



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.

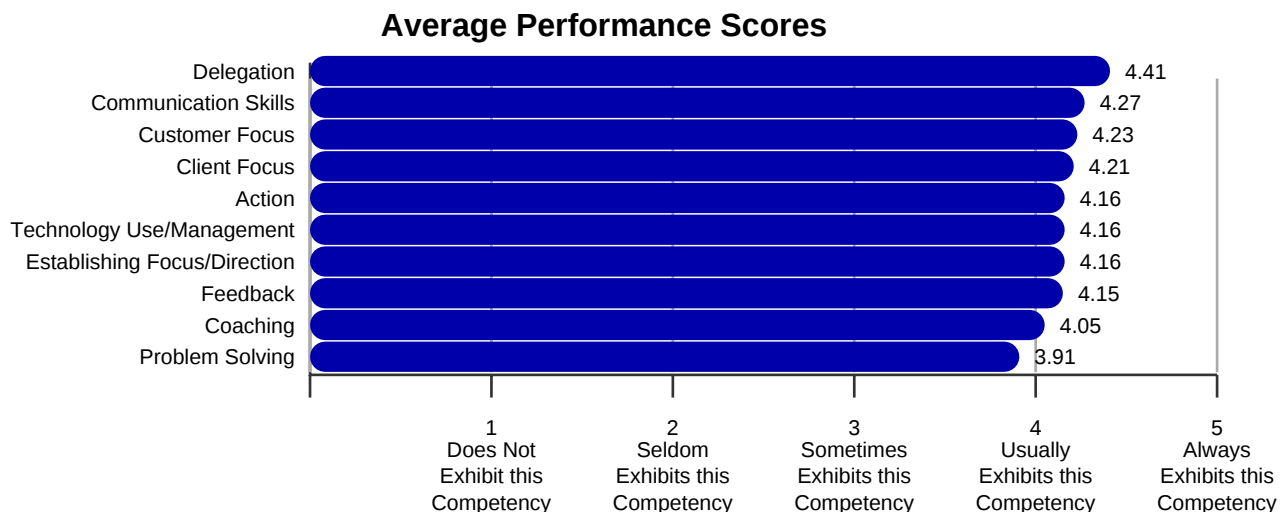
What to Do with Your Feedback

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

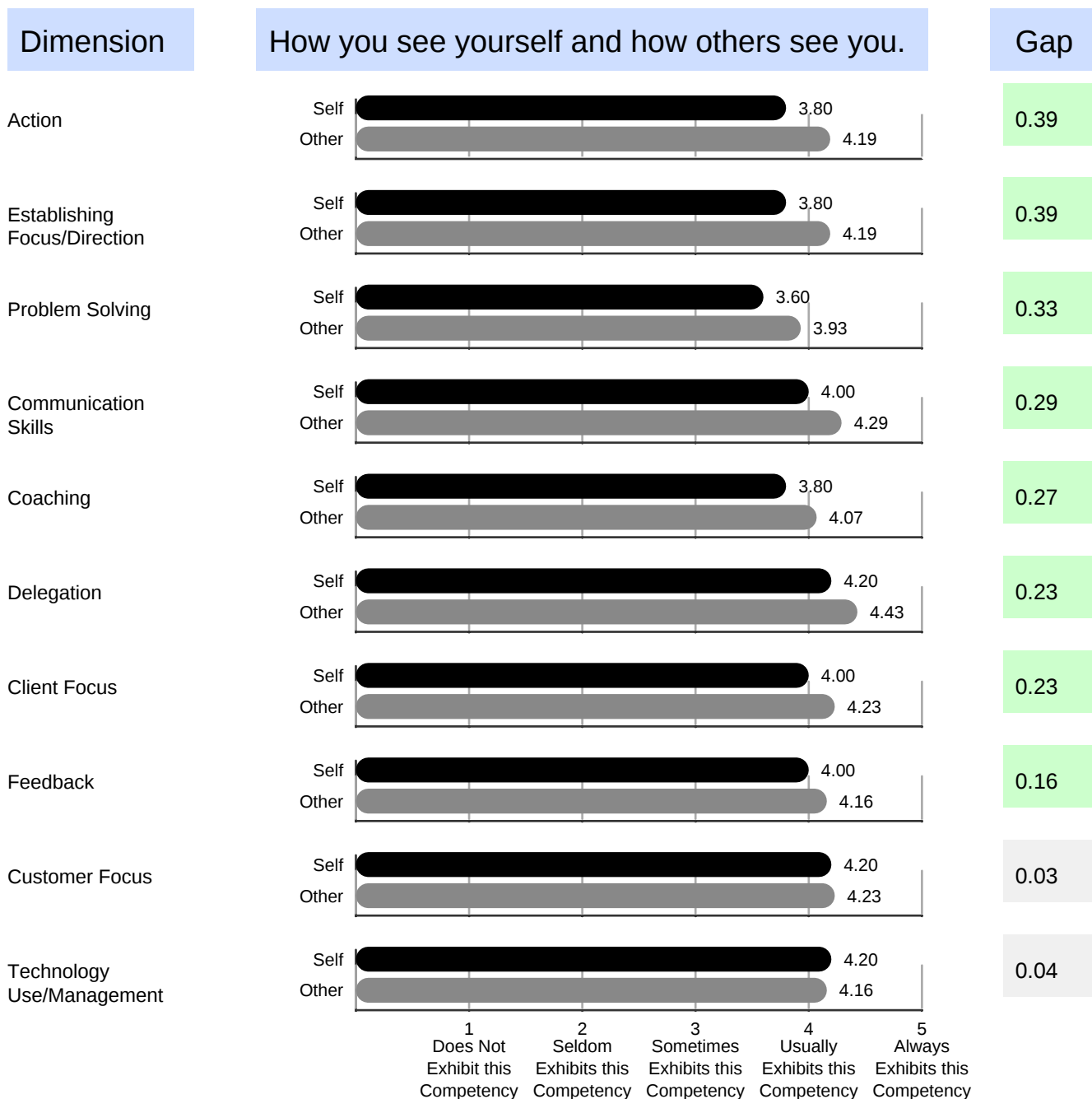
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



