



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.

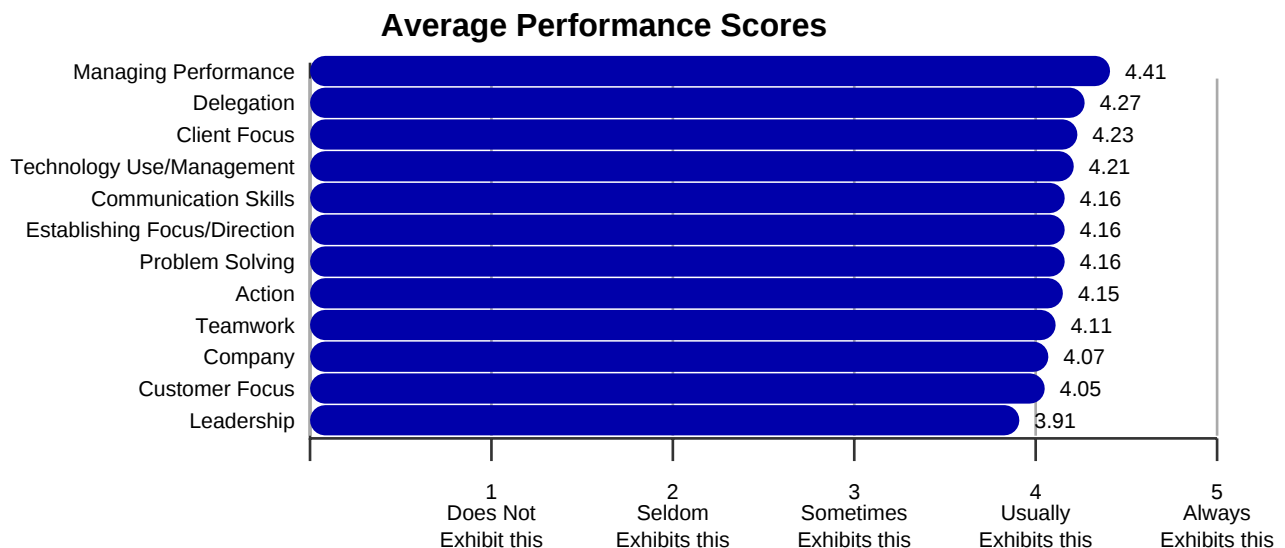
What to Do with Your Feedback

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

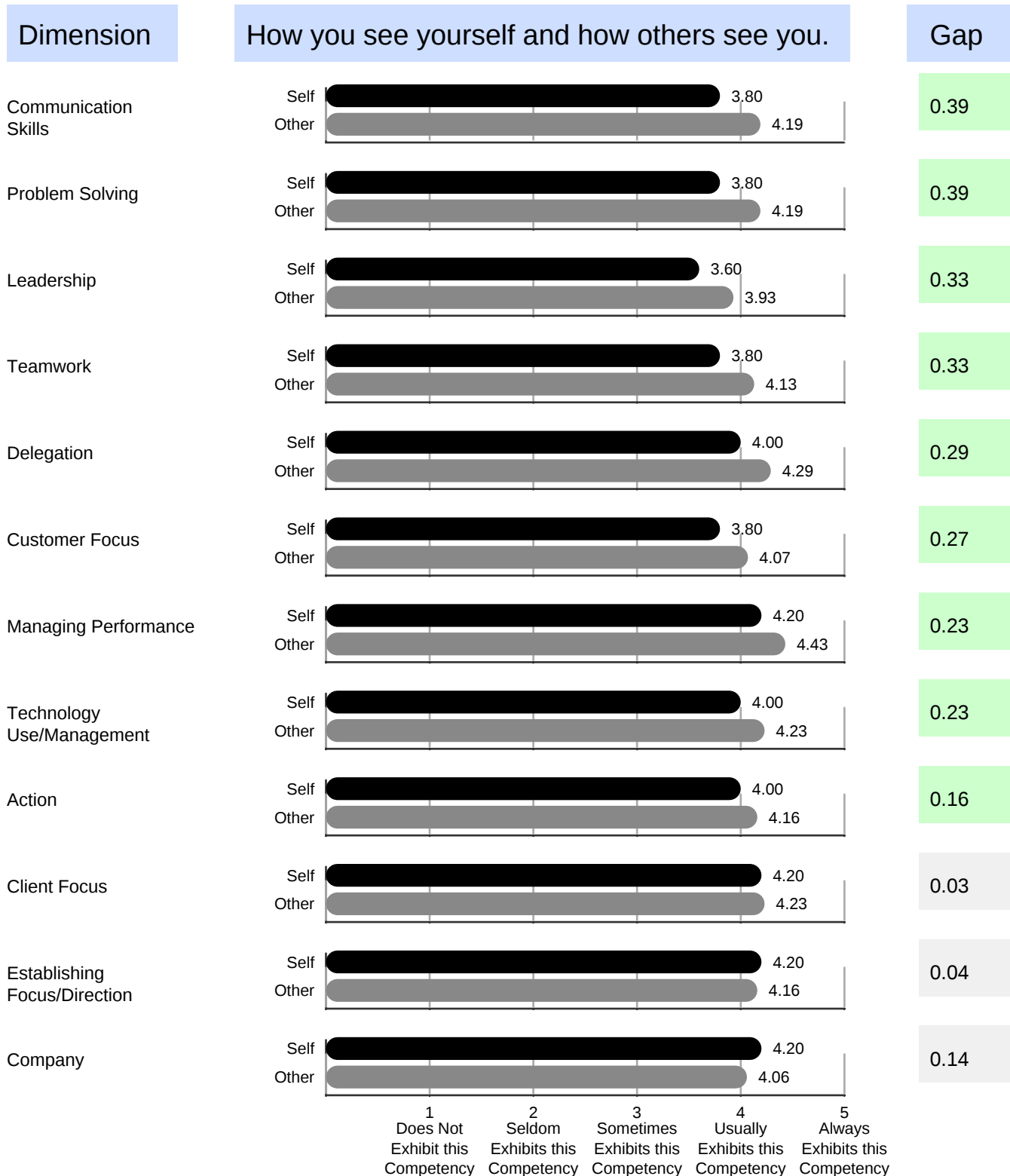
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



