



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.

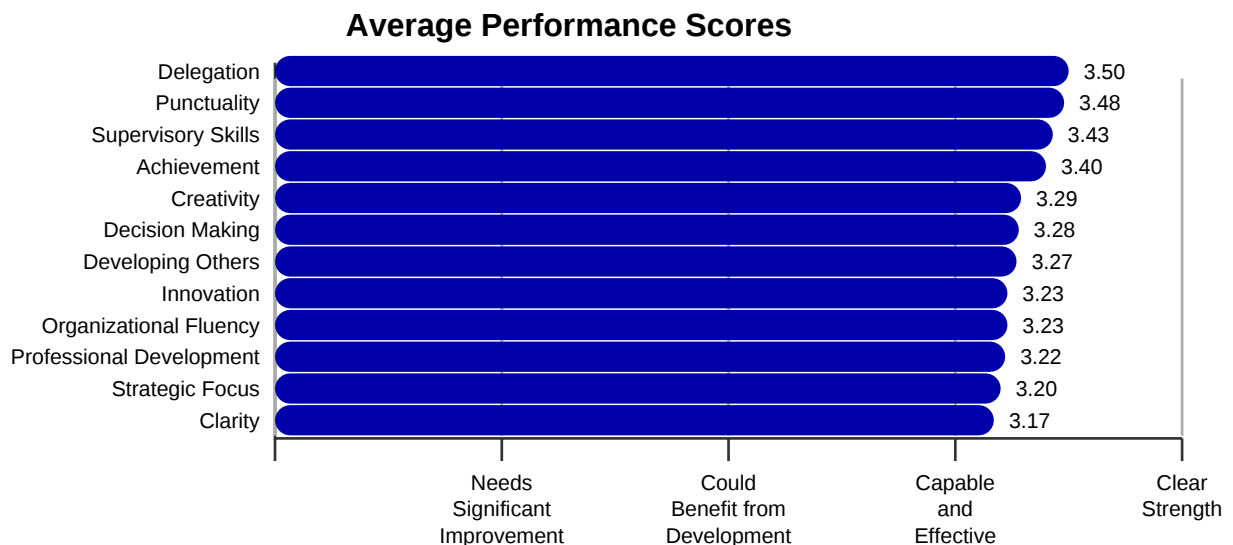
What to Do with Your Feedback

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.



Delegation

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. You assign projects that expose employees to cross-functional collaboration or unfamiliar domains.	15	3.20	93.3	7%	67%		27%
2. You assess each employee's strengths and areas of expertise.	15	3.87	100.0	13%	87%		
3. I identify interdependencies between tasks are delegated strategically.	15	3.33	93.3	7%	53%		40%
4. I ensure that delegated tasks fit within a broader strategic plan.	15	3.60	93.3	7%	27%	67%	

Time Comparisons by Item

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

Item	2024	2025	Change
1. You assign projects that expose employees to cross-functional collaboration or unfamiliar domains.	3.29	3.20	-0.09 ▼
2. You assess each employee's strengths and areas of expertise.	3.65	3.87	+0.22 ▲
3. I identify interdependencies between tasks are delegated strategically.	3.18	3.33	+0.16 ▲
4. I ensure that delegated tasks fit within a broader strategic plan.	3.41	3.60	+0.19 ▲

Comments:

- _____ seems to have good knowledge and awareness of the strengths and talents of his direct reports (as well as their weaknesses). When in need, he picks the appropriate person to conquer a task or assignment. He is always good about seeking advice before proceeding.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- _____ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- _____ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and too the point.
- He lets us develop our own style and inspires us to do our best.
- _____ is the best employee the department has employed.

