



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

December 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.

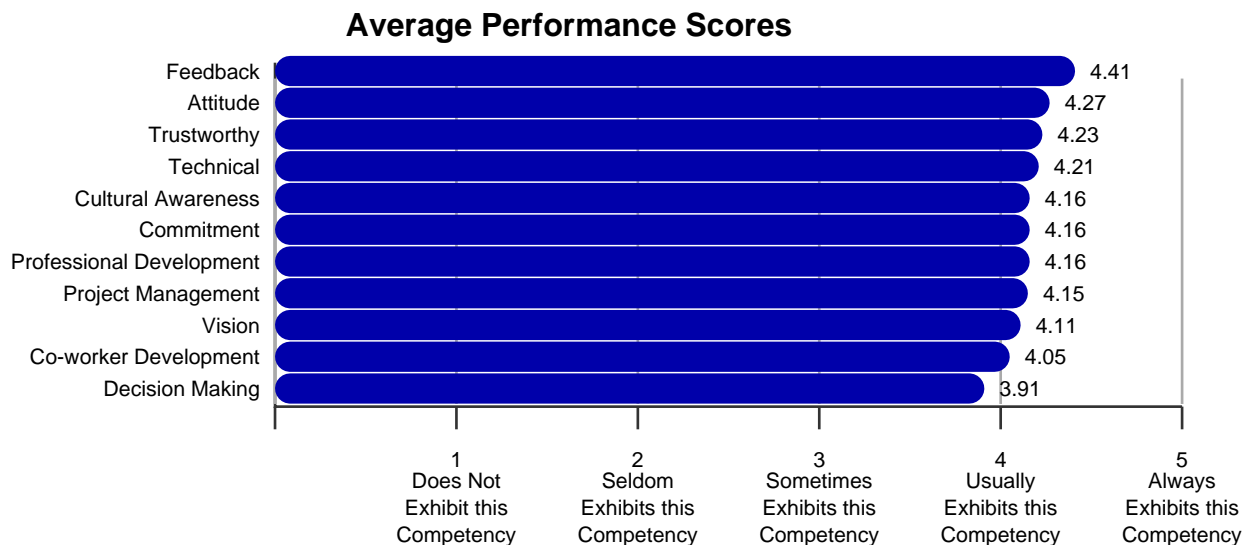
What to Do with Your Feedback

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

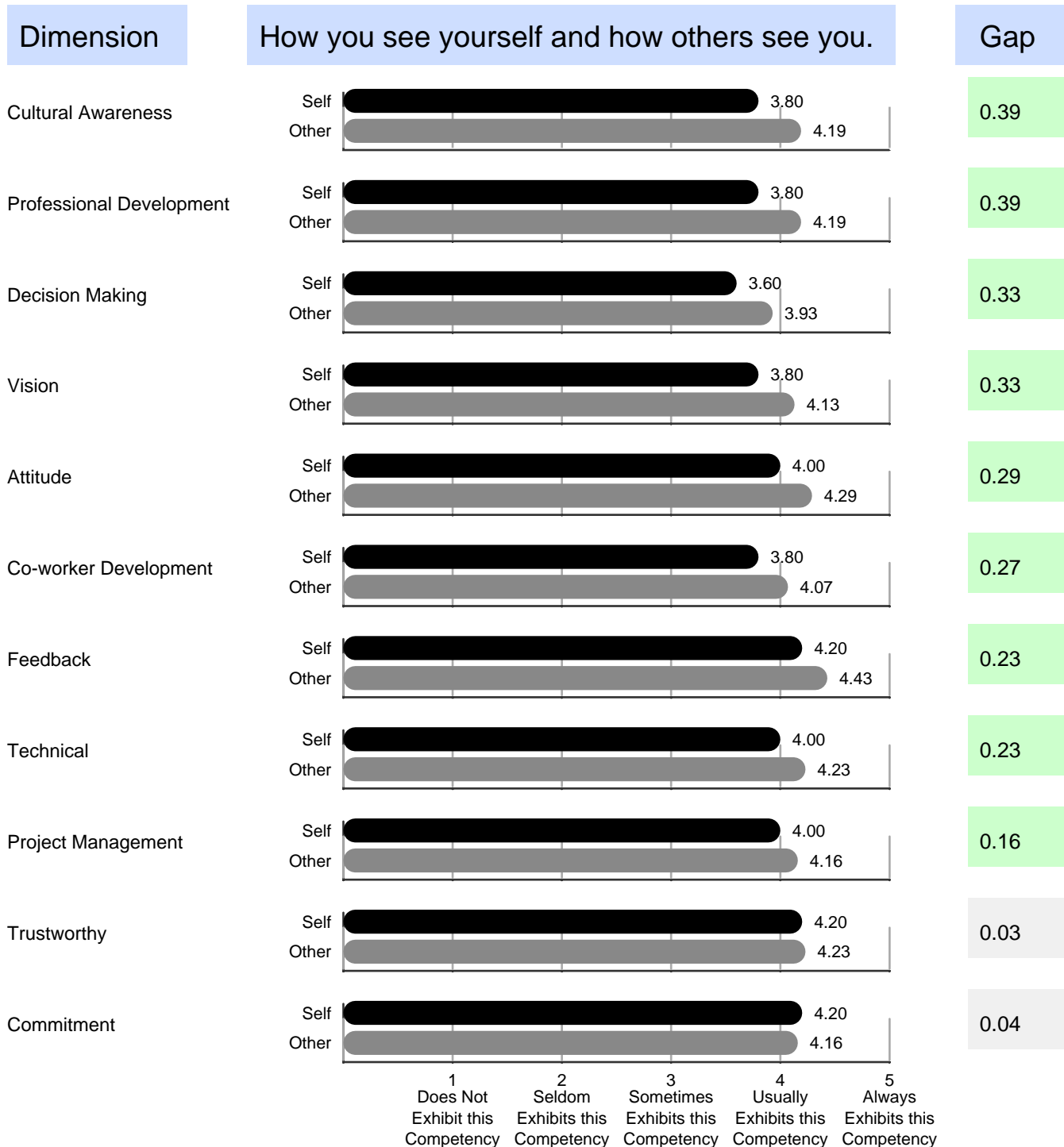
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