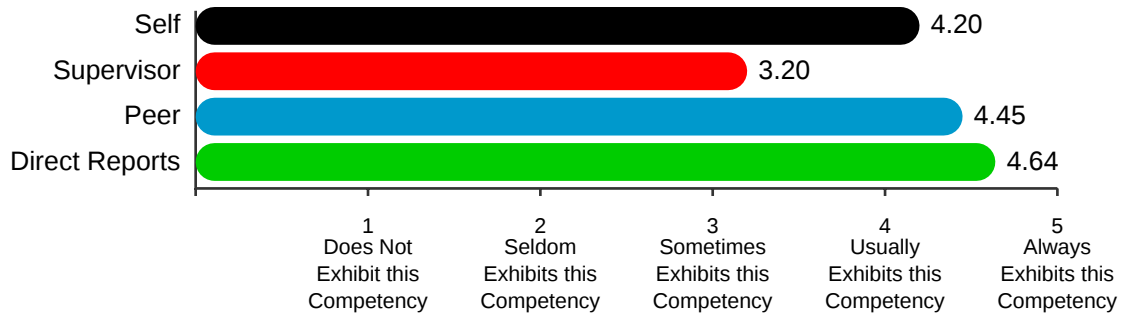
Gap Analysis

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.



Delegation

Summary Scores



1. Confidently assigns tasks to subordinates without excessive oversight or micromanagement.



2. Rotates assignments so opportunities are spread across the team-avoiding favoritism or bias.



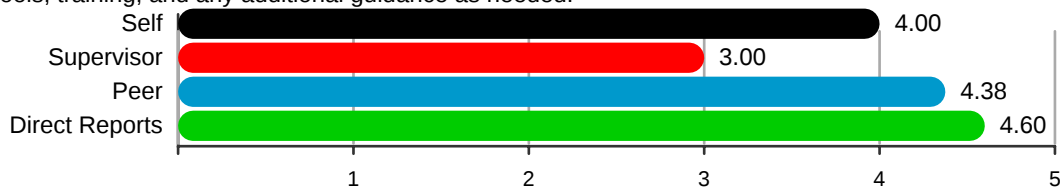
3. Connects delegated tasks to long-term career paths and organizational opportunities.



4. Avoids an arbitrary delegation of duties, which can lead to inefficiencies or frustration.



5. Offers tools, training, and any additional guidance as needed.



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).

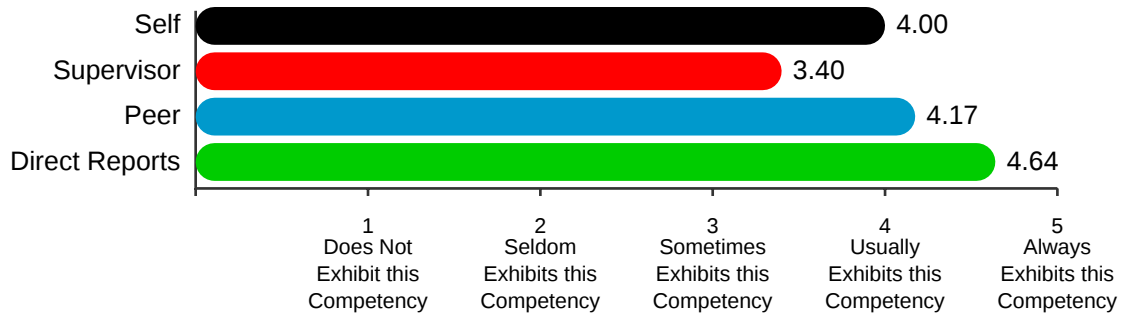
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Confidently assigns tasks to subordinates without excessive oversight or micromanagement.	15	4.20	93.3	7%		67%		27%
2. Rotates assignments so opportunities are spread across the team-avoiding favoritism or bias.	15	4.87	100.0	13%		87%		
3. Connects delegated tasks to long-term career paths and organizational opportunities.	15	4.27	93.3	7%		60%		33%
4. Avoids an arbitrary delegation of duties, which can lead to inefficiencies or frustration.	15	4.40	86.7	13%	33%		53%	
5. Offers tools, training, and any additional guidance as needed.	15	4.33	93.3	7%		53%		40%

Comments:

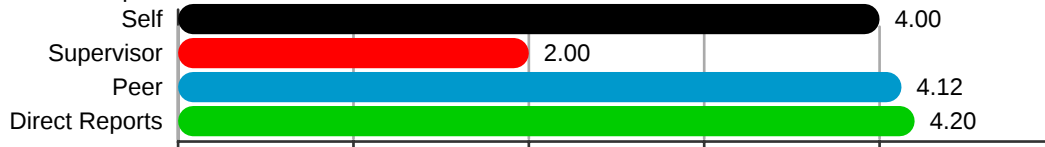
- He has made my job so much easier just having him in the facility and present to field questions/work related issues.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- _____ works at maintaining good communication with all staff by engaging 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.
- I value _____'s advice and support as we realigned my department a few times this year.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.