Decision Making

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
5. You ask for additional information when making critical decisions.	15	3.33	93.3	7%	53%	40%	
6. I decide which short- and long-term goals should be created.	15	3.20	93.3	7%	60%	33%	
7. You maintain focus on the "big picture" when making decisions.	15	3.20	86.7	13%	53%	33%	
8. You connect unrelated concepts or data point to form innovative solutions that others may overlook.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

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

Item	2024	2025	Change
5. You ask for additional information when making critical decisions.	3.24	3.33	+0.10 ▲
6. I decide which short- and long-term goals should be created.	3.24	3.20	-0.04 ▼
7. You maintain focus on the "big picture" when making decisions.	3.41	3.20	-0.21 ▼
8. You connect unrelated concepts or data point to form innovative solutions that others may overlook.	3.24	3.40	+0.16 ▲

Comments:

- Great to have you on the team!
- As a new manager he is progressing very well.
- _____ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- _____ is very supportive to staff and offers many opportunities for staff to grow.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- _____ is very committed to finding and selecting an employee who will have the knoweldge, skills, expertise and passion to take our process improvement to the next level. His high standards for excellence are admirable and inspiring.

Supervisory 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
9. You encourage employees to take responsibility for their mistakes.	15	3.47	93.3	7%	40%	53%	
10. You maintain an even temper in stressful situations.	15	3.47	93.3	7%	40%	53%	
11. You provide timely and thorough performance evaluations of employees.	15	3.53	100.0		47%	53%	
12. I contribute to a productive work environment for the team.	15	3.27	100.0		73%		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
9. You encourage employees to take responsibility for their mistakes.	3.18	3.47	+0.29 ▲
10. You maintain an even temper in stressful situations.	3.35	3.47	+0.11 ▲
11. You provide timely and thorough performance evaluations of employees.	3.47	3.53	+0.06 ▲
12. I contribute to a productive work environment for the team.	3.47	3.27	-0.20 ▼

Comments:

- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- _____ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- Lean on team to help reduce burden and establish clear expectations.
- As _____ gets to know more leaders and staff, he will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- Knowledge, experience, and the will to help when help is needed.

Innovation

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
13. You create new and imaginative approaches to work-related issues.	15	3.33	100.0		67%		33%
14. I encourage innovation from all levels of employees.	15	3.13	86.7	13%	60%		27%
15. You share innovative ideas with others.	15	3.07	80.0	20%	53%		27%
16. You focus on creating new value for our products/services.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2024	2025	Change
13. You create new and imaginative approaches to work-related issues.	3.35	3.33	-0.02 ▼
14. I encourage innovation from all levels of employees.	3.18	3.13	-0.04 ▼
15. You share innovative ideas with others.	3.00	3.07	+0.07 ▲
16. You focus on creating new value for our products/services.	3.65	3.40	-0.25 ▼

Comments:

- He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- He is decisive about budgets, emergency preparedness, and safety.
- He has taken the proverbial "ball" and ran with it in a way that shows excellence in his endeavor.
- _____ sometimes uses an intense lecturing style with colleagues which is not effective.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- _____ is a strong leader. He encourages those reporting under him to make decisions and supports each one of us. He discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.

Creativity

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
17. You reduce barriers to creativity and innovation.	15	3.27	93.3	7%	60%		33%
18. I imagine new products, services, or process before they're needed.	14	3.00	92.9	7%	79%		14%
19. You acknowledge both the good and the bad parts of newly create ideas/products.	15	3.47	100.0		53%		47%
20. I tailor creative solutions to deliver meaningful outcomes for users, clients, or patients.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2024	2025	Change
17. You reduce barriers to creativity and innovation.	3.47	3.27	-0.20 ▼
18. I imagine new products, services, or process before they're needed.	3.12	3.00	-0.12 ▼
19. You acknowledge both the good and the bad parts of newly create ideas/products.	3.59	3.47	-0.12 ▼
20. I tailor creative solutions to deliver meaningful outcomes for users, clients, or patients.	3.29	3.40	+0.11 ▲

Comments:

- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- Is empathetic, understanding, and dependable.
- Appreciate _____'s willingness to participate on leadership in expanding research activity.
- _____ is always willing and routinely seeks opportunities to work with other departments.
- He completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- _____ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.