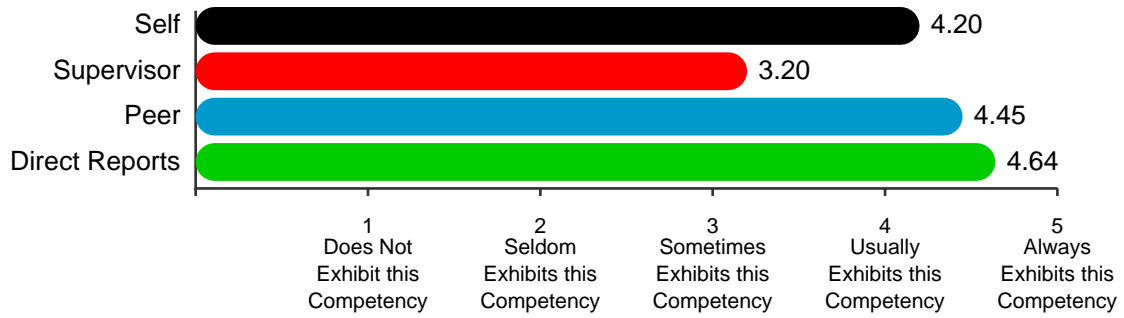
Gap Analysis

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.



Feedback

Summary Scores



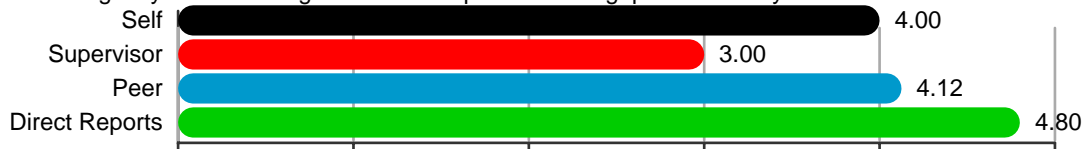
1. Leads constructive feedback sessions by emphasizing actual observations compared to performance goals.



2. Improves employees on an ongoing basis through constructive feedback.



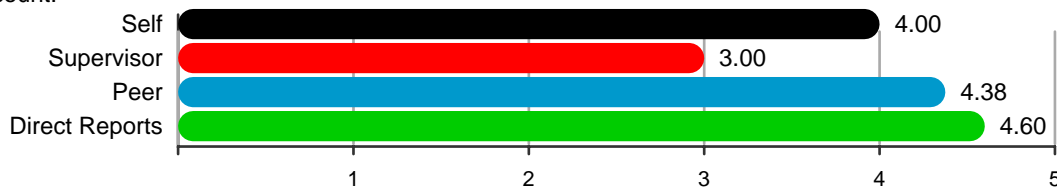
3. Demonstrates urgency in addressing behavioral or performance gaps before they escalate.



4. Supports employee development by providing targeted training and resources.



5. Proactively seeks input from diverse sources to ensure all perspectives are acknowledged and different viewpoints are taken into account.



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).

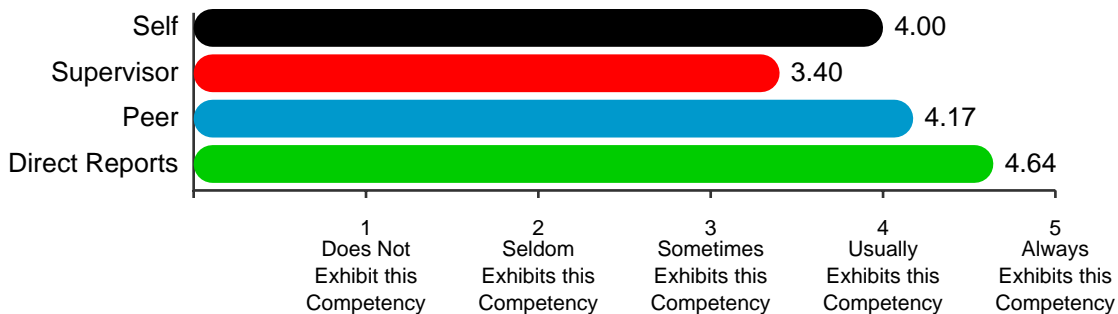
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Leads constructive feedback sessions by emphasizing actual observations compared to performance goals.	15	4.20	93.3	7%		67%		27%
2. Improves employees on an ongoing basis through constructive feedback.	15	4.87	100.0	13%		87%		
3. Demonstrates urgency in addressing behavioral or performance gaps before they escalate.	15	4.27	93.3	7%		60%		33%
4. Supports employee development by providing targeted training and resources.	15	4.40	86.7	13%		33%		53%
5. Proactively seeks input from diverse sources to ensure all perspectives are acknowledged and different viewpoints are taken into account.	15	4.33	93.3	7%		53%		40%

Comments:

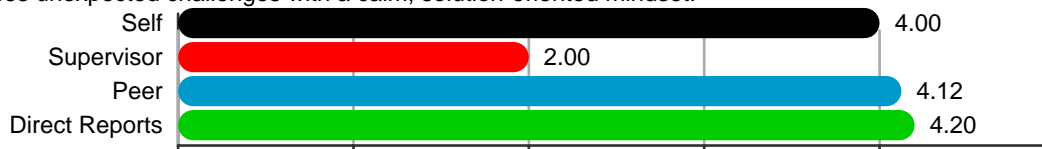
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.
- I thoroughly enjoy working with _____ and he has been very helpful with the rework IS did with their job descriptions.
- _____ is a outstanding manager.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- _____ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).