Communication Skills

Summary Scores



6. Delivers influential presentations.



7. Presents information in a clear and logical format.



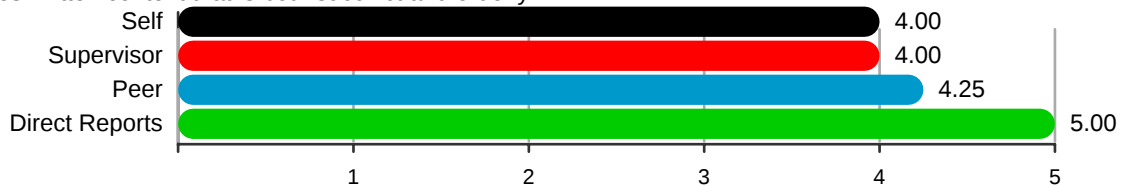
8. Delivers clear and concise instructions.



9. Able to deliver presentations.



10. Produces written content that is both succinct and orderly.



Level of Skill

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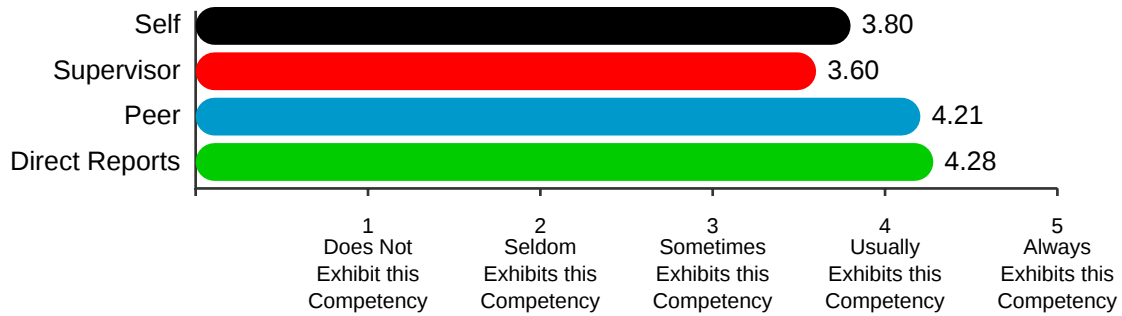
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Delivers influential presentations.	15	4.00	80.0	7%	13%	53%	27%	
7. Presents information in a clear and logical format.	15	4.07	80.0		20%	53%	27%	
8. Delivers clear and concise instructions.	15	4.33	93.3	7%	47%		47%	
9. Able to deliver presentations.	15	4.47	93.3	7%	40%	53%		
10. Produces written content that is both succinct and orderly.	15	4.47	93.3	7%	40%	53%		

Comments:

- _____ has been so helpful to me as a new manager.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.
- _____ could also improve his ability to work with the framework of a team. _____ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- 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.
- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- He collaborates with all departments and operates under shared governance.

Action

Summary Scores



11. Navigates organizational structures and boundaries to achieve goals.



12. Is driven to complete a high amount of work.



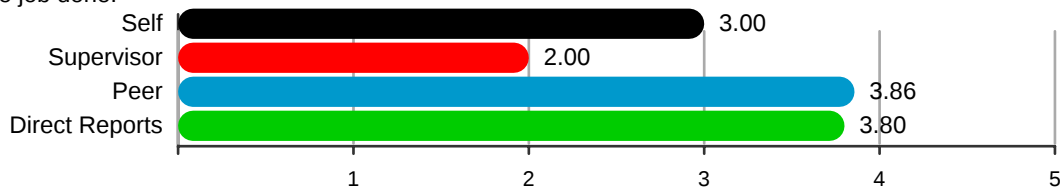
13. Prepares equipment at the start of the shift.



14. Avoids "Analysis Paralysis" through action.



15. Gets the job done.



Level of Skill

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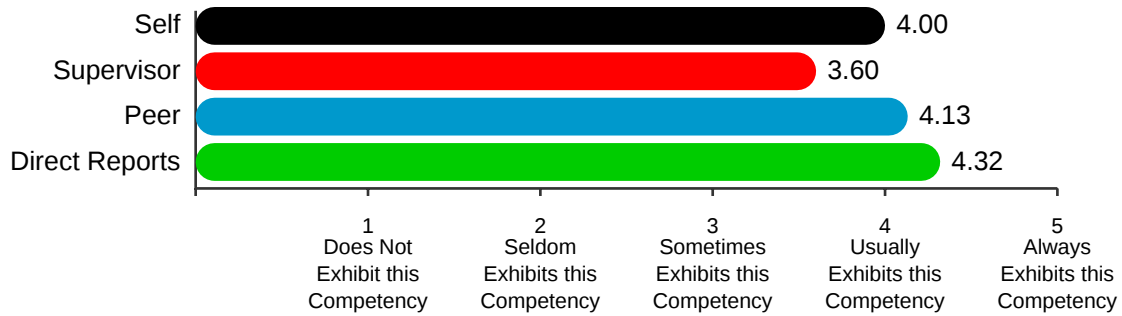
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Navigates organizational structures and boundaries to achieve goals.	15	4.60	100.0					
12. Is driven to complete a high amount of work.	15	4.27	100.0					
13. Prepares equipment at the start of the shift.	15	4.33	100.0					
14. Avoids "Analysis Paralysis" through action.	15	3.93	73.3					
15. Gets the job done.	14	3.64	57.1					

Comments:

- _____ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- _____ is very supportive to staff and offers many opportunities for staff to grow.
- I think _____ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- _____ is very professional in dealing with his peers and the staff.
- _____ has nothing but [CompanyName]'s best interest at heart.

