



Feedback Results
Your CompanyName Here
2026

Sample Employee

Results Generated by HR-Survey

February 2026

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.

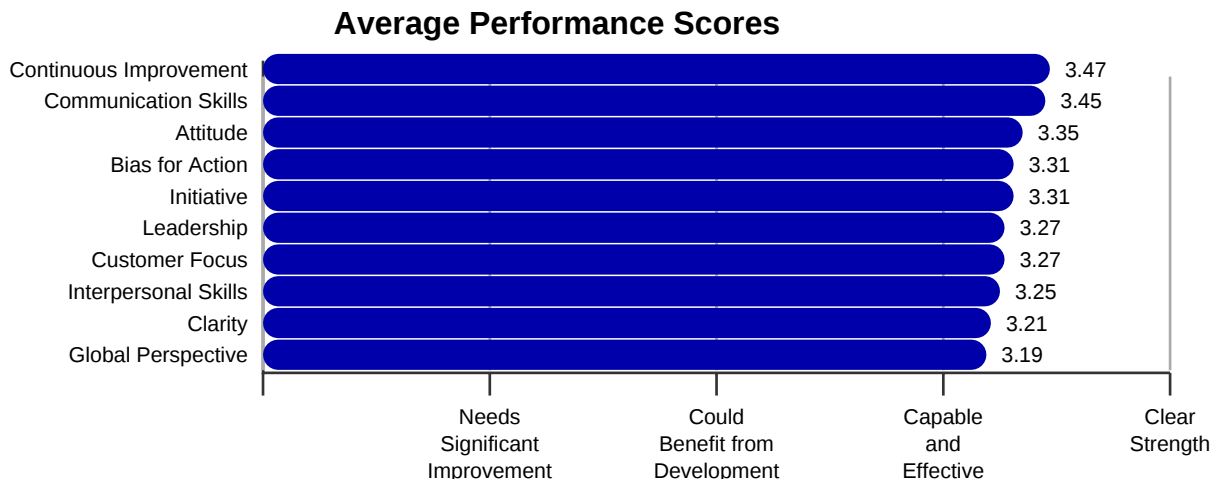
What to Do with Your Feedback

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.



Continuous Improvement

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Regularly assesses the level of customer satisfaction to measure continuous improvement.	15	3.20	93.3	7%	67%		27%
2. Leverages technical skills to improve line efficiency and reliability.	15	3.87	100.0	13%	87%		
3. Encourages employees to take initiative in improving processes and solving problems.	15	3.33	93.3	7%	53%		40%
4. Exhibits persistent focus and commitment to improving processes and performance.	15	3.60	93.3	7%	27%	67%	
5. Attends conferences and workshops to better understand best practices used by other companies.	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	2025	2026	Change
1. Regularly assesses the level of customer satisfaction to measure continuous improvement.	3.29	3.20	-0.09 ▼
2. Leverages technical skills to improve line efficiency and reliability.	3.65	3.87	+0.22 ▲
3. Encourages employees to take initiative in improving processes and solving problems.	3.18	3.33	+0.16 ▲
4. Exhibits persistent focus and commitment to improving processes and performance.	3.41	3.60	+0.19 ▲
5. Attends conferences and workshops to better understand best practices used by other companies.	3.24	3.33	+0.10 ▲

Comments:

- Provides coaching for developing team leaders to help them meet their goals.
- Dependability, with whatever is needed.
- I respect _____ and have turned to him for advice.
- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- He is a great teammate.

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
6. Searches for things that can be learned from mistakes.	15	3.20	93.3	7%	60%		33%
7. Frames smart risk-taking as the best approach to solving problems.	15	3.20	86.7	13%	53%		33%
8. Speaks with clarity and conviction, yet remains open to feedback and alternative viewpoints.	15	3.40	93.3	7%	47%		47%
9. Encourages shared learning by valuing contributions from others, asking thoughtful questions, and integrating feedback into practice.	15	3.47	93.3	7%	40%		53%
10. Shows up each day with a commitment to exceed expectations, not just meet them.	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	2025	2026	Change
6. Searches for things that can be learned from mistakes.	3.24	3.20	-0.04 ▼
7. Frames smart risk-taking as the best approach to solving problems.	3.41	3.20	-0.21 ▼
8. Speaks with clarity and conviction, yet remains open to feedback and alternative viewpoints.	3.24	3.40	+0.16 ▲
9. Encourages shared learning by valuing contributions from others, asking thoughtful questions, and integrating feedback into practice.	3.18	3.47	+0.29 ▲
10. Shows up each day with a commitment to exceed expectations, not just meet them.	3.35	3.47	+0.11 ▲