Attitude

Summary Scores



6. Embraces unexpected challenges with a calm, solution-oriented mindset.



7. Responds constructively to last-minute changes and shifting priorities, without frustration or resistance, and with a positive attitude.



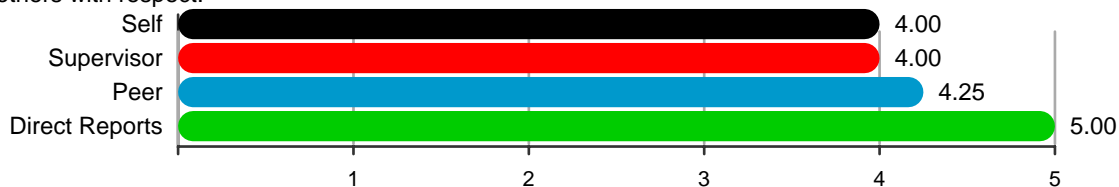
8. Greets teammates each morning with authentic warmth and curiosity, setting a tone of shared purpose.



9. Creates space for constructive dialogue around mistakes, viewing them as learning opportunities.



10. Treats others with respect.



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).

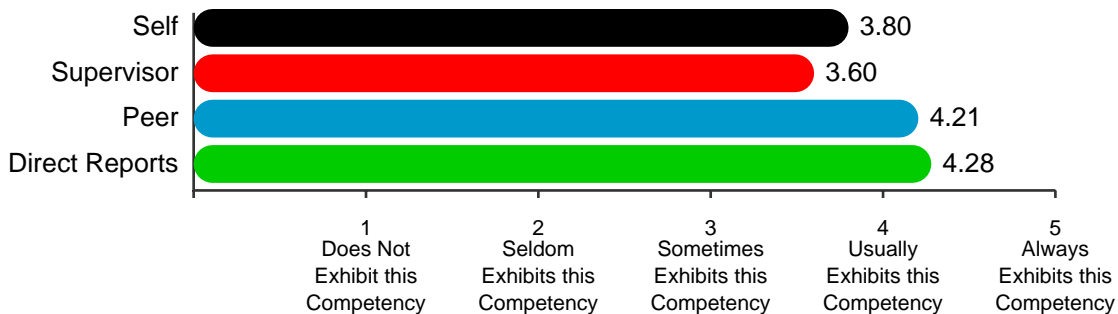
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Embraces unexpected challenges with a calm, solution-oriented mindset.	15	4.00	80.0	7%	13%	53%	27%	
7. Responds constructively to last-minute changes and shifting priorities, without frustration or resistance, and with a positive attitude.	15	4.07	80.0		20%	53%	27%	
8. Greets teammates each morning with authentic warmth and curiosity, setting a tone of shared purpose.	15	4.33	93.3	7%	47%		47%	
9. Creates space for constructive dialogue around mistakes, viewing them as learning opportunities.	15	4.47	93.3	7%	40%		53%	
10. Treats others with respect.	15	4.47	93.3	7%	40%		53%	

Comments:

- _____ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.
- He is highly engaged in his work and passionate about connecting with others in a meaningful way.
- _____ would be my choice for permanent manager of the department.
- _____ has supported me through some tough contract negotiations and he is the consummate professional.
- _____ needs to remove himself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- _____ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, he has broadened his perspective from seeing individual departments, to visions of integrated teams that are customer centered.

Cultural Awareness

Summary Scores



11. Fosters a diverse workforce free from discrimination and harassment.



12. Builds collaborative relationships by honoring cultural norms and interpersonal boundaries.



13. Willing to work with employees who have different cultural backgrounds.



14. Is responsive to individuals from other cultures.



15. Actively listens to other employees' stories about their culture.



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).

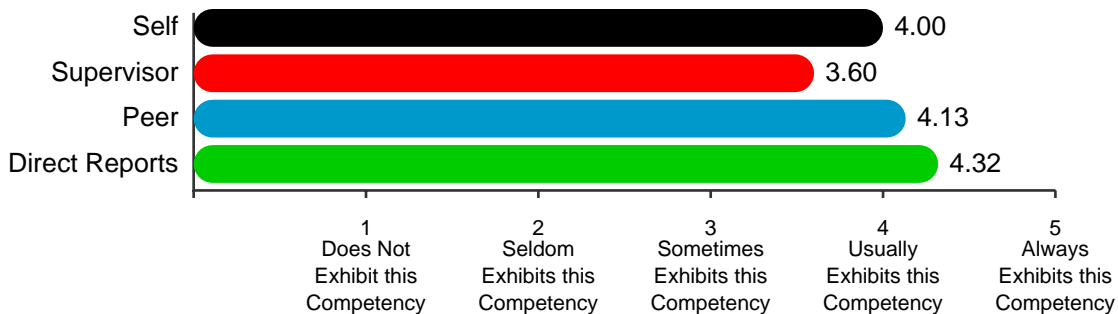
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Fosters a diverse workforce free from discrimination and harassment.	15	4.60	100.0			40%	60%	
12. Builds collaborative relationships by honoring cultural norms and interpersonal boundaries.	15	4.27	100.0			73%		27%
13. Willing to work with employees who have different cultural backgrounds.	15	4.33	100.0			67%		33%
14. Is responsive to individuals from other cultures.	15	3.93	73.3	27%		53%		20%
15. Actively listens to other employees' stories about their culture.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see his in the rooms helping in the mornings. Well liked by staff.
- He exhibits a very strong commitment to [CompanyName] in his interactions and as such is an important role model to me an others.
- I think that _____ is making good strides in setting expectations through clear communication.
- Working with _____ on the IP rehab project has been awesome. He is great at what he does. He understands his role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with his anytime.
- If feel _____ meets/exceeds in all of the areas listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.