Feedback

Summary Scores



16. Monitors and adjusts performance in response to feedback by regularly assessing progress and making necessary changes to improve effectiveness.



17. Promotes an atmosphere that champions continuous education and enhancement.



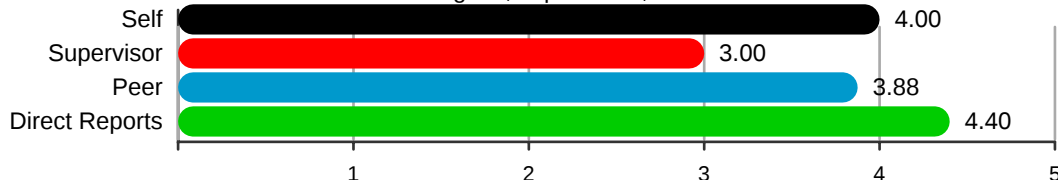
18. Creates an action plan based on the feedback received.



19. Creates an environment that encourages open communication, mutual respect, and continuous improvement to facilitate effective feedback between managers and their employees.



20. Willing to listen and consider feedback from colleagues, supervisors, and other stakeholders.



Level of Skill

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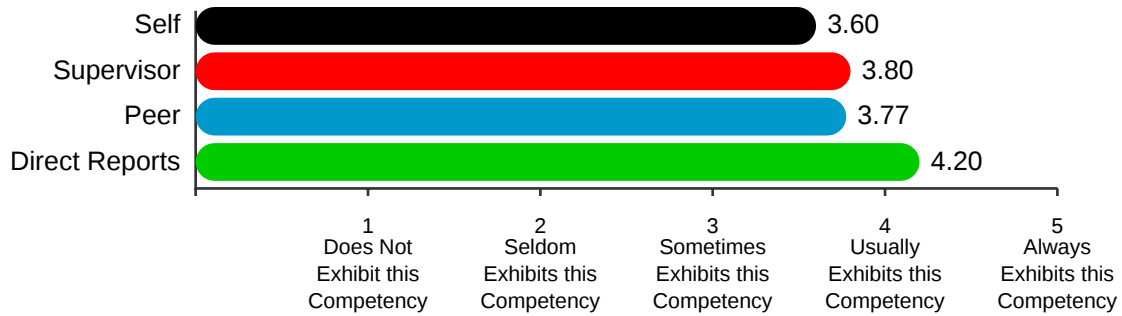
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Monitors and adjusts performance in response to feedback by regularly assessing progress and making necessary changes to improve effectiveness.	15	4.33	86.7	13%		40%	47%	
17. Promotes an atmosphere that champions continuous education and enhancement.	15	4.27	93.3	7%		60%		33%
18. Creates an action plan based on the feedback received.	14	4.00	92.9	7%		86%		7%
19. Creates an environment that encourages open communication, mutual respect, and continuous improvement to facilitate effective feedback between r	14	4.14	85.7	7%	7%	50%		36%
20. Willing to listen and consider feedback from colleagues, supervisors, and other stakeholders.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- _____ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.
- _____ has done a great job clarifying roles on his team and leading them by example and hard work as well.
- He is a very diligent hard worker.
- I have appreciated partnering with _____ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department. and roles of various employees. His support during this transition was extremely helpful to me.
- It's been a pleasure to work for him.

Problem Solving

Summary Scores



21. Is a versatile problem-solver with a wide range of tools and techniques at their disposal to apply them appropriately to different situations.



22. Optimizes resource utilization, reducing waste and maximizing efficacy of the solutions implemented.



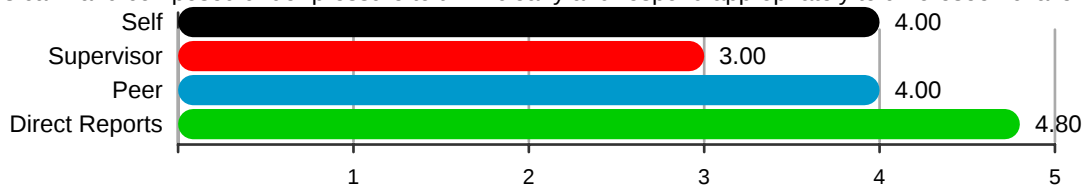
23. Accurately evaluates the implications of new information or events.