Comments:

- In one word I can summarize _____ in leadership skill. WOW!
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- I think _____ is a great manager. He is fair, he is there for us if we need his and helps us in anyway he can.
- He follows up on questions and he is easily accessible. I think he is doing a great job!
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- He is an outstanding manager.

Leadership

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. Takes ownership and accountability for results	15	3.53	100.0		47%	53%	
12. Inspires confidence by demonstrating conviction, authenticity, and passion for ideas.	15	3.27	100.0		73%		27%
13. Demonstrates core value behaviors in actions towards others and in work performed	15	3.33	100.0		67%		33%
14. Expects every team member to contribute ideas during discussions and decision-making.	15	3.13	86.7	13%	60%		27%
15. Has the courage to face difficult issues head on.	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	2025	2026	Change
11. Takes ownership and accountability for results	3.47	3.53	+0.06 ▲
12. Inspires confidence by demonstrating conviction, authenticity, and passion for ideas.	3.47	3.27	-0.20 ▼
13. Demonstrates core value behaviors in actions towards others and in work performed	3.35	3.33	-0.02 ▼
14. Expects every team member to contribute ideas during discussions and decision-making.	3.18	3.13	-0.04 ▼
15. Has the courage to face difficult issues head on.	3.00	3.07	+0.07 ▲

Comments:

- _____ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- _____ encourages collaboration between departments. He has done a great job leading our monthly supervisor/manager meetings.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- I appreciate his receptiveness and openness and his sense of humor.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.

Bias for Action

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Initiates tasks or projects that address identified needs.	15	3.40	93.3	7%	47%	47%	
17. Engages in continuous learning by actively seeking and incorporating feedback to improve processes and performance.	15	3.27	93.3	7%	60%	33%	
18. Prioritizes tasks to ensure the most essential tasks are completed first.	14	3.00	92.9	7%	79%	14%	
19. Coaches others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.47	100.0		53%	47%	
20. Driven to get things done.	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	2025	2026	Change
16. Initiates tasks or projects that address identified needs.	3.65	3.40	-0.25 ▼
17. Engages in continuous learning by actively seeking and incorporating feedback to improve processes and performance.	3.47	3.27	-0.20 ▼
18. Prioritizes tasks to ensure the most essential tasks are completed first.	3.12	3.00	-0.12 ▼
19. Coaches others to foster an environment which can adapt quickly and willingly to rapid change.	3.59	3.47	-0.12 ▼
20. Driven to get things done.	3.29	3.40	+0.11 ▲

Comments:

- He always answers my questions even if he's having a busy day or isn't the right person to be asking.
- _____ is a great manager. Very supportive of his staff.
- He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- He is always looking to and listening to the staff for their and needs.
- _____ is a great boss and director. _____ has been a great resource to me with my struggles as I grow professionally. _____ is respected greatly by myself and the staff I work with. He is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.

Initiative

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. Seeks alternative methods or resources when initial approaches fail or are unavailable.	15	3.53	100.0	47%	53%		
22. Launches initiatives that measurably improve team performance, efficiency, or morale.	15	3.00	80.0	20%	60%	20%	
23. Takes on additional tasks without being asked or told to do so.	15	2.87	80.0	20%	73%	7%	
24. Anticipates problems and initiates plans to address them.	15	3.47	100.0	53%	47%		
25. Addresses small problems before they become big ones.	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	2025	2026	Change
21. Seeks alternative methods or resources when initial approaches fail or are unavailable.	3.35	3.53	+0.18 ▲
22. Launches initiatives that measurably improve team performance, efficiency, or morale.	3.00	3.00	
23. Takes on additional tasks without being asked or told to do so.	2.88	2.87	-0.02 ▼
24. Anticipates problems and initiates plans to address them.	3.00	3.47	+0.47 ▲
25. Addresses small problems before they become big ones.	3.76	3.67	-0.10 ▼

