



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.

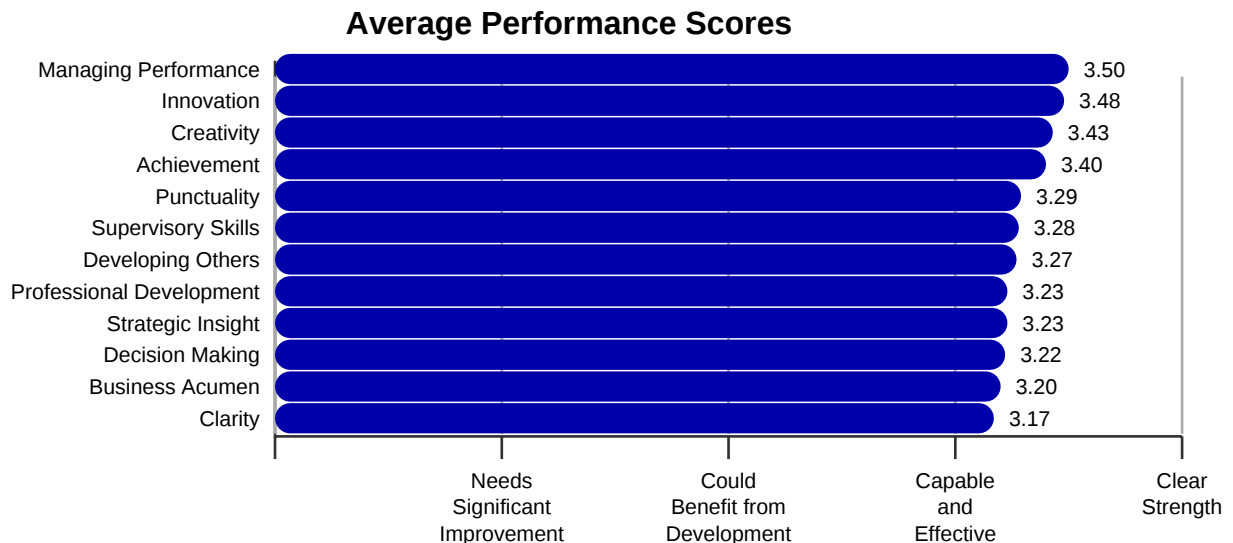
What to Do with Your Feedback

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.



Managing Performance

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Measures performance using standard production quotas.	15	3.20	93.3	7%	67%		27%
2. Assigns tasks and responsibilities and holds employees accountable for actions.	15	3.87	100.0	13%	87%		
3. Communicates the roles and responsibilities to the employee.	15	3.33	93.3	7%	53%		40%
4. Uses pre-established key benchmarks to measure performance.	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. Measures performance using standard production quotas.	3.29	3.20	-0.09 ▼
2. Assigns tasks and responsibilities and holds employees accountable for actions.	3.65	3.87	+0.22 ▲
3. Communicates the roles and responsibilities to the employee.	3.18	3.33	+0.16 ▲
4. Uses pre-established key benchmarks to measure performance.	3.41	3.60	+0.19 ▲

Comments:

- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- _____ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- I have only recently started working with _____ and therefore do not have comments on some items, but regarding the projects I have worked with _____ on to date the above applies.
- _____ 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.
- _____ is so attentive to the needs of our department and to the needs of individuals.
- In his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.

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
5. Appropriately recognizes and rewards employees.	15	3.33	93.3	7%	53%	40%	
6. Delegates effectively.	15	3.20	93.3	7%	60%	33%	
7. Maintains professional interactions with peers, customers, and employees.	15	3.20	86.7	13%	53%	33%	
8. Is aware of the unique strengths of each employee.	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. Appropriately recognizes and rewards employees.	3.24	3.33	+0.10 ▲
6. Delegates effectively.	3.24	3.20	-0.04 ▼
7. Maintains professional interactions with peers, customers, and employees.	3.41	3.20	-0.21 ▼
8. Is aware of the unique strengths of each employee.	3.24	3.40	+0.16 ▲

Comments:

- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- _____ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- In every interaction that I have had with _____, I have found him to be professional, reliable, and engaged in the process.
- _____ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.
- _____ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.