24. Flexible and willing to adjust their approach when new information or changes in the environment arise.



25. Remains calm and composed under pressure to think clearly and respond appropriately to unforeseen challenges.



Level of Skill

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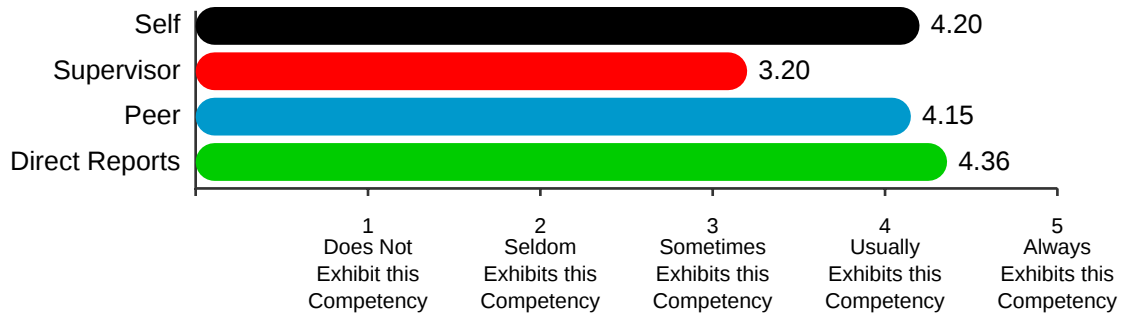
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Is a versatile problem-solver with a wide range of tools and techniques at their disposal to apply them appropriately to different situations.	15	4.00	66.7	13%	20%	20%	47%	
22. Optimizes resource utilization, reducing waste and maximizing efficacy of the solutions implemented.	15	3.47	53.3	13%	33%	47%	7%	
23. Accurately evaluates the implications of new information or events.	15	3.60	66.7	13%	20%	60%	7%	
24. Flexible and willing to adjust their approach when new information or changes in the environment arise.	15	4.27	86.7	7%	7%	40%	47%	
25. Remains calm and composed under pressure to think clearly and respond appropriately to unforeseen challenges.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

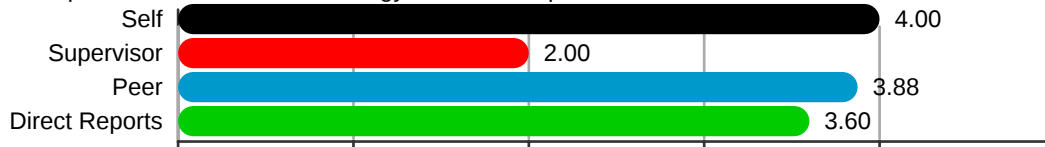
- _____ is concerned about the input of the staff. Has worked to try to improve his responsiveness and performance.
- He can ask a question and truly listen to the answer before giving feedback.
- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- Is empathetic, understanding, and dependable.
- _____ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.
- He is the model of a true leader. He will never ask his staff to do something he wouldn't do himself.

Technology Use/Management

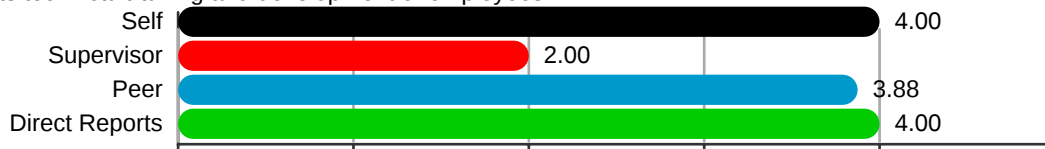
Summary Scores



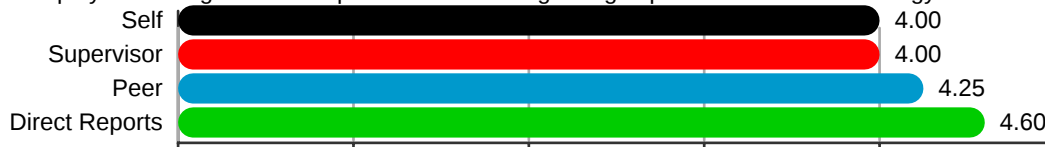
26. Adopts the implementation of new technology into the workplace.



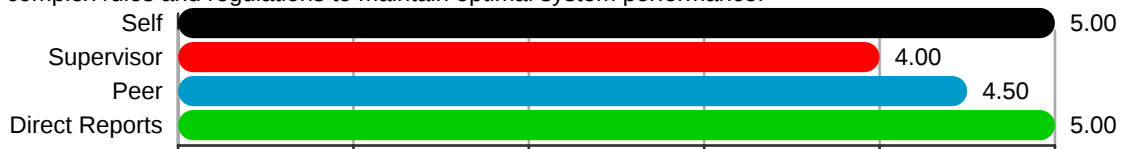
27. Supports technical training and development of employees.



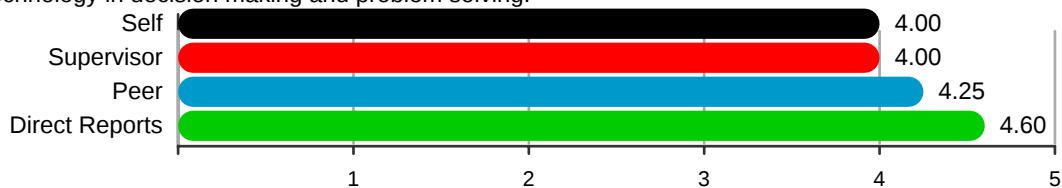
28. Supports employee training and development initiatives regarding implementation of technology.