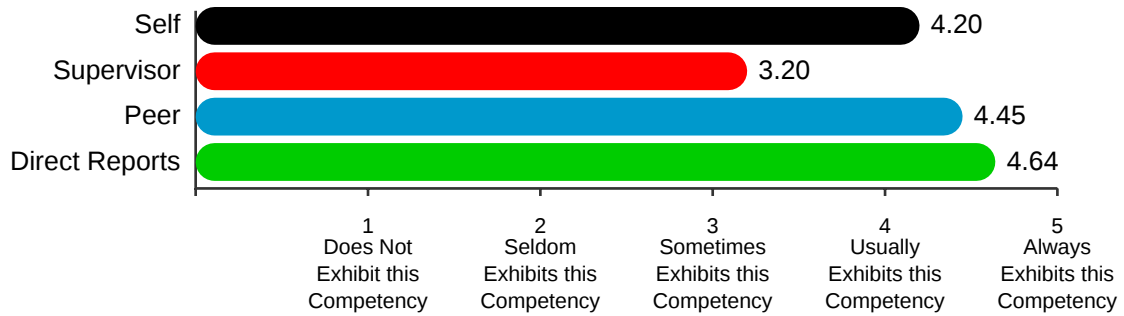
Gap Analysis

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

Summary Scores



1. Uses existing performance frameworks to define measures of performance.



2. Reviews job performance shortly after completion of tasks.



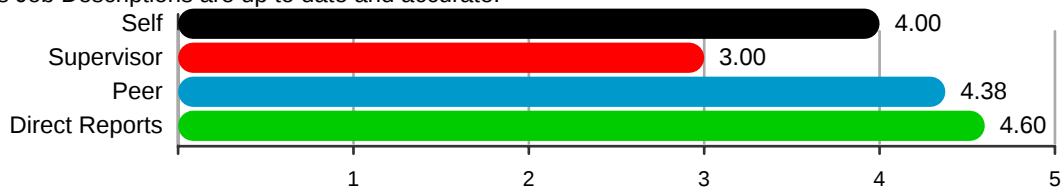
3. Creates clear standards that are understandable and fair.



4. Establishes indicators to measure levels of performance.



5. Ensures Job Descriptions are up to date and accurate.



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).

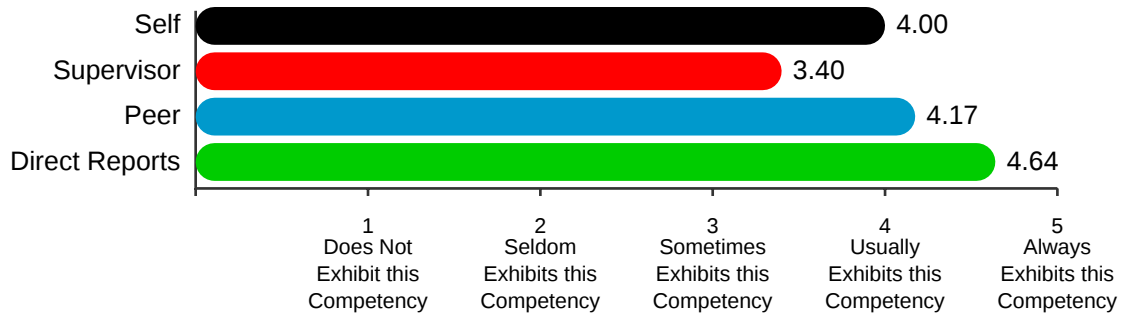
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Uses existing performance frameworks to define measures of performance.	15	4.20	93.3	7%		67%		27%
2. Reviews job performance shortly after completion of tasks.	15	4.87	100.0	13%		87%		
3. Creates clear standards that are understandable and fair.	15	4.27	93.3	7%		60%		33%
4. Establishes indicators to measure levels of performance.	15	4.40	86.7	13%	33%		53%	
5. Ensures Job Descriptions are up to date and accurate.	15	4.33	93.3	7%		53%		40%

Comments:

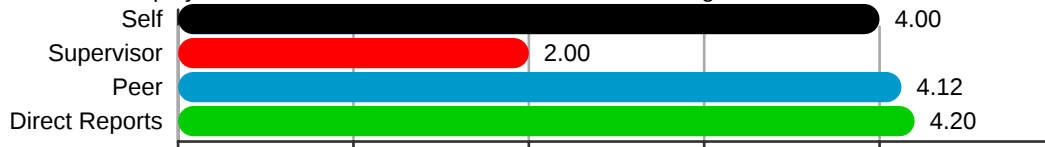
- Without a doubt, _____ is the best director I have worked for in my 30+ year carrer at [CompanyName]. He inspires me and everyone else he comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- He is very professional and caring in his job
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- _____'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase his strengths and [CompanyName] has not capitalized on them.
- There are two items above that will be part of my goals for the coming year.
- I appreciate _____'s reputation in the community and his advocacy for the programs and initiatives implemented here at [CompanyName].

Delegation

Summary Scores



6. Delegates work to employees that resonates with their interests and strengths.



7. Strategically selects assignments that support an employee's growth within the organization.



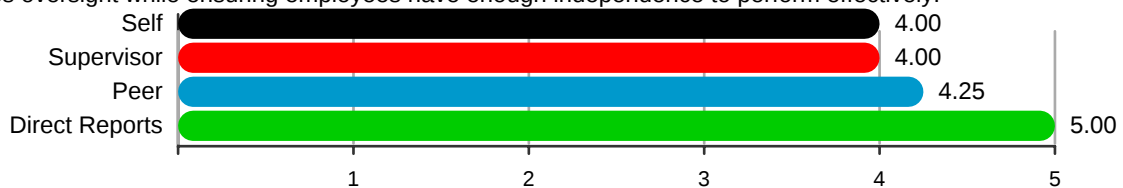
8. Clearly defines duties and tasks to be completed.