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
9. Imagines future scenarios to guide innovative planning.	15	3.47	93.3	7%	40%	53%	
10. Blends ideas from different domains to spark innovation.	15	3.47	93.3	7%	40%	53%	
11. Seeks to understand deeply the talents and abilities of members of the team.	15	3.53	100.0		47%	53%	
12. Reimagines systems to enhance performance and adaptability.	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. Imagines future scenarios to guide innovative planning.	3.18	3.47	+0.29 ▲
10. Blends ideas from different domains to spark innovation.	3.35	3.47	+0.11 ▲
11. Seeks to understand deeply the talents and abilities of members of the team.	3.47	3.53	+0.06 ▲
12. Reimagines systems to enhance performance and adaptability.	3.47	3.27	-0.20 ▼

Comments:

- _____ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- He is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from his own.
- He believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- He is a natural and perfect fit for the CFO position.
- Provide more clarity. Increase your technical knowledge.
- He has made improvements in organizing my time and meeting deadlines. However, he still sometimes get bogged down in process and needs to just make decisions.

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
13. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.33	100.0		67%		33%
14. Keep themselves up-to-date of technical/professional issues	15	3.13	86.7	13%	60%		27%
15. Allows employees to fully participate in employee training and professional development.	15	3.07	80.0	20%	53%		27%
16. Seeks opportunities for continuous learning.	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. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.35	3.33	-0.02 ▼
14. Keep themselves up-to-date of technical/professional issues	3.18	3.13	-0.04 ▼
15. Allows employees to fully participate in employee training and professional development.	3.00	3.07	+0.07 ▲
16. Seeks opportunities for continuous learning.	3.65	3.40	-0.25 ▼

Comments:

- _____ is a fantastic leader who understands his team and can engage and motivate them towards organizational objectives.
- _____ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.
- I appreciate the reality of his open door policy. Thanks for letting him be a part of our department.
- _____ is a wonderful person to work for.
- He is always looking to and listening to the staff for their needs.
- _____ has the ability to recognize an individual's talent and utilize their skills. He moves at a fast pace and oversees a large volume of work/projects. To accomplish this he knows he needs a top notch team.

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
17. Starts the workday when scheduled.	15	3.27	93.3	7%	60%		33%
18. Responds to requests for information in a timely manner.	14	3.00	92.9	7%	79%		14%
19. Arrives to meetings on time.	15	3.47	100.0		53%		47%
20. Invoices clients on a timely basis.	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. Starts the workday when scheduled.	3.47	3.27	-0.20 ▼
18. Responds to requests for information in a timely manner.	3.12	3.00	-0.12 ▼
19. Arrives to meetings on time.	3.59	3.47	-0.12 ▼
20. Invoices clients on a timely basis.	3.29	3.40	+0.11 ▲

Comments:

- _____'s office staff each have their own personalities and he effectively communicates with all of them.
- I appreciate how _____ guides, supports, and direct staff.
- _____ is respected by the team and they openly seek out his advise or opinion.
- _____ is a "One of a kind" He is a great manager.
- _____ 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.
- He always responds in a timely manner and stays organized.

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
21. Clearly explains the reasoning behind decisions, including the costs incurred and benefits expected.	15	3.53	100.0	47%	53%		
22. Acknowledges how personal preferences or blind spots may skew judgment and takes steps to counteract them.	15	3.00	80.0	20%	60%	20%	
23. Evaluates information before making a final decision.	15	2.87	80.0	20%	73%	7%	
24. Evaluates both immediate outcomes and future effects to ensure sustainable choices.	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. Clearly explains the reasoning behind decisions, including the costs incurred and benefits expected.	3.35	3.53	+0.18 ▲
22. Acknowledges how personal preferences or blind spots may skew judgment and takes steps to counteract them.	3.00	3.00	
23. Evaluates information before making a final decision.	2.88	2.87	-0.02 ▼
24. Evaluates both immediate outcomes and future effects to ensure sustainable choices.	3.00	3.47	+0.47 ▲

Comments:

- He guides, influences, supports, facilitates his team towards the achievement of goals.
- He collaborates with all departments and operates under shared governance.
- He has positive energy, leads by example, and cares about teammates.
- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- Constantly working on improving the customer experience.
- He is very knowledgeable and is always willing to lend a helping hand!