Project Management

Summary Scores



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



17. Determines the correct order for the phases of the project.



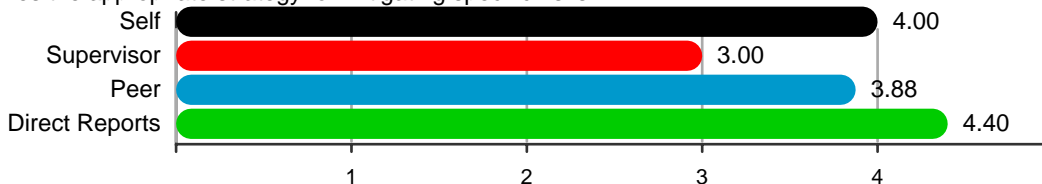
18. Anticipates potential problems and institutes controls and contingency plans to address them.



19. Understands the financial, strategic, resources, staffing, timeline and market risks that may impact the project.



20. Determines the appropriate strategy for mitigating specific risks.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

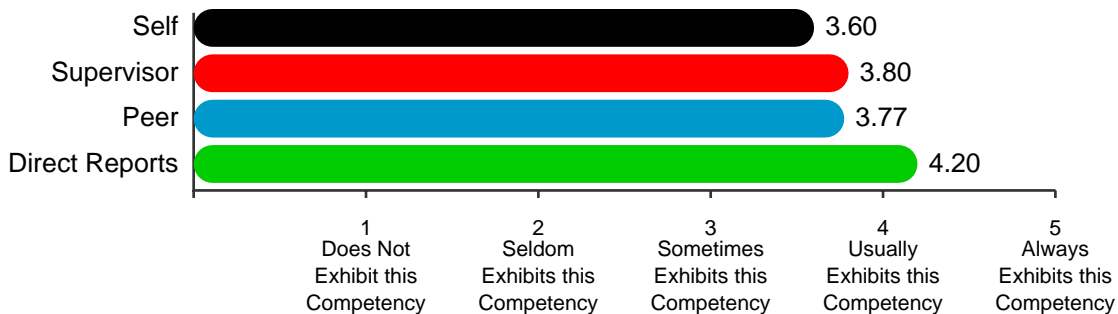
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Accurately determines the number of staff needed for the project.	15	4.33	86.7	13%	40%	47%		
17. Determines the correct order for the phases of the project.	15	4.27	93.3	7%	60%	33%		
18. Anticipates potential problems and institutes controls and contingency plans to address them.	14	4.00	92.9	7%	86%	7%		
19. Understands the financial, strategic, resources, staffing, timeline and market risks that may impact the project.	14	4.14	85.7	7%	7%	50%	36%	
20. Determines the appropriate strategy for mitigating specific risks.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- His time has been in huge demand on the [CompanyName] operations side, which has not allowed him to do as much professional development for himself that he would like.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- _____ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- I garner ideas from his regularly and look to him as a mentor.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- _____ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.

Decision Making

Summary Scores



21. Frames decisions in compelling narratives that inspire buy-in and clarify vision.



22. Outlines the parameters influencing the decision making process.



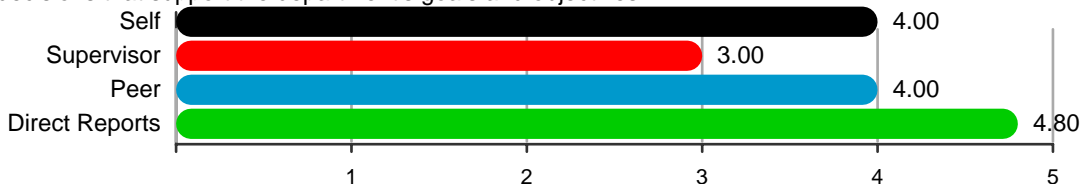
23. Approaches challenges from unconventional angles, revealing new paths forward.



24. Decision making involves careful analysis of the facts and consideration of parameters and constraints.



25. Makes decisions that support the department's goals and objectives.



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).