9. Communicates trust in employees' judgment, reinforcing ownership and accountability.



10. Provides oversight while ensuring employees have enough independence to perform effectively.



Level of Skill

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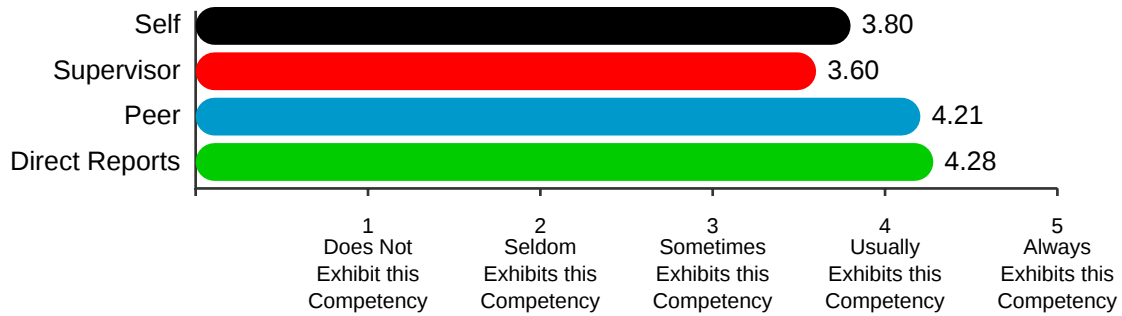
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Delegates work to employees that resonates with their interests and strengths.	15	4.00	80.0	7%	13%	53%	27%	
7. Strategically selects assignments that support an employee's growth within the organization.	15	4.07	80.0		20%	53%	27%	
8. Clearly defines duties and tasks to be completed.	15	4.33	93.3	7%	47%	47%		
9. Communicates trust in employees' judgment, reinforcing ownership and accountability.	15	4.47	93.3	7%	40%	53%		
10. Provides oversight while ensuring employees have enough independence to perform effectively.	15	4.47	93.3	7%	40%	53%		

Comments:

- _____ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.
- Always has a positive, cheerful, and strong attitude.
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- _____ is very good at reading people which enables him to respond quickly and appropriately.
- _____ is a wonderful person to work for.
- I am very thankful for all the opportunities he has provided me and I have grown in my development under his guidance. A real asset to the organization.

Communication Skills

Summary Scores



11. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)



12. Open to receiving feedback from others.



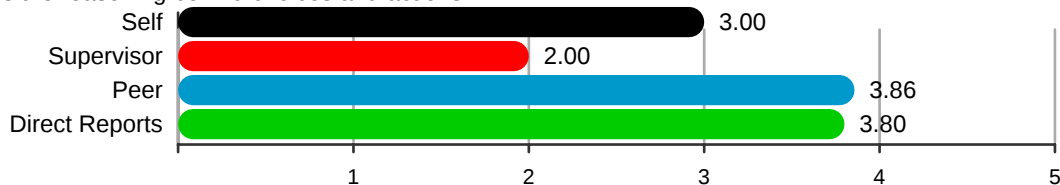
13. Faces the person when speaking or listening to engage in direct communication.



14. Notifies others about developments in plans and goals.



15. Provides the reasoning behind choices and actions.



Level of Skill

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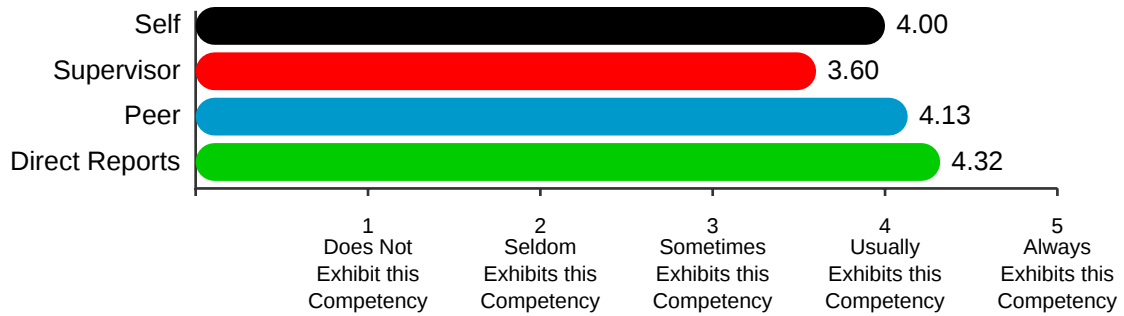
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, cost)	15	4.60	100.0	40%			60%	
12. Open to receiving feedback from others.	15	4.27	100.0		73%			27%
13. Faces the person when speaking or listening to engage in direct communication.	15	4.33	100.0		67%			33%
14. Notifies others about developments in plans and goals.	15	3.93	73.3	27%		53%		20%
15. Provides the reasoning behind choices and actions.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- This year _____ was responsible for hiring the line staff. Throughout this process he engaged his management team, staff and team members to ensure the right candidate was picked.
- _____ manages quite effectively by allowing his supervisors to manage the day to day operations rather than doing it for them.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he leds and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- I appreciate that _____ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.