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
25. Cultivates a culture of open communication where all ideas, no matter how unconventional, are welcomed and valued.	15	3.67	100.0	33%	67%		
26. Uses innovation to solve urgent specific problems.	15	3.40	93.3	7%	47%	47%	
27. Provides incentives for employees who contribute innovative ideas and successfully implement them.	15	3.33	93.3	7%	53%	40%	
28. Champions changes within the organization.	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. Cultivates a culture of open communication where all ideas, no matter how unconventional, are welcomed and valued.	3.76	3.67	-0.10 ▼
26. Uses innovation to solve urgent specific problems.	3.53	3.40	-0.13 ▼
27. Provides incentives for employees who contribute innovative ideas and successfully implement them.	3.12	3.33	+0.22 ▲
28. Champions changes within the organization.	3.41	3.53	+0.12 ▲

Comments:

- _____ has made great visible improvements in his roles of communication, teamwork and engagement. He is creating a great presence in his position currently.
- _____ wants what is best for the organization and Security team and as a manager he expects the best the each have to offer.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- He is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- _____ has a calm and professional style.
- His inspiration, his strong message could move mountains if he gets more opportunities to lead more broadly and deeply. he should have more authority in ALL levels (including managers) to lead to those important cultural changes.

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. Driven to complete assignments on time.	15	3.67	100.0	33%	67%		
30. Commits to methodical execution, ensuring accountability and sustainable progress toward objectives.	15	3.33	100.0		67%		33%
31. Transforms vision into action with focused, time-sensitive objectives.	15	3.20	86.7	13%	53%		33%
32. Prioritizes time management and coordination, ensuring high-value tasks are addressed efficiently.	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. Driven to complete assignments on time.	3.59	3.67	+0.08 ▲
30. Commits to methodical execution, ensuring accountability and sustainable progress toward objectives.	3.41	3.33	-0.08 ▼
31. Transforms vision into action with focused, time-sensitive objectives.	3.18	3.20	+0.02 ▲
32. Prioritizes time management and coordination, ensuring high-value tasks are addressed efficiently.	3.35	3.40	+0.05 ▲

Comments:

- _____ has made some excellent hiring decisions this past year. I am extremely impressed with both _____ & _____ and look forward to seeing what they will achieve together as a team in this next year.
- Take charge without feeling like you need approval.
- He always involves others in decisions ensuring a well rounded approach.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- _____ is a very effective leader and excellent communicator.
- _____ gives me feedback good and indifferent.

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. Avoids creating ambiguity or mixed messages.	15	3.20	86.7	13%	53%	33%	
34. Communicates with clarity and efficiency.	15	3.27	93.3	7%	60%	33%	
35. Clearly explains responsibilities to individuals.	15	3.00	80.0	20%	60%	20%	
36. Is clear about the roles and duties of team members.	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. Avoids creating ambiguity or mixed messages.	3.18	3.20	+0.02 ▲
34. Communicates with clarity and efficiency.	2.88	3.27	+0.38 ▲
35. Clearly explains responsibilities to individuals.	3.18	3.00	-0.18 ▼
36. Is clear about the roles and duties of team members.	3.18	3.20	+0.02 ▲

Comments:

- A great addition to the team.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with him. A pleasure to work with. A+
- You can count on _____ to give you the most honest feedback even if it is information you may not want to hear.
- _____ excels at keeping in touch with all aspects of their job, and our jobs.
- _____ 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.
- I honestly cannot think of anything that he could improve on.

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. Provides constructive feedback to others.	15	3.27	93.3	7%	60%		33%
38. Is open to receiving feedback.	15	3.27	86.7	13%	47%		40%
39. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	3.13	86.7	13%	60%		27%
40. Supports the successes of other employees.	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. Provides constructive feedback to others.	3.35	3.27	-0.09 ▼
38. Is open to receiving feedback.	3.24	3.27	+0.03 ▲
39. Develops employees by offering and encouraging them to take on new or additional responsibilities.	3.59	3.13	-0.45 ▼
40. Supports the successes of other employees.	3.29	3.40	+0.11 ▲

Comments:

- The role of interim director is new to _____ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- The department is lucky to have him.
- He is also very enthusiastic and energetic.
- _____ is a valued member of the department.
- _____ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.