Professional Development

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. You are contributing fully to the extent of your skills	15	3.53	100.0	47%	53%		
22. You seek opportunities for continuous learning.	15	3.00	80.0	20%	60%	20%	
23. You encourage employees to take courses relevant to their job.	15	2.87	80.0	20%	73%	7%	
24. You quickly acquire and apply new knowledge and skills when needed	15	3.47	100.0	53%	47%		

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
21. You are contributing fully to the extent of your skills	3.35	3.53	+0.18 ▲
22. You seek opportunities for continuous learning.	3.00	3.00	
23. You encourage employees to take courses relevant to their job.	2.88	2.87	-0.02 ▼
24. You quickly acquire and apply new knowledge and skills when needed	3.00	3.47	+0.47 ▲

Comments:

- _____ 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.
- he is open and willing to share his vision for the team.
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- _____ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.
- Great addition to the department!
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).

Punctuality

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
25. You avoid making personal phone calls during working hours.	15	3.67	100.0	33%	67%		
26. You maintain an efficient schedule of activities.	15	3.40	93.3	7%	47%	47%	
27. You respond to requests for information in a timely manner.	15	3.33	93.3	7%	53%	40%	
28. You start meetings on time.	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
25. You avoid making personal phone calls during working hours.	3.76	3.67	-0.10 ▼
26. You maintain an efficient schedule of activities.	3.53	3.40	-0.13 ▼
27. You respond to requests for information in a timely manner.	3.12	3.33	+0.22 ▲
28. You start meetings on time.	3.41	3.53	+0.12 ▲

Comments:

- He is also quick to tap into his past experiences in attempting to find the best solution.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- _____ is honest, does what he says he is going to do and can be counted on to be timely in his communication.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- _____ is so attentive to the needs of our department and to the needs of individuals.
- This has been a challenging year for _____ and his team. Through it all, he was dedicated to the organization and never shirked his duties.

Achievement

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
29. You complete work to a high technical standard	15	3.67	100.0	33%	67%		
30. I take decisive action on lagging projects to restore momentum and ensure completion.	15	3.33	100.0		67%		33%
31. You set challenging goals for the department.	15	3.20	86.7	13%	53%		33%
32. You always set high standards for your work and the work of your colleagues.	15	3.40	100.0		60%		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
29. You complete work to a high technical standard	3.59	3.67	+0.08 ▲
30. I take decisive action on lagging projects to restore momentum and ensure completion.	3.41	3.33	-0.08 ▼
31. You set challenging goals for the department.	3.18	3.20	+0.02 ▲
32. You always set high standards for your work and the work of your colleagues.	3.35	3.40	+0.05 ▲

Comments:

- _____ is the consummate professional and pleasure to work with.
- _____ is a intricate part of the team. He is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- Uses visual aids to communicate progress to your team.
- His skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.

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
33. You clearly explains responsibilities to individuals.	15	3.20	86.7	13%	53%	33%	
34. You provide a clear vision for the future.	15	3.27	93.3	7%	60%	33%	
35. You maintain clarity in goals and objectives.	15	3.00	80.0	20%	60%	20%	
36. You make sure goals and objectives are clearly and thoroughly explained and understood.	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
33. You clearly explains responsibilities to individuals.	3.18	3.20	+0.02 ▲
34. You provide a clear vision for the future.	2.88	3.27	+0.38 ▲
35. You maintain clarity in goals and objectives.	3.18	3.00	-0.18 ▼
36. You make sure goals and objectives are clearly and thoroughly explained and understood.	3.18	3.20	+0.02 ▲

Comments:

- _____ has made great visible improvements in his roles of communication, teamwork and engagement. He is creating a great presence in his position currently.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- _____ has excellent communication skills.
- I do see _____ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on his assignments.
- 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.
- _____ 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.

Developing Others

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
37. You recognize and celebrates accomplishments of others.	15	3.27	93.3	7%	60%		33%
38. You assign tasks and responsibilities to develop skills of others.	15	3.27	86.7	13%	47%		40%
39. You support the successes of other employees.	15	3.13	86.7	13%	60%		27%
40. You encourage employees through recognition of positive changes in behavior.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2024	2025	Change
37. You recognize and celebrates accomplishments of others.	3.35	3.27	-0.09 ▼
38. You assign tasks and responsibilities to develop skills of others.	3.24	3.27	+0.03 ▲
39. You support the successes of other employees.	3.59	3.13	-0.45 ▼
40. You encourage employees through recognition of positive changes in behavior.	3.29	3.40	+0.11 ▲

Comments:

- _____ always remembers the customer is at the center of what we do.
- _____ is the right man for the job...there have been a couple of instances in which I feel that _____ has had tendency to lose staff or participants in his communication. To his merit, _____ will stop the conversation and clarify expectations or needs prior to moving forward.
- _____ is willing to tackle performance situations and solicits feedback on how his team is doing.
- He listens to the team.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- _____ is a wonderful collaborator and leader. It is a treat to be able to work with him.