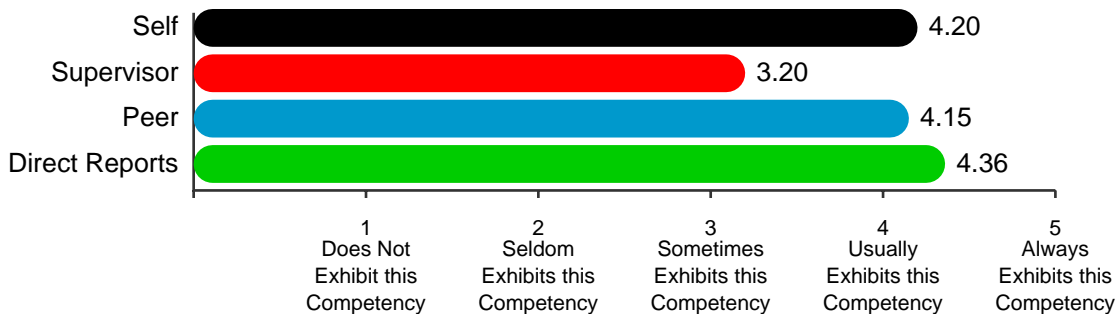
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Frames decisions in compelling narratives that inspire buy-in and clarify vision.	15	4.00	66.7	13%	20%	20%	47%	
22. Outlines the parameters influencing the decision making process.	15	3.47	53.3	13%	33%		47%	7%
23. Approaches challenges from unconventional angles, revealing new paths forward.	15	3.60	66.7	13%	20%		60%	7%
24. Decision making involves careful analysis of the facts and consideration of parameters and constraints.	15	4.27	86.7	7%	7%	40%	47%	
25. Makes decisions that support the department's goals and objectives.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

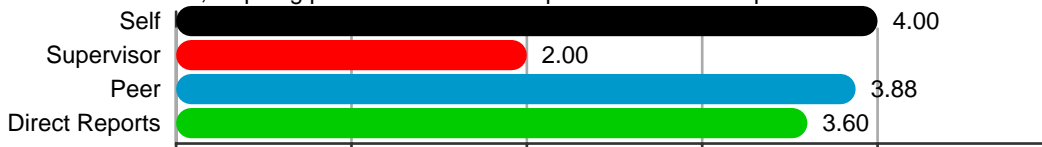
- _____ analyzes all situations before making a decision.
- He has a way to make you always want to do better and be better. He has always been a very strong leader for the company.
- The advice and direction I receive from _____ is often on point and helps to provide positive outcomes. Over the last year as I have grown _____ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- On occasion _____'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- Is reliable and keeps the team focused on the delivery of outcomes.

Commitment

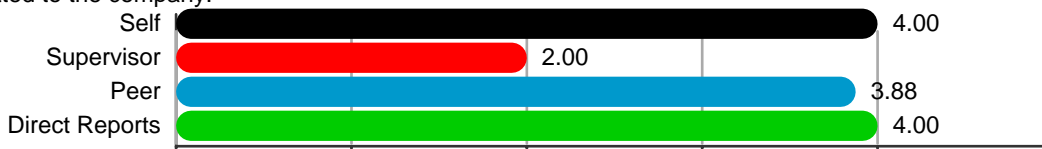
Summary Scores



26. Champions collective wins, inspiring pride in shared accomplishments that deepen commitment to future endeavors.



27. Committed to the company.



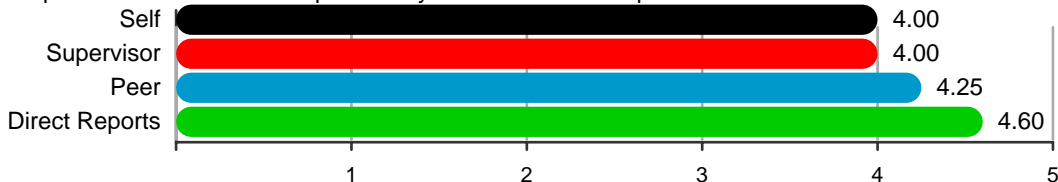
28. Provides developmental opportunities to strengthen employee commitment to the organization.



29. Encourages employees to channel their abilities toward achieving organizational outcomes.



30. Anticipates potential distractions and proactively minimizes them to protect commitment to results.



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).

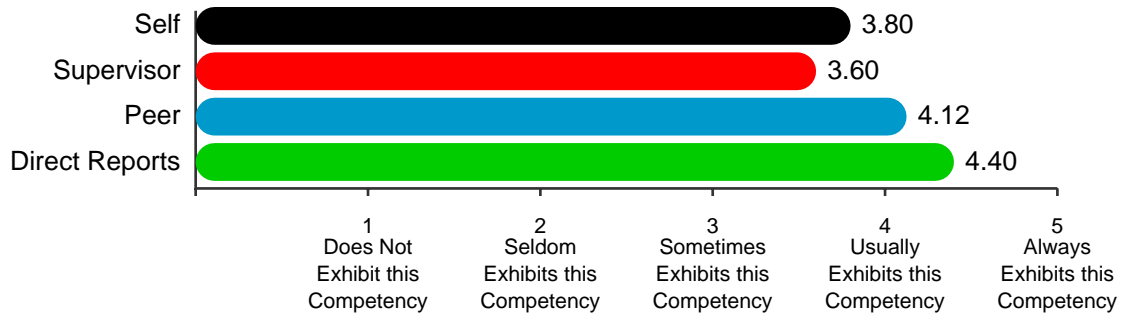
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Champions collective wins, inspiring pride in shared accomplishments that deepen commitment to future endeavors.	15	3.67	66.7	20%	13%	47%	20%	
27. Committed to the company.	15	3.80	73.3	20%	7%	47%	27%	
28. Provides developmental opportunities to strengthen employee commitment to the organization.	15	4.33	86.7	13%	40%	47%		
29. Encourages employees to channel their abilities toward achieving organizational outcomes.	15	4.67	100.0		33%	67%		
30. Anticipates potential distractions and proactively minimizes them to protect commitment to results.	15	4.33	100.0		67%	33%		

Comments:

- In many cases, not in all, he could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and he approved it.'
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.
- Is a great teammate and valuable resource for the company. it is obvious he cares for the team
- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.
- _____ has a calm and professional style.
- _____ works very well with other departments.