Action

Summary Scores



16. Leverages skills and resources to exceed performance expectations.



17. Works at a quick pace.



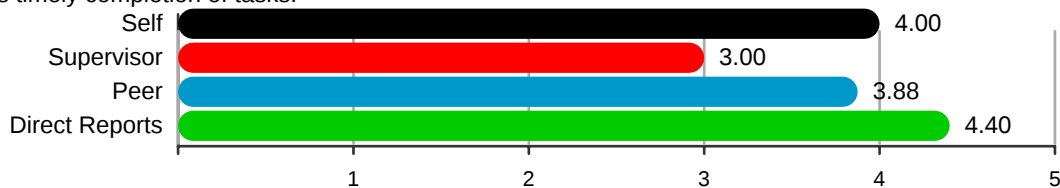
18. Takes advantage of opportunities to move the organization forward.



19. Creates innovative products and services.



20. Ensures timely completion of tasks.



Level of Skill

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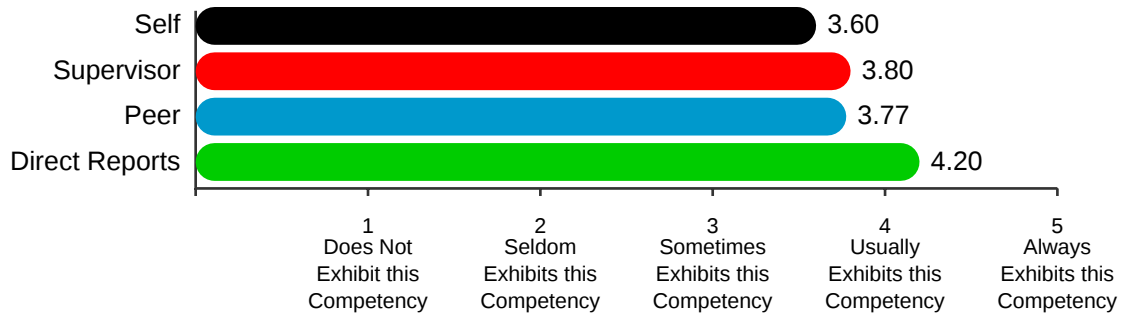
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Leverages skills and resources to exceed performance expectations.	15	4.33	86.7	13%		40%	47%	
17. Works at a quick pace.	15	4.27	93.3	7%		60%	33%	
18. Takes advantage of opportunities to move the organization forward.	14	4.00	92.9	7%		86%		7%
19. Creates innovative products and services.	14	4.14	85.7	7%	7%	50%		36%
20. Ensures timely completion of tasks.	15	4.00	66.7	7%	27%	27%		40%

Comments:

- 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.
- _____ is one of the most hones, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- _____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- He is friendly, courteous, and kind all while being very professional.
- _____ has made good judgements in hiring top notch employees.
- _____ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.

Leadership

Summary Scores



21. Communicates calmly and honestly even when stressed.



22. Influences others on his/her team to reach goals, improve performance, and try new things



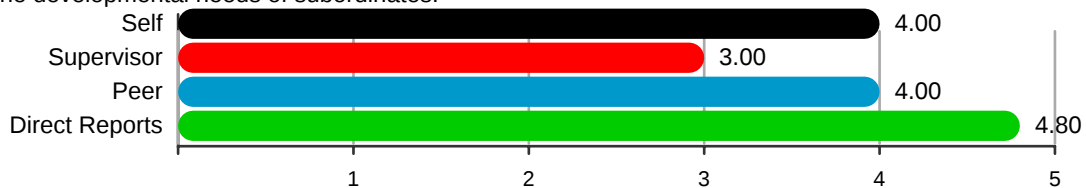
23. Sets specific, measurable, and challenging goals.



24. Sets a high level of performance expectations and challenges others to do the same.



25. Meets the developmental needs of subordinates.



Level of Skill

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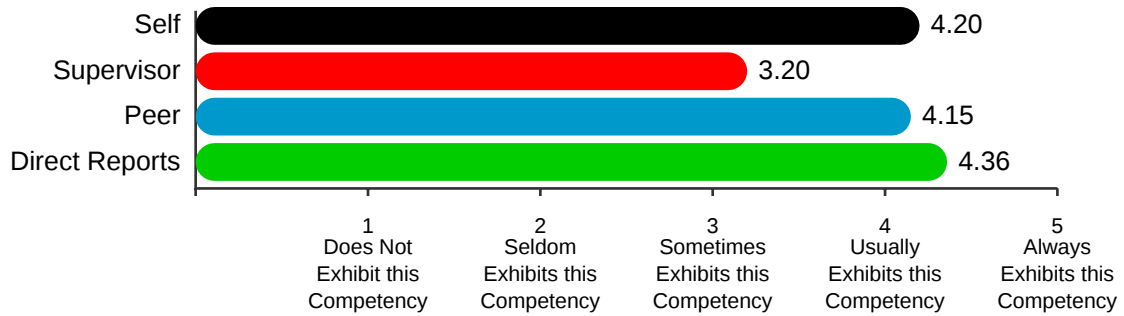
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Communicates calmly and honestly even when stressed.	15	4.00	66.7	13%	20%	20%	47%	
22. Influences others on his/her team to reach goals, improve performance, and try new things	15	3.47	53.3	13%	33%		47%	7%
23. Sets specific, measurable, and challenging goals.	15	3.60	66.7	13%	20%		60%	7%
24. Sets a high level of performance expectations and challenges others to do the same.	15	4.27	86.7	7%	7%	40%	47%	
25. Meets the developmental needs of subordinates.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

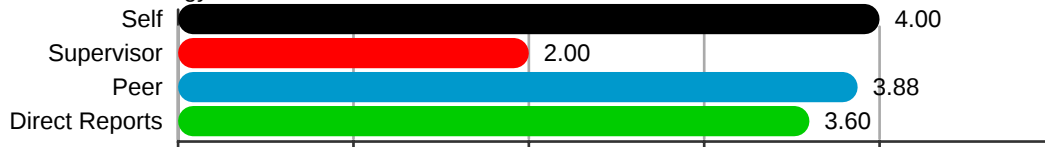
- _____ does an exceptional job at running the department.
- _____ is a strong leader. He encourages those reporting under him to make decisions and supports each one of us. He discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- I have felt his support since the minute I came to [CompanyName] and appreciate his more every day.
- _____ is a pleasure to work with.
- _____ is always looking for ways to improve our workflow and values input from the team members. On a personal note, he has a great sense of humor and is very personable. That goes a long way to making a positive work environment.