Strategic 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. I identify strengths that competitors would have trouble imitating.	15	3.33	93.3	7%	53%	40%	
42. I strategically position resources to meet the needs of branch locations.	15	3.33	93.3	7%	53%	40%	
43. You let employees know how their roles contribute toward the achievement of strategic company objectives.	15	3.13	86.7	13%	60%	27%	
44. I undertake a SWOT analysis to determine the best strategy to move forward.	15	3.00	86.7	13%	73%	13%	

Time Comparisons by Item

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

Item	2024	2025	Change
41. I identify strengths that competitors would have trouble imitating.	3.29	3.33	+0.04 ▲
42. I strategically position resources to meet the needs of branch locations.	3.41	3.33	-0.08 ▼
43. You let employees know how their roles contribute toward the achievement of strategic company objectives.	3.35	3.13	-0.22 ▼
44. I undertake a SWOT analysis to determine the best strategy to move forward.	3.18	3.00	-0.18 ▼

Comments:

- Set clear expectations for others.
- He is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- He communicates clearly and responds to request without unnecessary delay.
- He is both the manager and the interim director for the service line.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- He is very careful to choose someone that has the skills he desires and who will also be a good fit.

Organizational Fluency

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
45. You get things done through the department.	15	3.53	100.0		47%	53%	
46. You are able to use corporate politics to advance department objectives.	15	3.00	86.7	13%	73%		13%
47. You are able to explain departmental policies and procedures to others.	15	3.20	93.3	7%	60%		33%
48. You understand departmental policies and procedures.	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
45. You get things done through the department.	3.35	3.53	+0.18 ▲
46. You are able to use corporate politics to advance department objectives.	3.24	3.00	-0.24 ▼
47. You are able to explain departmental policies and procedures to others.	3.00	3.20	+0.20 ▲
48. You understand departmental policies and procedures.	3.18	3.20	+0.02 ▲

Comments:

- _____ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.
- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.
- Has good intentions, but follow through needs more work.
- _____ is a good leader because he gives examples through his own behavior.
- Sometimes he forces a solution he expects to work, but won't be effective under the circumstances.

Comments

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

What would help make you a more effective leader?

- _____ is a very good leader.
- _____ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone else's department, he is willing to help in any capacity he can to help reach goals.
- Takes complete ownership of role and looks for ways to assist teammates.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- 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 through the entire process.

What do you like best about working with this individual?

- _____ is a very strong leader. His straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped _____ be successful is his focus on doing the right thing. He doesn't waste any time pointing fingers or placing blame. Instead, he focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- _____ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- _____ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for a particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.
- I appreciate that _____ reaches out to communicate expected changes and organizational impact.
- Is always available to assist with issues, all scopes business or personal.

What do you like least about working with this individual?

- The department director should have the authority to lead the team toward the vision laid out by the VP.
- 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.
- Difficult to reach sometimes and often does not respond to messages at all.
- _____ 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.
- _____ has been in a challenging role this past year with a lot of change and transitions.
- Outstanding professionalism! Very responsible, always reliable, detail oriented.

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

- He has positive energy, leads by example, and cares about teammates.
- This year _____ has completed his MBA degree and continues to be open to professional growth opportunities. He is receptive to any feedback that I have given him.
- He does follow up and follow through.
- He engages the staff and I feel the department is in the best shape it ever has been in.
- _____ 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 appreciates the things everybody does for the department. He is a bright and smart manager to work with.
- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.

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

- I value and appreciate _____ very much.
- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.
- He sets his expectations high, and delivers a high level of performance herself.
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- _____ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.
- I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.

Any final comments?

- I feel _____ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel he excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet his current and future needs.
- Unfortunately there has been inconsistency in actions and results.
- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- Always has the company's best interest at heart.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.