Professional Development

Summary Scores



31. Encourages employees to take courses relevant to their job.



32. Seeks opportunities for continuous learning.



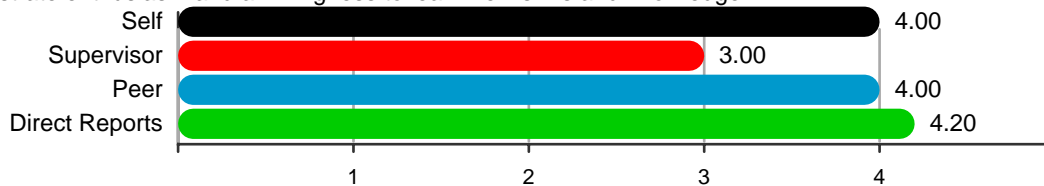
33. Keep themselves up-to-date of technical/professional issues



34. Quickly acquire and apply new knowledge and skills when needed



35. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



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).

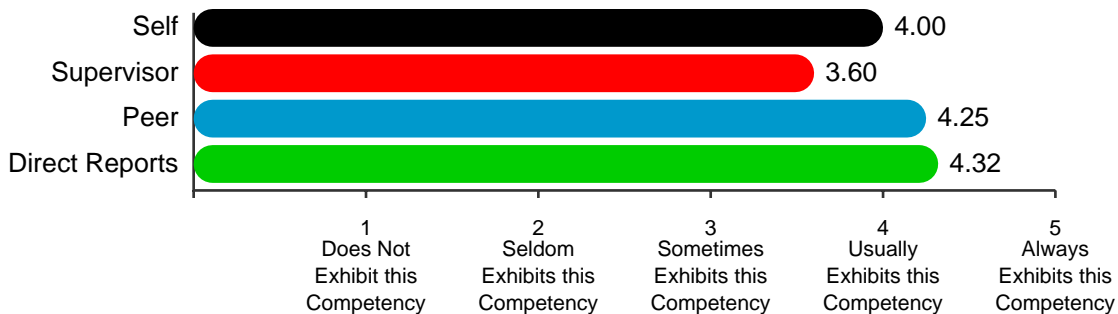
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Encourages employees to take courses relevant to their job.	15	4.07	80.0	20%		53%		27%
32. Seeks opportunities for continuous learning.	15	4.47	100.0		53%		47%	
33. Keep themselves up-to-date of technical/professional issues	15	4.13	80.0	20%		47%		33%
34. Quickly acquire and apply new knowledge and skills when needed	15	4.13	86.7	13%		60%		27%
35. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.00	80.0	20%		60%		20%

Comments:

- He sometimes comes off as confused about organizational/operational direction.
- I admire _____'s decision making skills when it comes to hiring new employees for our department.
- I was impressed with the time he spent both working on the issue and with the individual. I believe these efforts will pay off.
- _____ appears engaged, focused on improvement, and bettering the organization. He collaborates with other leaders and his staff to drive increases in service and efficiency. I feel like my team's needs are met and _____ will respond to any escalation request or need for strategic planning positively and effectively.
- I enjoy working with _____; whenever I need to communicate an issue or problem regarding the department he is very receptive and responsive to the needs.
- Not many people can be as well rounded, as these qualities require completely different skill sets.

Technical

Summary Scores



36. Is knowledgeable of procedures or systems necessary for the job.



37. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



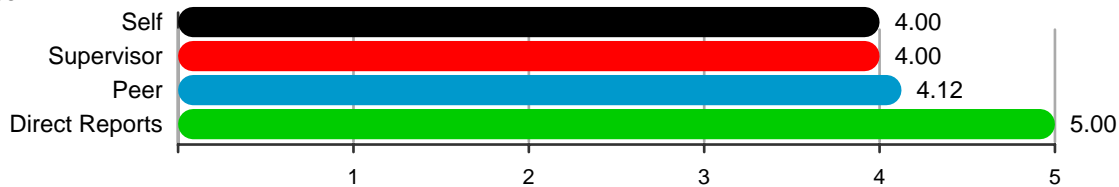
38. Willingly shares his/her technical expertise; sought out as resource by others



39. Willingly shares information and expertise; sought out as resource by others



40. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices



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).

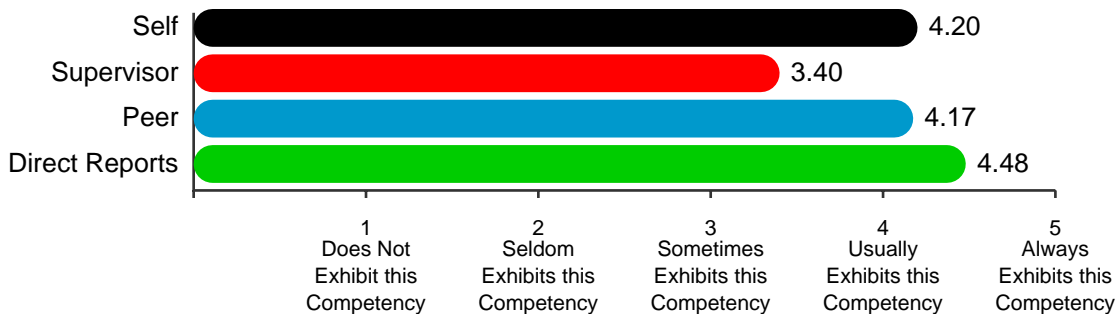
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Is knowledgeable of procedures or systems necessary for the job.	15	4.33	100.0			67%	33%	
37. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.93	80.0	13%	7%	53%	27%	
38. Willingly shares his/her technical expertise; sought out as resource by others	15	4.27	86.7		13%	47%	40%	
39. Willingly shares information and expertise; sought out as resource by others	15	4.13	86.7		13%	60%	27%	
40. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	4.40	93.3		7%	47%	47%	