Business Acumen

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. Creates strategic plans that conform with regulations and industry guidelines.	15	3.33	93.3	7%	53%	40%	
42. Converses with customers and clients to get a better insight into their business needs.	15	3.33	93.3	7%	53%	40%	
43. Understands financial terminology, statements.	15	3.13	86.7	13%	60%	27%	
44. Accurately perceives potential risks to the business.	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. Creates strategic plans that conform with regulations and industry guidelines.	3.29	3.33	+0.04 ▲
42. Converses with customers and clients to get a better insight into their business needs.	3.41	3.33	-0.08 ▼
43. Understands financial terminology, statements.	3.35	3.13	-0.22 ▼
44. Accurately perceives potential risks to the business.	3.18	3.00	-0.18 ▼

Comments:

- I have truly appreciated his guidance.
- _____ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think he has helped us come through it standing upright!
- _____ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.
- _____ shines when it comes to teamwork and process improvement. His ability to lead a team with collaboration and communication is amazing.
- Whenever _____ has assigned one of his staff to a project the quality and commitment of that staff person has been of a high caliber (as if _____ was there). He also participated in interviews within my department and was a valuable member.
- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.

Strategic Insight

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. Attends industry conferences to gain further insight into how other companies deal with similar issues.	15	3.53	100.0		47%	53%	
46. Ensures that the department's goals are strategically aligned with the company's goals.	15	3.00	86.7	13%	73%		13%
47. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	3.20	93.3	7%	60%		33%
48. Recognizes when strategic plans are no longer relevant due to environmental or organizational changes.	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. Attends industry conferences to gain further insight into how other companies deal with similar issues.	3.35	3.53	+0.18 ▲
46. Ensures that the department's goals are strategically aligned with the company's goals.	3.24	3.00	-0.24 ▼
47. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	3.00	3.20	+0.20 ▲
48. Recognizes when strategic plans are no longer relevant due to environmental or organizational changes.	3.18	3.20	+0.02 ▲

Comments:

- He is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from his own.
- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- He is smart, quick, compassionate, and thorough.
- _____ is an excellent leader. He seeks input from everyone involved to solve an issue.
- He has always encouraged others and provided tools for the employee to do so.
- He identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside his immediate resources.

Comments

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

What would help make you a more effective leader?

- He has been influential in our focus on the future.
- _____ is a outstanding manager.
- He is very effective.
- I think _____ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when _____ took over and I feel _____ has risen to the occasion and handled himself well.
- The only constructive feedback that I would have for _____ is that it would be nice to have him "present" more often. There are times during 1:1 or group meetings where I feel that _____ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given his current burden here.
- _____ takes some time to process new ideas and often reacts before considering the facts. Once _____ has had time to think about discussions, he is willing to work with other departments and staff. He can be stubborn at times.

What do you like best about working with this individual?

- _____'s leadership in finance and strategy is exemplary. However, his ability to use his team and discuss direction is an area where he can improve.
- He uses the strengths of everyone around him to get the best solutions possible.
- _____ is a definite asset to the organization. He is a creative thinker and a strong leader.
- There are two items above that will be part of my goals for the coming year.
- Shows curiosity.
- I his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.

What do you like least about working with this individual?

- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- Communicate regularly with the whole company, not just one department.
- _____ always presents himself in the most professional manner.
- _____ 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.
- I really appreciate him as a member of the team.
- _____'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the management teams that he partners with have great respect for him and value his input.

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

- Always has a positive, cheerful, and strong attitude.
- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- _____ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, _____ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- _____ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.
- _____ is a wonderful person to work for.

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

- _____ does not shy away from making the tough calls and is respected by many members of our team.
- _____ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- Timeliness and accountability of projects.
- _____ 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.
- _____'s dedication and leadership in the management development program is evident.
- Whenever _____ has assigned one of his staff to a project the quality and commitment of that staff person has been of a high caliber (as if _____ was there). He also participated in interviews within my department and was a valuable member.

Any final comments?

- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.
- He inspires loyalty and determination to do the best and be the best to the extent of each individual's capabilities.
- I'm not sure if management is _____'s niche, but given his lack of experience in this capacity and the lack of direction that has been set forth, he's done pretty well in this role.
- _____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- _____ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- _____ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.