Comments:

- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- _____ continues to be a wonderful boss and mentor.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.
- _____ is a great team member who cares about his team, the quality of his work, and the organization.
- I feel very confident in his support, which he has already demonstrated several times in challenging situations.
- _____ excels at looking at other people's strengths and building upon them for the good of the department.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Conducts regular performance feedback discussions with individuals and teams	15	3.40	93.3	7%	47%	47%	
27. Communicates goals of project, resources required, resources available, etc. to the team	15	3.33	93.3	7%	53%	40%	
28. Communicates regularly with the department.	15	3.53	100.0		47%	53%	
29. Can effectively deliver presentations.	15	3.67	100.0		33%	67%	
30. Receives and answers questions - on the spot. S/he has a willingness to address the tough questions.	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	2025	2026	Change
26. Conducts regular performance feedback discussions with individuals and teams	3.53	3.40	-0.13 ▼
27. Communicates goals of project, resources required, resources available, etc. to the team	3.12	3.33	+0.22 ▲
28. Communicates regularly with the department.	3.41	3.53	+0.12 ▲
29. Can effectively deliver presentations.	3.59	3.67	+0.08 ▲
30. Receives and answers questions - on the spot. S/he has a willingness to address the tough questions.	3.41	3.33	-0.08 ▼

Comments:

- _____ is able to manage an ever-changing work load. His time management has improved over the last year, to promote a work-life balance.
- 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 enjoy working with _____ very much.
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.
- He is a great leader.
- He also cares about me as a person. I have learned a lot from his and look forward to learning more.

Clarity

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. Clearly defines work objectives for employees.	15	3.20	86.7	13%	53%	33%	
32. Adjusts communication methods to the needs of the audience.	15	3.40	100.0		60%	40%	
33. Communicates with clarity and efficiency.	15	3.20	86.7	13%	53%	33%	
34. Attends to the important details of a job or task.	15	3.27	93.3	7%	60%	33%	
35. Clearly explains responsibilities to individuals.	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	2025	2026	Change
31. Clearly defines work objectives for employees.	3.18	3.20	+0.02 ▲
32. Adjusts communication methods to the needs of the audience.	3.35	3.40	+0.05 ▲
33. Communicates with clarity and efficiency.	3.18	3.20	+0.02 ▲
34. Attends to the important details of a job or task.	2.88	3.27	+0.38 ▲
35. Clearly explains responsibilities to individuals.	3.18	3.00	-0.18 ▼

Comments:

- _____ is doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!
- _____ is a definite asset to the organization. He is a creative thinker and a strong leader.
- _____ sets high standards for those he works with and expects the same of herself.
- _____ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- He is strong and firm in his decisions, but involves his entire team in those decisions.
- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.

Interpersonal 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. A good listener who is attentive to others.	15	3.20	93.3	7%	67%		27%
37. Demonstrates a high degree of ethics and integrity in the workplace.	15	3.27	93.3	7%	60%		33%
38. Recognizes when others do a good job.	15	3.27	86.7	13%	47%		40%
39. Honesty and integrity are core tenets of interpersonal relationships.	15	3.13	86.7	13%	60%		27%
40. Demonstrates willingness to work with others.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2025	2026	Change
36. A good listener who is attentive to others.	3.18	3.20	+0.02 ▲
37. Demonstrates a high degree of ethics and integrity in the workplace.	3.35	3.27	-0.09 ▼
38. Recognizes when others do a good job.	3.24	3.27	+0.03 ▲
39. Honesty and integrity are core tenets of interpersonal relationships.	3.59	3.13	-0.45 ▼
40. Demonstrates willingness to work with others.	3.29	3.40	+0.11 ▲

Comments:

- _____ has been very supportive as a supervisor.
- _____'s management style is to push work down because it opens up capacity for him to do new tasks and provides his subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- He guides, influences, supports, facilitates his team towards the achievement of goals.
- _____ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- He is quick to remind others, when needed why we are really here.