29. Applies complex rules and regulations to maintain optimal system performance.



30. Uses technology in decision making and problem solving.



Level of Skill

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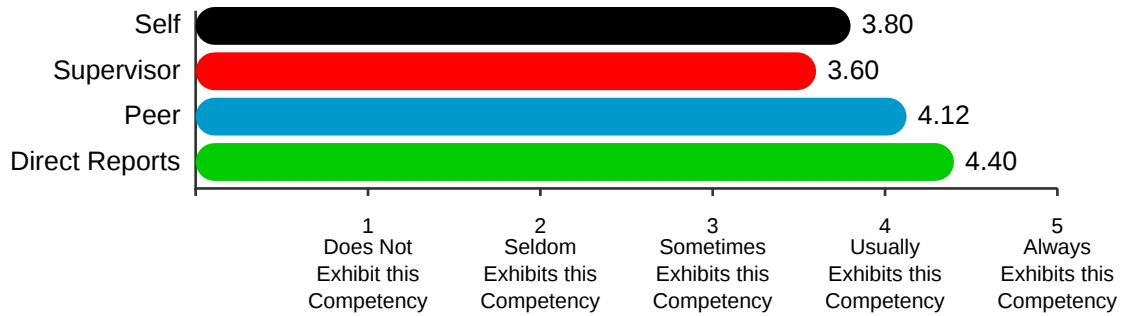
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Adopts the implementation of new technology into the workplace.	15	3.67	66.7	20%	13%	47%	20%	
27. Supports technical training and development of employees.	15	3.80	73.3	20%	7%	47%	27%	
28. Supports employee training and development initiatives regarding implementation of technology.	15	4.33	86.7	13%	40%	47%		
29. Applies complex rules and regulations to maintain optimal system performance.	15	4.67	100.0	33%	67%			
30. Uses technology in decision making and problem solving.	15	4.33	100.0	67%	33%			

Comments:

- _____ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- I have not had any issues with _____ since I have been working for him.
- Always has a positive, cheerful, and strong attitude.
- Is empathetic, understanding, and dependable.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- _____ is willing to understand how a current process works before wanting to incorporate changes.

Establishing Focus/Direction

Summary Scores



31. Provides strong direction to new employees and recent transfers.



32. Adjusts resource distribution dynamically in response to shifting demands or constraints.



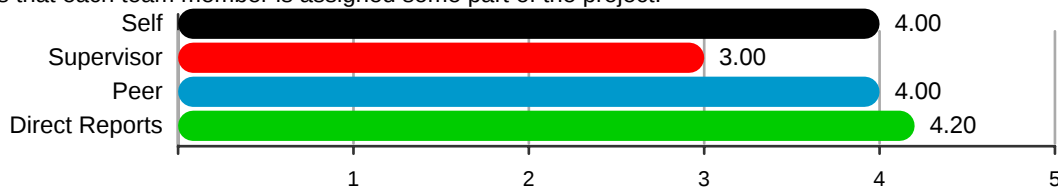
33. Anticipates resource needs and secures them in advance to prevent delays.



34. Sets appropriate goals for employees.



35. Ensures that each team member is assigned some part of the project.



Level of Skill

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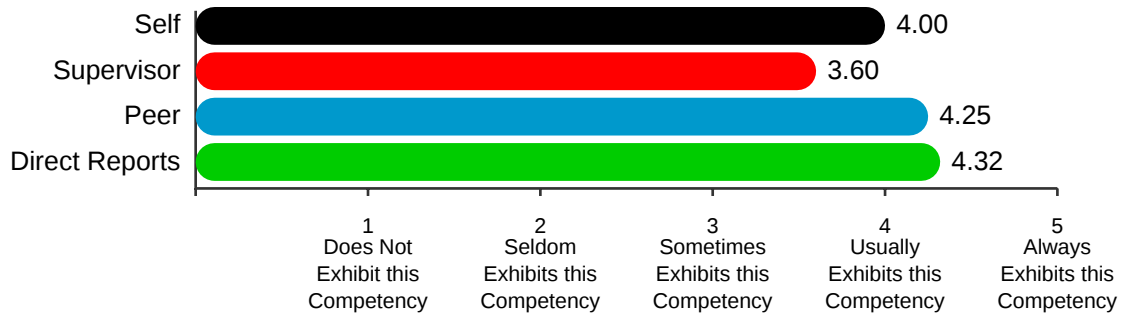
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Provides strong direction to new employees and recent transfers.	15	4.07	80.0	20%		53%		27%
32. Adjusts resource distribution dynamically in response to shifting demands or constraints.	15	4.47	100.0			53%		47%
33. Anticipates resource needs and secures them in advance to prevent delays.	15	4.13	80.0	20%		47%		33%
34. Sets appropriate goals for employees.	15	4.13	86.7	13%		60%		27%
35. Ensures that each team member is assigned some part of the project.	15	4.00	80.0	20%		60%		20%

Comments:

- _____ is very knowledgeable, honest, and consistent in his leadership decisions.
- _____'s priority is our customers and community.
- _____ seems to excel in his perspective of the organization as a whole, and how his departments contribute and support the organization, as well as how the organization lends support to us.
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- _____ 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.
- His recent willingness to take on the department demonstrates his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates his genuine commitment to the organization.