Establishing Focus/Direction

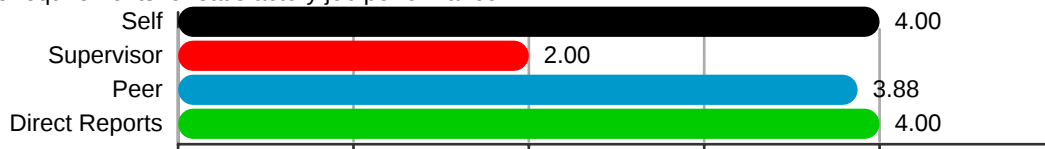
Summary Scores



26. Divides the overall strategy into smaller, achievable milestones with deadlines.



27. Sets the requirements for satisfactory job performance.



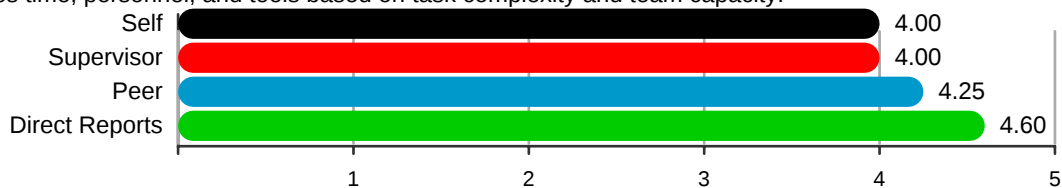
28. Uses check-ins and feedback loops to keep employees accountable and aligned.



29. Allocates time for important goals.



30. Allocates time, personnel, and tools based on task complexity and team capacity.



Level of Skill

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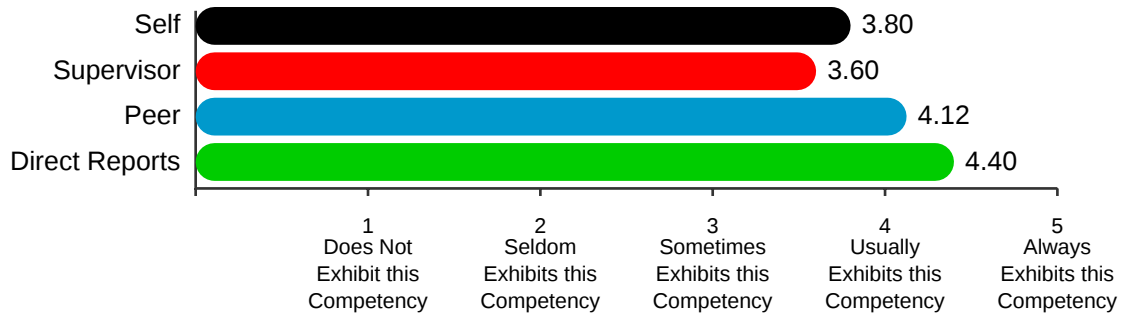
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Divides the overall strategy into smaller, achievable milestones with deadlines.	15	3.67	66.7	20%	13%	47%	20%	
27. Sets the requirements for satisfactory job performance.	15	3.80	73.3	20%	7%	47%	27%	
28. Uses check-ins and feedback loops to keep employees accountable and aligned.	15	4.33	86.7	13%	40%	47%		
29. Allocates time for important goals.	15	4.67	100.0	33%	67%			
30. Allocates time, personnel, and tools based on task complexity and team capacity.	15	4.33	100.0	67%	33%			

Comments:

- He has worked hard to understand people's strengths and what they need from him.
- _____'s dedication and leadership in the management development program is evident.
- He is very effective.
- I have observed that _____ is always professional and respectful towards myself and others. He asks for our input before making decisions.
- _____ has made good judgements in hiring top notch employees.
- As noted in the comments above, _____ needs improvement with involving the team more consistently in the approval and management of projects.

Problem Solving

Summary Scores



31. Sets realistic deadlines for each action step and for the overall completion of the solution.



32. Implements solutions and evaluates results.



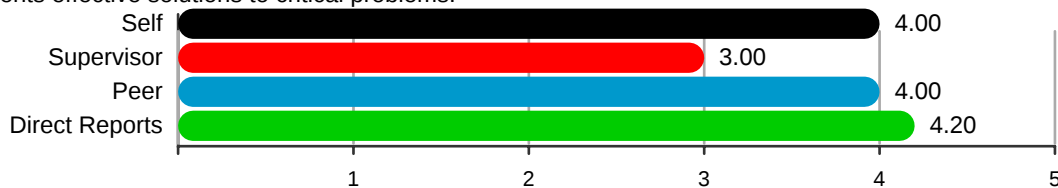
33. Compares analogous situations transferring insights to new situations.