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
41. Focuses on maintaining good relationships with customers.	15	3.33	93.3	7%	53%	40%	
42. Encourages team members to adopt a service-first mindset in all customer interactions.	15	3.33	93.3	7%	53%	40%	
43. Actively listens to concerns from customers.	15	3.13	86.7	13%	60%	27%	
44. Ensures every customer receives the same high standard of service, regardless of the situation.	15	3.00	86.7	13%	73%	13%	
45. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	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	2025	2026	Change
41. Focuses on maintaining good relationships with customers.	3.29	3.33	+0.04 ▲
42. Encourages team members to adopt a service-first mindset in all customer interactions.	3.41	3.33	-0.08 ▼
43. Actively listens to concerns from customers.	3.35	3.13	-0.22 ▼
44. Ensures every customer receives the same high standard of service, regardless of the situation.	3.18	3.00	-0.18 ▼
45. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	3.35	3.53	+0.18 ▲

Comments:

- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- He provided coaching and support to improve this individual's performance.
- He is an outstanding manager.
- There are a lot of great features this system has to offer and _____ has challenges at times.
- He is strong and firm in his decisions, but involves his entire team in those decisions.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.

Global Perspective

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. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	15	3.00	86.7	13%	73%		13%
47. Considers customers point of view when making decisions.	15	3.20	93.3	7%	60%		33%
48. Builds working relationships with others across cultures.	15	3.20	93.3	7%	67%		27%
49. Has positive interactions with individuals from different cultures and backgrounds.	15	3.40	93.3	7%	47%		47%
50. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	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	2025	2026	Change
46. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	3.24	3.00	-0.24 ▼
47. Considers customers point of view when making decisions.	3.00	3.20	+0.20 ▲
48. Builds working relationships with others across cultures.	3.18	3.20	+0.02 ▲
49. Has positive interactions with individuals from different cultures and backgrounds.	3.35	3.40	+0.05 ▲
50. Understands and appreciates the perspectives offered by others with different cultural backgrounds.	3.29	3.13	-0.16 ▼

Comments:

- _____ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- _____ is a very effective communicator and I always felt very well informed as his direct report.
- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- _____ continually is analyzing our current states and identifying areas that we can improve.
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.

Comments

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

What would help make you a more effective leader?

- He is always 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.
- Over this past year _____ has demonstrated ambition and the desire for professional growth in his new role as CIO.
- _____ has done a great job of continuing to grow and refine the service lines.
- As a new manager he is progressing very well.
- _____ is very supportive to staff and offers many opportunities for staff to grow.
- _____ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.

What do you like best about working with this individual?

- _____ did a great job with the new employee program development and he should be proud of his accomplishments.
- _____ has a lot of knowledge in competency models and is passing that on to his teams.
- _____ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- _____ is very approachable and ensures the best for all employees in the department.
- While encouraging folks to continue with their education, he is also continuing with his education.
- _____ is so attentive to the needs of our department and to the needs of individuals.

What do you like least about working with this individual?

- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- His passion for and for education and his advanced degree is a tremendous asset to the team.
- When dealing with HR issues my HR business partner is always involved.
- While encouraging folks to continue with their education, he is also continuing with his education.
- _____ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- He has put together a fantastic leadership group that keeps the customer experience first and foremost.

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

- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- 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.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.
- He is very supportive and easily approachable.
- Having very minimum one-on-one discussion.
- _____ has been using more shared decision making and has allowed the department to enact recommendations that he personally may not have agreed with. That gave him a lot of credibility with staff and I think will help us to continue to move forward and up as a department.

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

- 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.
- _____ has done tremendous work this past year in the Finance team.
- _____ is a good leader because he gives examples through his own behavior.
- Great addition to our team!
- He has put together a fantastic leadership group that keeps the customer experience first and foremost.
- I have seen improvement and will try to encourage even more growth.

Any final comments?

- He's a good and reliable team member.
- Transparency and honesty is important early in the process.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- _____ is very knowledgeable, honest, and consistent in his leadership decisions.
- _____ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!