Client Focus

Summary Scores



36. Responds to the needs of the client.



37. Able to handle difficult clients.



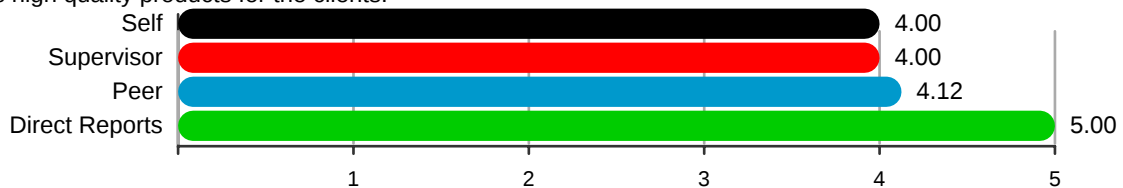
38. Ensures client commitments and requirements are met or exceeded



39. Sets an example for excellent client relations.



40. Creates high quality products for the clients.



Level of Skill

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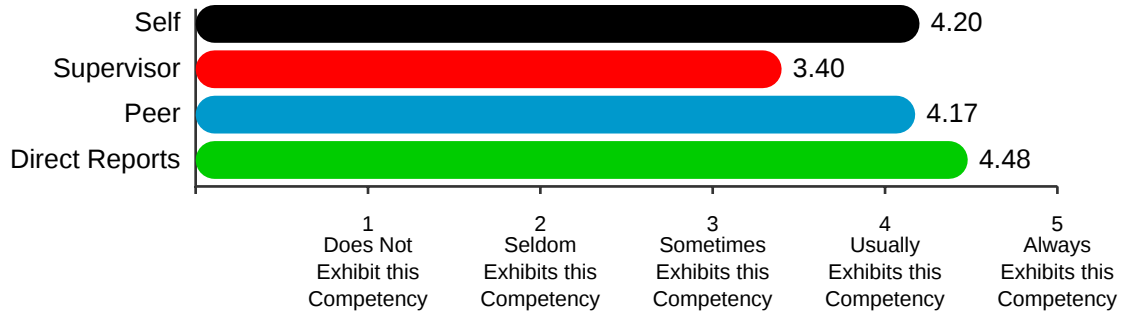
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Responds to the needs of the client.	15	4.33	100.0			67%		33%
37. Able to handle difficult clients.	15	3.93	80.0	13%	7%	53%		27%
38. Ensures client commitments and requirements are met or exceeded	15	4.27	86.7		13%	47%		40%
39. Sets an example for excellent client relations.	15	4.13	86.7		13%	60%		27%
40. Creates high quality products for the clients.	15	4.40	93.3		7%	47%		47%

Comments:

- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- Always has the company's best interest at heart.
- _____ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- I think that _____ is making good strides in setting expectations through clear communication.
- _____ is a dynamic and busy individual. At times he over commits himself and then has to cancel his participation as he cannot be in two places at once. It can inadvertently give off the aura that he is not engaged in the project meeting that was missed.
- He has been challenging us to find other ways to communicate that would be effective, other than email.

Customer Focus

Summary Scores



41. Helps raise the tone or energy of the team through positive customer interactions.



42. Adapts to changes proposed by the customer.



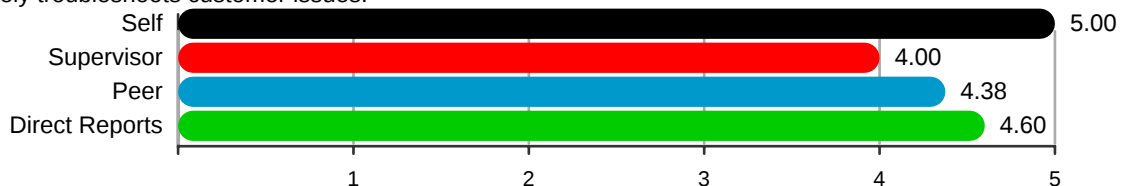
43. Regularly receives positive feedback from customers.



44. Treats every customer interaction as an opportunity to build trust and goodwill.



45. Effectively troubleshoots customer issues.



Level of Skill

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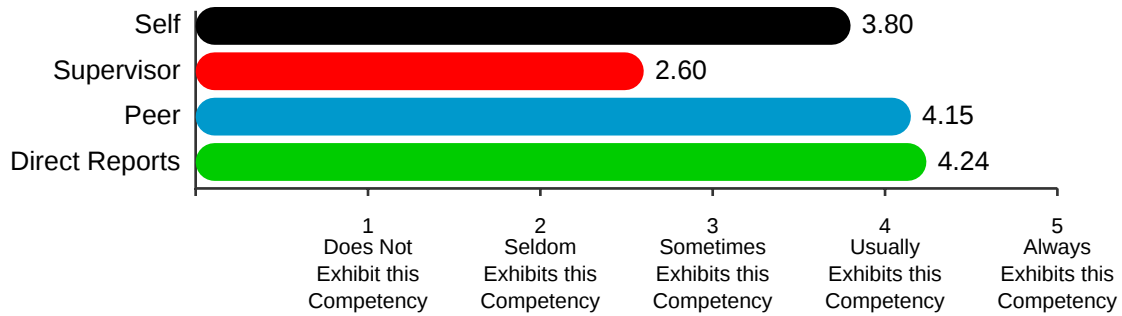
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Helps raise the tone or energy of the team through positive customer interactions.	15	4.33	93.3	7%		53%		40%
42. Adapts to changes proposed by the customer.	15	4.20	80.0	20%		40%		40%
43. Regularly receives positive feedback from customers.	15	4.13	86.7	13%		60%		27%
44. Treats every customer interaction as an opportunity to build trust and goodwill.	15	4.00	86.7	13%		73%		13%
45. Effectively troubleshoots customer issues.	15	4.47	93.3	7%		40%		53%

Comments:

- He is friendly, courteous, and kind all while being very professional.
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.
- _____ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- _____ is an amazing manager. He genuinely cares about his staff.
- _____ is an excellent listener. He is HIGHLY respected by his staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.