34. Gathers relevant data to track the solution's performance and identify any trends or patterns.



35. Implements effective solutions to critical problems.



Level of Skill

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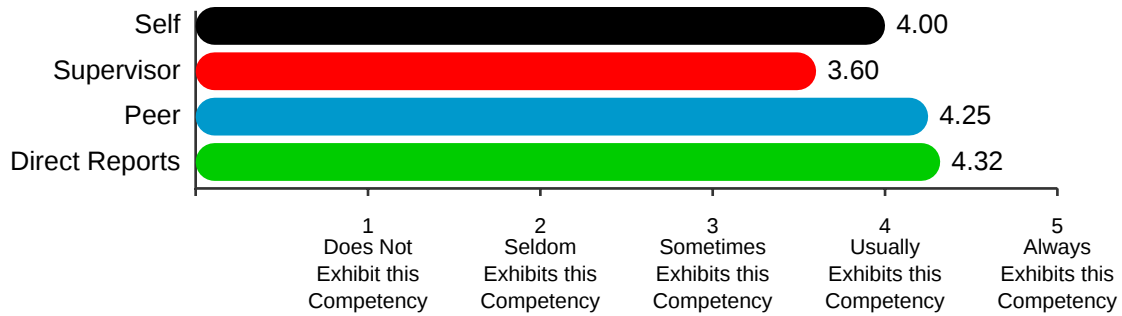
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Sets realistic deadlines for each action step and for the overall completion of the solution.	15	4.07	80.0	20%		53%		27%
32. Implements solutions and evaluates results.	15	4.47	100.0			53%		47%
33. Compares analogous situations transferring insights to new situations.	15	4.13	80.0	20%		47%		33%
34. Gathers relevant data to track the solution's performance and identify any trends or patterns.	15	4.13	86.7	13%		60%		27%
35. Implements effective solutions to critical problems.	15	4.00	80.0	20%		60%		20%

Comments:

- 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.
- I know I can always count of _____ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.
- _____ is an excellent role model. He received the Employee Excellence Award this past year and also advanced certification, so he obvious is very motivated! Thank you for allowing me to participate in his evaluation.
- _____ 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.
- _____ 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.
- I may not always agree with his decisions but I understand why they were made because he takes the time to explain them. The things he does for our department and me are immeasurable

Technology Use/Management

Summary Scores



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



37. Maximizes the use of new technology to deliver products and services.



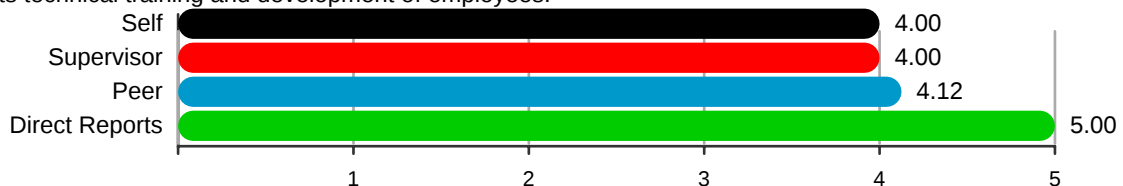
38. Applies complex rules and regulations to maintain optimal system performance.



39. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



40. Supports technical training and development of employees.



Level of Skill

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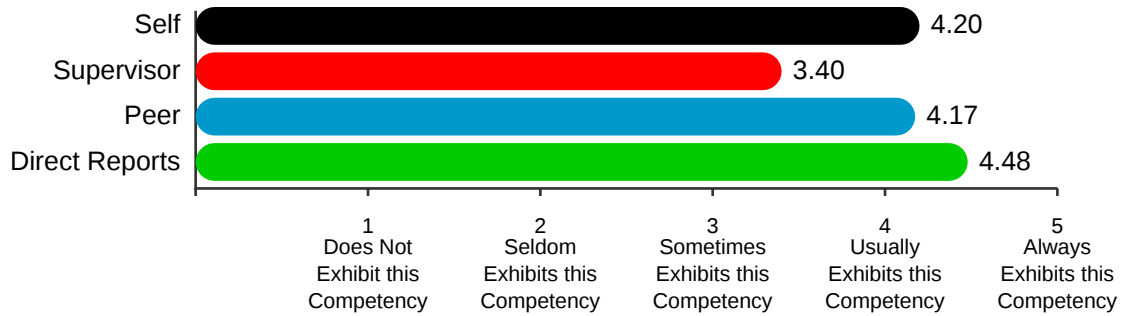
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Supports employee training and development initiatives regarding implementation of technology.	15	4.33	100.0			67%		33%
37. Maximizes the use of new technology to deliver products and services.	15	3.93	80.0	13%	7%	53%		27%
38. Applies complex rules and regulations to maintain optimal system performance.	15	4.27	86.7		13%	47%		40%
39. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	4.13	86.7		13%	60%		27%
40. Supports technical training and development of employees.	15	4.40	93.3		7%	47%		47%

Comments:

- he continues to make improvements in core competencies.
- When dealing with HR issues my HR business partner is always involved.
- _____ could improve his awareness of his employees strengths and delegate work that utilizes those talents.
- Appreciate _____'s willingness to participate on leadership in expanding research activity.
- _____ has been using more shared decision making and has allowed the department to enact recommendations that he personally may not have agreed with. That gave him a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- I appreciate his dedication to the department employees.

Client Focus

Summary Scores



41. Documents client interactions.



42. Adapts to changing client needs.



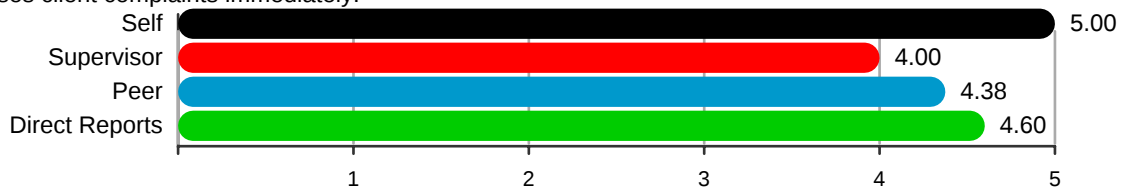
43. Has received good feedback from clients.



