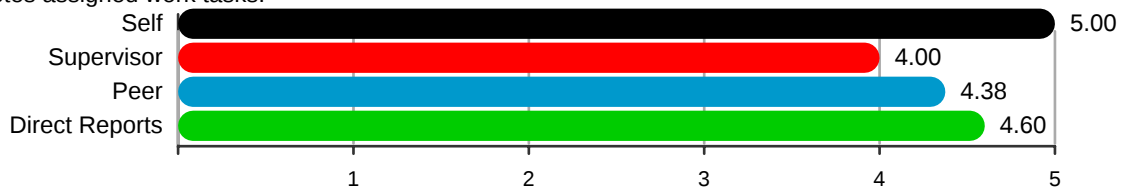
43. Behavior is ethical and honest.



44. Acts as a resource without removing individual responsibility.



45. Completes assigned work tasks.



Level of Skill

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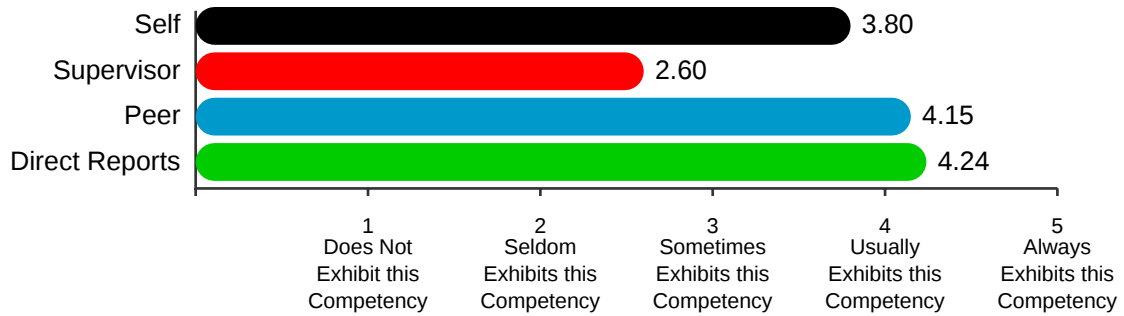
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. ...takes personal responsibility for results.	15	4.33	93.3	7%		53%		40%
42. Sets a good example	15	4.20	80.0		20%	40%		40%
43. Behavior is ethical and honest.	15	4.13	86.7	13%		60%		27%
44. Acts as a resource without removing individual responsibility.	15	4.00	86.7	13%		73%		13%
45. Completes assigned work tasks.	15	4.47	93.3	7%		40%		53%

Comments:

- Again, he has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- His integrity is never in question. I appreciate his ability to partner with me on issues between the VP and my unit.
- He has the desire and effort to get it right and continuously improve self and culture.
- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- I find him to be a stellar asset to our team at [CompanyName].