Comments:

- I know I can always count on _____ to be reliable and respond in a timely manner to my request.
- He is trustworthy, dependable, positive attitude, and team focused.
- He is open to feedback, but I haven't seen noticeable changes in his behavior as a result.
- Sometimes you want a little more direction from _____, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- He always involves others in decisions ensuring a well rounded approach.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.

Trustworthy

Summary Scores



41. Consistently keeps commitments.



42. Delivers on promises made.



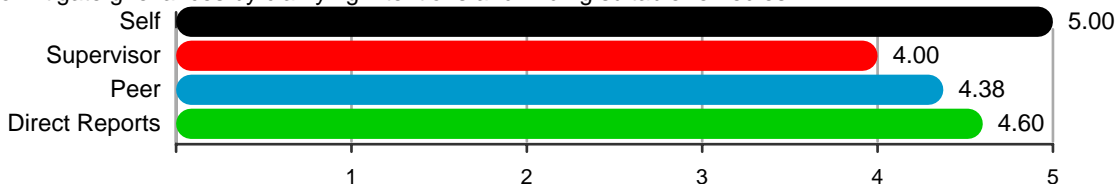
43. Demonstrates congruence between statements and actions.



44. Builds and maintains the trust of others.



45. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.



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).

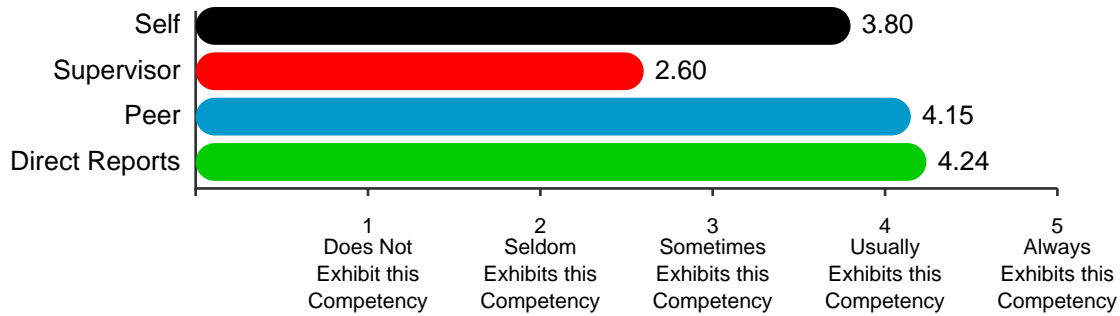
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Consistently keeps commitments.	15	4.33	93.3	7%		53%	40%	
42. Delivers on promises made.	15	4.20	80.0	20%		40%	40%	
43. Demonstrates congruence between statements and actions.	15	4.13	86.7	13%		60%	27%	
44. Builds and maintains the trust of others.	15	4.00	86.7	13%		73%		13%
45. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	4.47	93.3	7%		40%	53%	

Comments:

- You can count on _____ to be honest and stay true to commitments.
- _____ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- I appreciate the honest evaluative feedback _____ provides for the staff in his area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- Before _____ came into the position it seemed that the department was a dump.
- just know going through the hiring process with him.
- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.

Co-worker Development

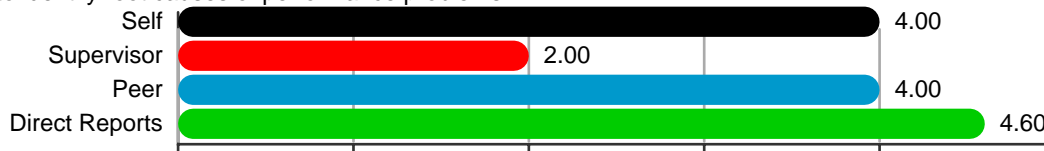
Summary Scores



46. Gives others development opportunities through project assignments and increased job responsibilities



47. Works to identify root causes of performance problems



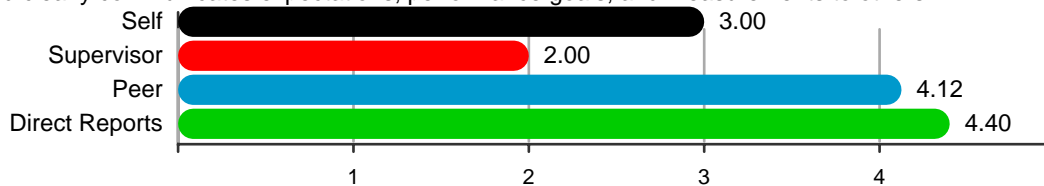
48. Takes immediate action on poor performance



49. Provides ongoing feedback to co-workers on their development progress



50. Sets and clearly communicates expectations, performance goals, and measurements to 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).