44. Competent in managing client projects.



45. Addresses client complaints immediately.



Level of Skill

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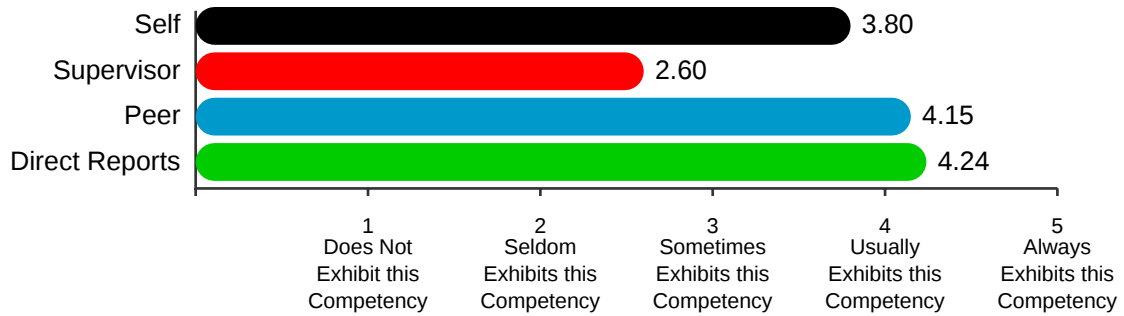
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Documents client interactions.	15	4.33	93.3	7%		53%		40%
42. Adapts to changing client needs.	15	4.20	80.0	20%		40%		40%
43. Has received good feedback from clients.	15	4.13	86.7	13%		60%		27%
44. Competent in managing client projects.	15	4.00	86.7	13%		73%		13%
45. Addresses client complaints immediately.	15	4.47	93.3	7%		40%		53%

Comments:

- _____ is a intricate part of the team. He is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- He sets a good example for personal growth.
- 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.
- _____'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- Resources are managed carefully with input sought and considered before applying those resources.
- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.

Customer Focus

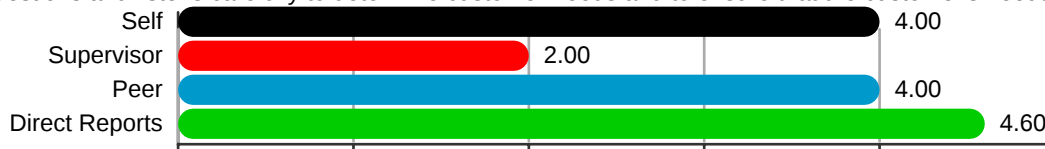
Summary Scores



46. Models excellent customer service for others in the department.



47. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.



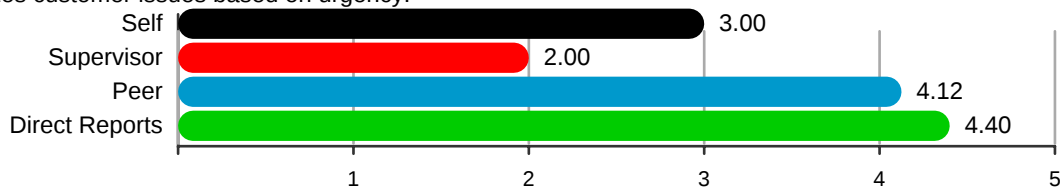
48. Identifies inefficiencies in customer service workflows and address them.



49. Documents customer interactions.



50. Prioritizes customer issues based on urgency.



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).

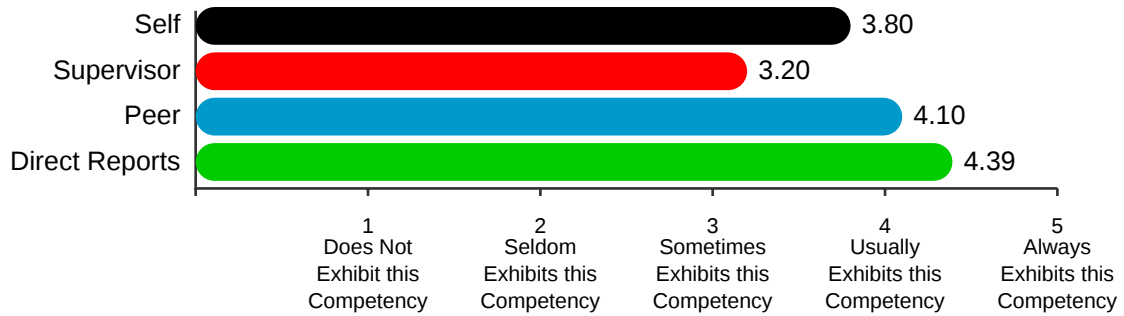
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Models excellent customer service for others in the department.	15	3.87	80.0	7%	13%	67%	13%	
47. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	4.07	86.7	13%	53%	33%		
48. Identifies inefficiencies in customer service workflows and address them.	15	4.13	86.7	13%	60%	27%		
49. Documents customer interactions.	15	4.20	86.7	7%	7%	47%	40%	
50. Prioritizes customer issues based on urgency.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- _____ helped to keep us positively focus in the right direction, while keeping us well informed.
- _____ has done a remarkable job managing the department.
- He is a joy to work for.
- He looks at problems in a systematic way and asks for input prior to making decisions.
- _____ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.

Teamwork

Summary Scores



51. Helps the team make good decisions even under conditions of uncertainty.



52. Fosters respect and understanding among team members



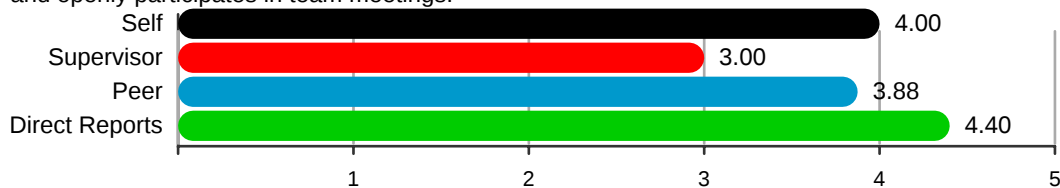
53. Actively participates as a team member



54. Treats other team members with respect.



55. Actively and openly participates in team meetings.



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).