Teamwork

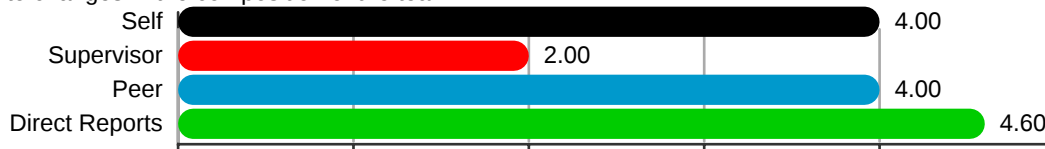
Summary Scores



46. Encourages other team members to adopt new procedures.



47. Adjusts to changes in the composition of the team.



48. Acts as an effective team player



49. Finds opportunities to recognize and reward team members.



50. Coaches team members to work toward a common goal.



Level of Skill

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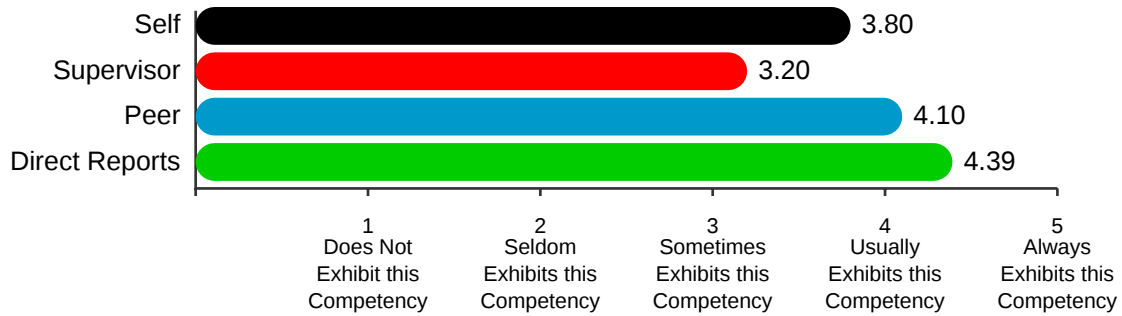
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Encourages other team members to adopt new procedures.	15	3.87	80.0	7%	13%	67%	13%	
47. Adjusts to changes in the composition of the team.	15	4.07	86.7	13%	53%	33%		
48. Acts as an effective team player	15	4.13	86.7	13%	60%	27%		
49. Finds opportunities to recognize and reward team members.	15	4.20	86.7	7%	7%	47%	40%	
50. Coaches team members to work toward a common goal.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- He has really filled the role of interim manager for the department well.
- _____ is by far a leader in the service area.
- I really enjoy his mentorship.
- _____ supports each security officer in such a way that you want to grow and improve in what you do.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- Is reliable and keeps the team focused on the delivery of outcomes.

Business Acumen

Summary Scores



51. Seeks to better understand other areas of the company, including their operations, personnel, and output.



52. Fosters a critical analysis of events and issues.



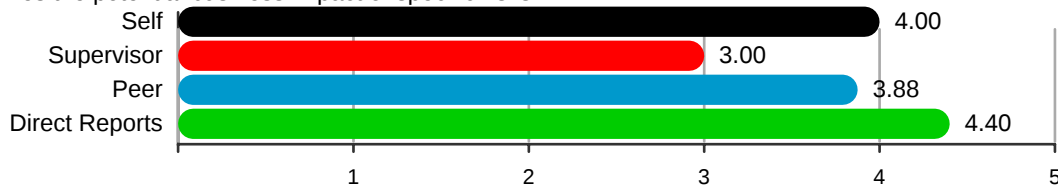
53. Is up-to-date with regulatory guidelines and policies.



54. Has a good understanding of liabilities and assets.



55. Recognizes the potential business impact of specific risks.



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).

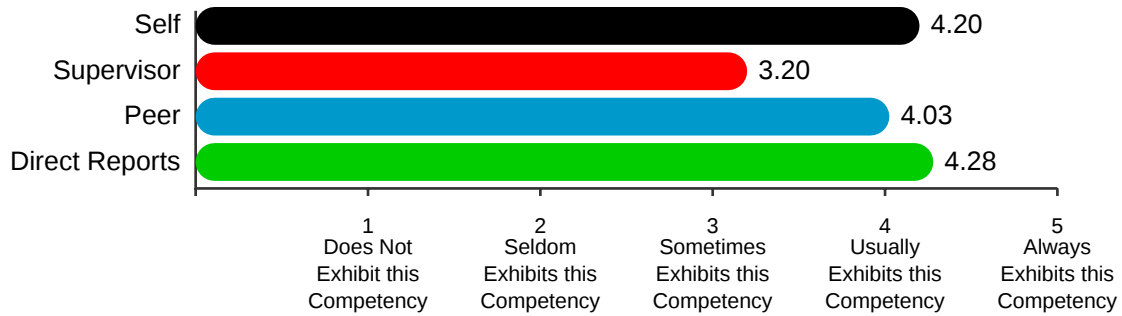
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Seeks to better understand other areas of the company, including their operations, personnel, and output.	14	4.14	92.9	7%		71%		21%
52. Fosters a critical analysis of events and issues.	14	4.21	85.7	14%		50%		36%
53. Is up-to-date with regulatory guidelines and policies.	15	4.13	80.0	20%		47%		33%
54. Has a good understanding of liabilities and assets.	15	4.07	80.0	20%		53%		27%
55. Recognizes the potential business impact of specific risks.	15	4.00	80.0	20%		60%		20%

Comments:

- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- _____ needs no improvement
- He can always be counted on to do what he commits to.
- Over the past few months _____ has been creating a bridge between the billing staff and the operations departments.
- 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.
- He has been challenging us to find other ways to communicate that would be effective, other than email.