Coaching

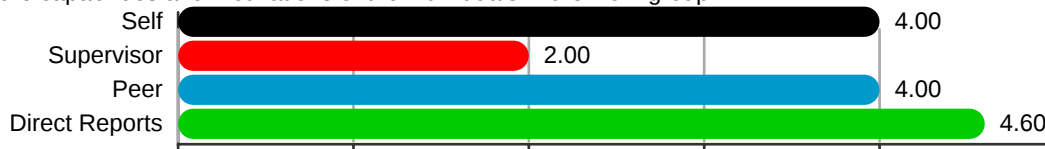
Summary Scores



46. Is empathetic to the current workload and situation that the employee may be experiencing.



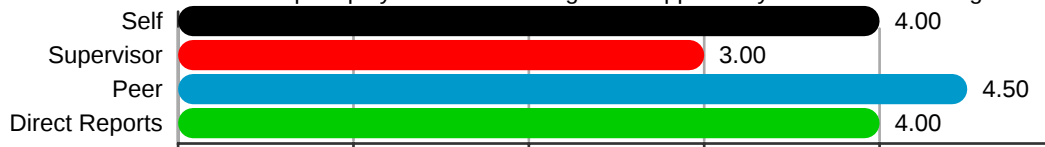
47. Knows the capabilities and motivations of the individuals in the work group.



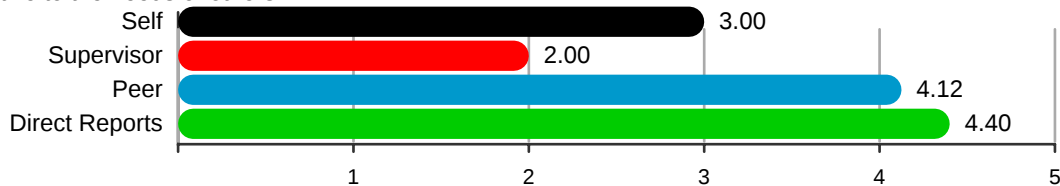
48. Encourages the employee to see things from different perspectives.



49. Uses positive reinforcements to help employees see coaching as an opportunity rather than an obligation.



50. Is attentive to the needs of 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 (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
46. Is empathetic to the current workload and situation that the employee may be experiencing.	15	3.87	80.0	7%	13%	67%	13%	
47. Knows the capabilities and motivations of the individuals in the work group.	15	4.07	86.7	13%	53%	33%		
48. Encourages the employee to see things from different perspectives.	15	4.13	86.7	13%	60%	27%		
49. Uses positive reinforcements to help employees see coaching as an opportunity rather than an obligation.	15	4.20	86.7	7%	7%	47%	40%	
50. Is attentive to the needs of others	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- _____ 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.
- Could benefit from increasing awareness on how much influence they have on the department.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- The integrity, professionalism and high ethics he exhibits everyday, every time with everyone is remarkable.
- _____ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.

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?

- _____ has demonstrated excellent leadership and organizational qualities. He keeps his team focused and is open to all ideas. He certainly makes us feel included in all aspects that pertain to our department.
- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he leads and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- _____ is an amazing manager. He genuinely cares about his staff.
- Reliability-needs to delegate meetings to others that can handle the work. He has created a team that are experts and should allow more independence for development.
- He is strong and firm in his decisions, but involves his entire team in those decisions.
- He is fair, sets a good example, and I feel that he is very honest and has a great deal of integrity.

What do you like best about working with this individual?

- _____ is a "One of a kind" He is a great manager.
- His professionalism is beyond reproach and he is fair and just.
- _____ has done an amazing job in taking on this new role. He came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- I envy his versatility in working with a wide variety of issues and topics.
- Norm made an excellent choice by selecting _____ to lead [CompanyName].
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.

What do you like least about working with this individual?

- He's very good at his job, Service and relationship development are talents at which he excels. My constructive feedback would be for _____ to speak up more in meetings and be more forthcoming in groups and with other leaders with his thoughts and opinions. I know he has them as he does share them with me aside, but but I would encourage him to share them more broadly.
- _____ sometimes communicates in a way that makes it difficult to tell if he is asking a question, for help, or for clarification.
- He is passionate about providing the services necessary to meet the needs of our organization.
- I think _____ is doing a wonderful job in his new role here at this [CompanyName]. He has quickly become a vital part of the team. He is about to take on an even bigger role in the coming months and I think that he will demonstrate that he is very capable leader. I am glad that he has joined us.
- I think that _____ is making good strides in setting expectations through clear communication.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues

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

- _____ came to [CompanyName] and has done a wonderful job of getting the message out.
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- _____ has made a lot of headway in transforming his team this last year. A number of changes to structure and job descriptions have been made.
- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- _____ has a very high integrity standard. He handles all of his business with the utmost professionalism.
- Since we all have things we need to be aware of, he is protective and proud of his staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. He may want to be aware of this when asking for feedback.

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

- Uses visual aids to communicate progress to your team.
- He is the only manager in the department to help us when we are short.
- I know I can always count on _____ to consistently encourage collaboration and system perspective.
- Understanding that the progress towards a more definitive house supervisor does take time, I would like to see a more proactive approach in allowing the department to make decisions.
- _____ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- 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.

Any final comments?

- I know I can always count on _____ to consistently encourage collaboration and system perspective.
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- Your initiative influences others in a positive way.
- _____ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- As a new employee, I feel that he is receptive when I seek guidance as well as when I am looking for feedback with my own skills.