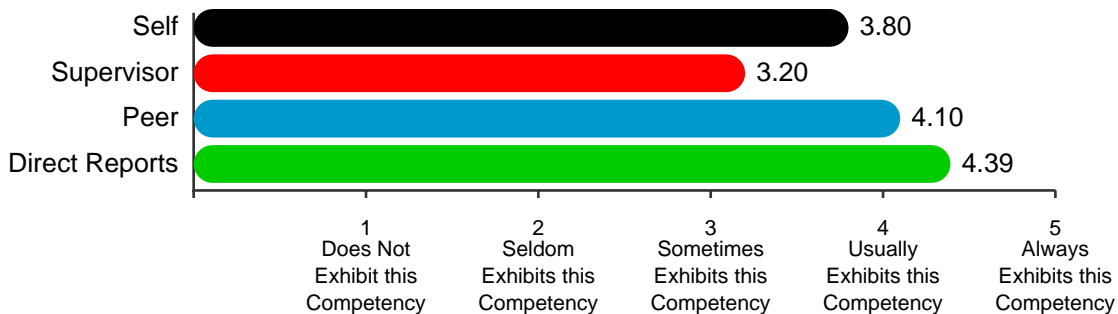
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Gives others development opportunities through project assignments and increased job responsibilities	15	3.87	80.0	7%	13%	67%	13%	
47. Works to identify root causes of performance problems	15	4.07	86.7	13%	53%	33%		
48. Takes immediate action on poor performance	15	4.13	86.7	13%	60%	27%		
49. Provides ongoing feedback to co-workers on their development progress	15	4.20	86.7	7%	7%	47%	40%	
50. Sets and clearly communicates expectations, performance goals, and measurements to others	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- His communication is precise and at times short when some would prefer a greater detailed account.
- _____ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.
- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- _____ sometimes communicates in a way that makes it difficult to tell if he is asking a question, for help, or for clarification.
- He is a strong leader complemented with sound judgement

Vision

Summary Scores



51. Regularly revisits and re-articulates the vision in team meetings, updates, and one-on-ones.



52. Provides the vision needed to help the organization remain competitive and adaptable in a dynamic market.



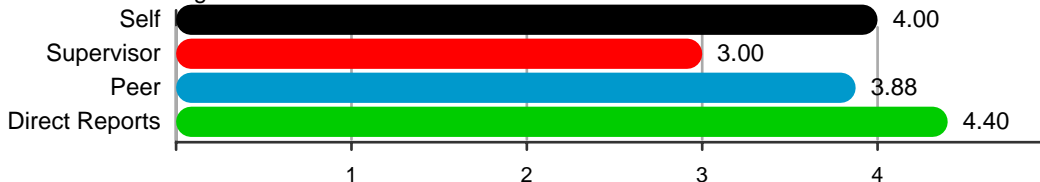
53. Builds momentum by celebrating small wins that reflect progress toward the vision.



54. Persuasively links departmental goals to broader organizational impact, fostering buy-in across levels.



55. Provides vision and strategies to the team.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Regularly revisits and re-articulates the vision in team meetings, updates, and one-on-ones.	14	4.14	92.9	7%		71%		21%
52. Provides the vision needed to help the organization remain competitive and adaptable in a dynamic market.	14	4.21	85.7	14%		50%		36%
53. Builds momentum by celebrating small wins that reflect progress toward the vision.	15	4.13	80.0	20%		47%		33%
54. Persuasively links departmental goals to broader organizational impact, fostering buy-in across levels.	15	4.07	80.0	20%		53%		27%
55. Provides vision and strategies to the team.	15	4.00	80.0	20%		60%		20%

Comments:

- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- I have enjoyed working with _____ and will miss his support and direction.
- _____ is able to problem solve very well.
- He communicates clearly, and is always willing to listen attentively.
- _____ is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.
- he is clear in defining his desired outcomes but would encourage following up and confirm that the staff/team have heard them.

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?

- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- Need to take in all opinions, not just those of employees who are not always truthful...
- Our desire to improve loss rates has been encouraged and supported by _____.
- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- _____ is a very effective communicator and I always felt very well informed as his direct report.
- His great communication style allows him to draw in floor staff, other departments and individuals easily.

What do you like best about working with this individual?

- Dedicated to the customer and community, he is worth his weight in gold.
- He is showing more comfort in providing and receiving critical feedback.
- Improvement should come over time. There is potential which is present.
- _____ can be counted on for his reliability.
- _____ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role
- _____ works to keep up but a lot of new concepts.

What do you like least about working with this individual?

- _____ takes the time to understand his team and the strengths that each team member brings to the organization.
- You can count on _____ to be honest and stay true to commitments.
- It shows that _____ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- _____ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- _____ excels at keeping in touch with all aspects of their job, and our jobs.

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

- _____ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- _____ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- He has hired good people, and developed strong relationships with finance.
- He communicates well to all staff and we know what is expected of us.
- 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.

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

- I truly enjoy working with _____. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.
- _____ is a strong leader and continues to grow in his role. _____ is approachable even if he does not have time. Team members enjoy his great attitude and his non stop energy. Some things that _____ does especially well and seems to do with ease are bulleted below.
- He is sensitive to his employees needs and is creative in accommodating their needs.
- Please know that stress can occasionally slow down progress.
- He will always take the time to discuss all customer service issues that may arise or are brought to his attention.

- _____ meets and exceeds all of these leadership roles.

Any final comments?

- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- _____ has brought a much needed positive change to [CompanyName].
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- _____ provides the appropriate amount of direction without being too hands-off or overbearing.
- _____'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate _____'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- _____ has a calm and professional style.