Strategic Focus

Summary Scores



56. Creates strategic objectives to increase revenue and profit margins.



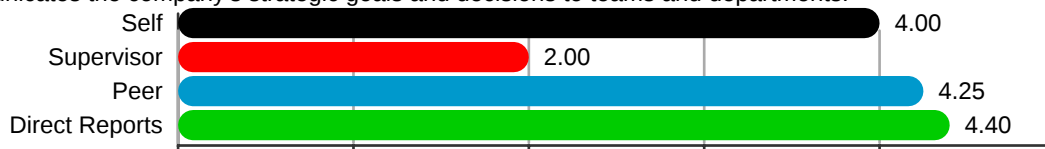
57. Develops a strategic plan for adapting the organization to better respond to external changes in the marketplace.



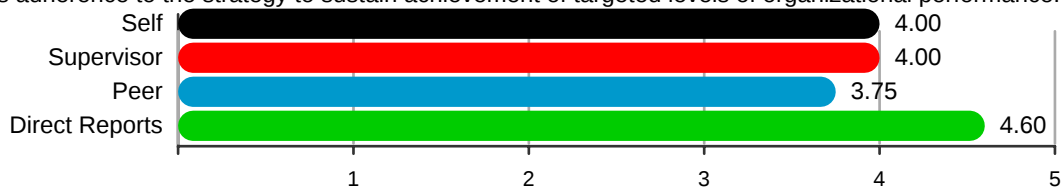
58. Understands the importance of developing strategic capabilities.



59. Communicates the company's strategic goals and decisions to teams and departments.



60. Ensures adherence to the strategy to sustain achievement of targeted levels of organizational performance.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (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
56. Creates strategic objectives to increase revenue and profit margins.	15	3.87	66.7			33%	47%	20%
57. Develops a strategic plan for adapting the organization to better respond to external changes in the marketplace.	15	4.07	86.7		13%		67%	20%
58. Understands the importance of developing strategic capabilities.	15	4.20	93.3	7%			67%	27%
59. Communicates the company's strategic goals and decisions to teams and departments.	15	4.13	93.3	7%			67%	27%
60. Ensures adherence to the strategy to sustain achievement of targeted levels of organizational performance.	15	4.07	86.7	7%	7%		60%	27%

Comments:

- He has an innate ability to match assigned roles with individual strengths.
- I appreciate his openness and availability to all the staff.
- _____ is a great role model and leader. Others could learn from his style.
- _____ is a great director, knows his scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- _____ has an incredible vision for our organization's strategy and improvement efforts.
- _____ encourages us as directors to go out with one voice and keeps us accountable.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- Timeliness and accountability of projects.
- He had done amazingly well considering all of the global threats to the product line.
- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- It has been a pleasure working with _____. His interactions with customers have improved over the last year.

What do you like best about working with this individual?

- _____ is not my manager but have worked with him quite a bit recently and have gained a lot of respect for his knowledge of contracts.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- _____ 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.
- I enjoy working with _____. I feel he is honest and has a desire to see improvement in the organization as a whole. His area is unique which, at times, allows _____ to give a whole new perspective on a subject.
- _____ supports each security officer in such a way that you want to grow and improve in what you do.
- _____ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.

What do you like least about working with this individual?

- I really enjoy working with _____. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- _____ has been very helpful to me as a new manager this year.
- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- _____ needs to make sure and pass on company information he gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- He has a high level of integrity and expects the same from those around him regardless of one's education level.
- _____ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him with some feeling of success. While it is true that not everything can be important if everything IS important, _____ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. _____ has a solid reputation for being a direct communicator and his opinion is respected in our group.

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

- _____ has been a consistent resource to the Operations teams as we work in improving our scores.
- _____ has a strong knowledge base and willingly shares information.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- He has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, he seems to be able to keep our unit in the financial green.
- _____ has a very high integrity standard. He handles all of his business with the utmost professionalism.

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

- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.
- _____ 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.
- _____ does a great job at demonstrating the value of his team to the organization.
- He has integrity, dependability, and a desire to constantly improve.
- _____ is by far a leader in the service area.
- Look up collaboration and you'll find _____'s picture beside the word.

Any final comments?

- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- _____ enjoys sharing knowledge and teaching his subordinates about their roles in the department. He regularly would spend 30 minutes sharing his insights on a topic. He also facilitated numerous training sessions when I started my job a year ago.
- Engagement is an area where _____ has improved by being more in-tune with department needs. He listens more and asks great questions.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that he is getting more from his VP so he has what he needs to do his job well.
- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.