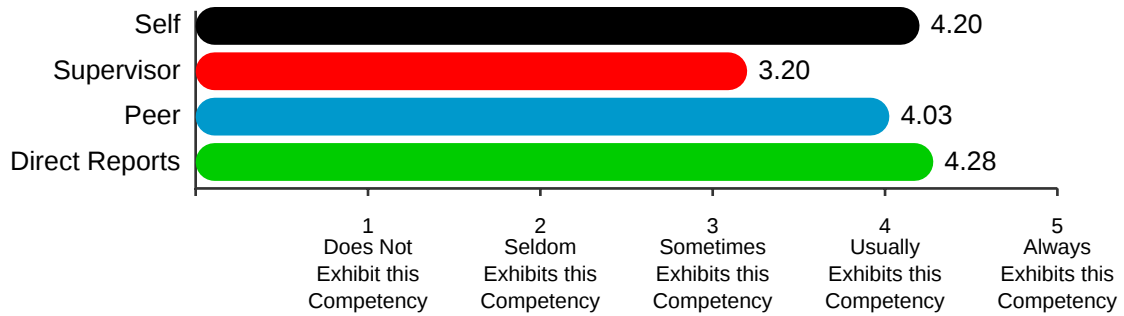
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Helps the team make good decisions even under conditions of uncertainty.	14	4.14	92.9	7%		71%		21%
52. Fosters respect and understanding among team members	14	4.21	85.7	14%		50%		36%
53. Actively participates as a team member	15	4.13	80.0	20%		47%		33%
54. Treats other team members with respect.	15	4.07	80.0	20%		53%		27%
55. Actively and openly participates in team meetings.	15	4.00	80.0	20%		60%		20%

Comments:

- Job performance is excellent. Lucky to have _____ on our team.
- 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.
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, he aims to meet the needs of our customers and staff both today and in our future.
- _____ has high expectations of himself and his employees. He does an excellent job of managing the department.
- I work with _____ regularly and see his interactions with other leaders frequently.
- Manager is always interested in our views, and continually works at implementing our suggestions.

Company

Summary Scores



56. Understands the "basics" as to how [Company] functions/operates.



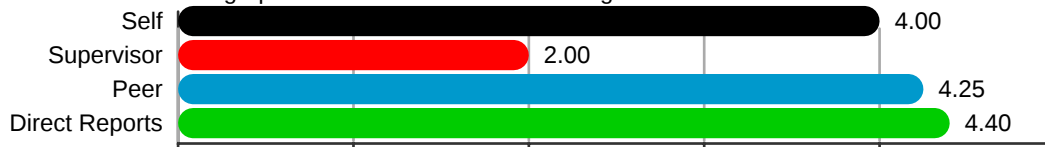
57. Communicates long-term goals with enthusiasm and clarity, helping employees see what's possible.



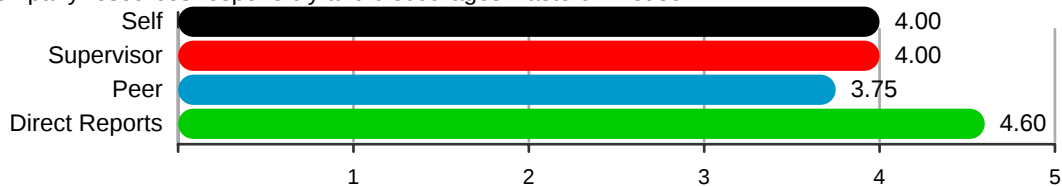
58. Communicates with employees about the changes that are going to take place.



59. Models ethical behavior in high-pressure situations and encourages others to do the same.



60. Uses company resources responsibly and discourages waste or misuse.



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
56. Understands the "basics" as to how [Company] functions/operates.	15	3.87	66.7			33%	47%	20%
57. Communicates long-term goals with enthusiasm and clarity, helping employees see what's possible.	15	4.07	86.7		13%		67%	20%
58. Communicates with employees about the changes that are going to take place.	15	4.20	93.3	7%			67%	27%
59. Models ethical behavior in high-pressure situations and encourages others to do the same.	15	4.13	93.3	7%			67%	27%
60. Uses company resources responsibly and discourages waste or misuse.	15	4.07	86.7	7%	7%		60%	27%

Comments:

- _____ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- _____ is a true asset to [CompanyName].
- 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.
- He is friendly, courteous, and kind all while being very professional.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.

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?

- Constantly working on improving the customer experience.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- _____ is determined to help make [CompanyName] successful.
- _____ is excellent at providing positive feedback in the moment while in meetings.
- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- I so appreciate that _____ is so on top of everything that we do in payroll.

What do you like best about working with this individual?

- He has great sense of vision and purpose for the division and organization as a whole.
- He checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- _____ is approachable and professional in his interaction with staff and with customers.
- He consistently conducts himself with professionalism and represents our unit well.
- _____ has been so helpful to me as a new manager.
- _____ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.

What do you like least about working with this individual?

- _____ has been eager to learn his new position and is transitioning well.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- _____ is a good leader because he gives examples through his own behavior.
- Does above and beyond work consistently
- _____ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.

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

- Works hard to build a team environment.
- 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.
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (_____) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- _____ has excellent communication skills.
- He leads by example.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.

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

- He desires to do great work.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- _____ has done tremendous work this past year in the Finance team.
- He allows self-starter employees to take ownership of tasks/improvements and doesn't hover, but is available when you need him. He has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- Strive for excellence. Willing to learn. Implement advice from others.
- He has helped make me a better manager through his actions and follow through.

Any final comments?

- _____ demonstrates a vast amount of knowledge and wisdom as a leader.
- Engagement is an area where _____ has improved by being more in-tune with department needs. He listens more and asks great questions.
- _____ is very good at reading people which enables him to respond quickly and appropriately.
- Look up collaboration and you'll find _____'s picture beside the word.
- _____ has a way of bringing out the best in people, by modeling how to be a hard worker who knows his stuff and is supportive of his colleagues and able to create a fun atmosphere that makes us all want to work hard.
- _____ collaborates well with other departments and managers.