



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.

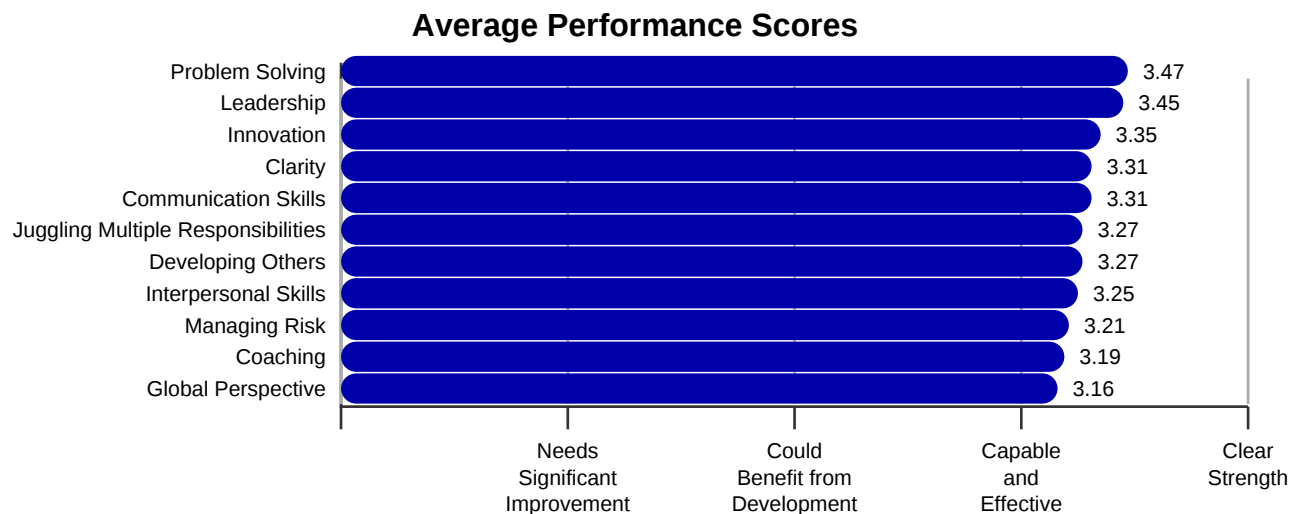
What to Do with Your Feedback

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 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.



Problem Solving

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. I conduct a thorough and careful analysis of the underlying causes of problems.	15	3.20	93.3	7%	67%		27%
2. I ensure that critical aspects of the solution to the problem are well-supported and less likely to encounter issues.	15	3.87	100.0	13%	87%		
3. I am able to solve problems that involve political biases, conflicting evidence, and/or lack of data.	15	3.33	93.3	7%	53%		40%
4. You analyze alternatives and select a course of action.	15	3.60	93.3	7%	27%	67%	
5. You optimize resource utilization, reducing waste and maximizing efficacy of the solutions implemented.	15	3.33	93.3	7%	53%		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
1. I conduct a thorough and careful analysis of the underlying causes of problems.	3.29	3.20	-0.09 ▼
2. I ensure that critical aspects of the solution to the problem are well-supported and less likely to encounter issues.	3.65	3.87	+0.22 ▲
3. I am able to solve problems that involve political biases, conflicting evidence, and/or lack of data.	3.18	3.33	+0.16 ▲
4. You analyze alternatives and select a course of action.	3.41	3.60	+0.19 ▲
5. You optimize resource utilization, reducing waste and maximizing efficacy of the solutions implemented.	3.24	3.33	+0.10 ▲

Comments:

- We have made improvements in our documentation and have decreased duplicate reporting.
- _____ 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.
- He knows product and how to engage potential clients.
- _____ is a great team player with an employee safety and satisfaction focus.
- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.
- _____ exemplifies outstanding professionalism.

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
6. I optimize the innovation process by incorporating feedback and lessons learned from previous experiences.	15	3.20	93.3	7%	60%		33%
7. I regularly review the strategic risks associated with innovation.	15	3.20	86.7	13%	53%		33%
8. You set company-wide innovation performance targets and goals.	15	3.40	93.3	7%	47%		47%
9. You generate innovative and practical ideas and approaches.	15	3.47	93.3	7%	40%		53%
10. I am willing to entertain and experiment with new ideas leading to potential breakthrough innovations and competitive advantages.	15	3.47	93.3	7%	40%		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
6. I optimize the innovation process by incorporating feedback and lessons learned from previous experiences.	3.24	3.20	-0.04 ▼
7. I regularly review the strategic risks associated with innovation.	3.41	3.20	-0.21 ▼
8. You set company-wide innovation performance targets and goals.	3.24	3.40	+0.16 ▲
9. You generate innovative and practical ideas and approaches.	3.18	3.47	+0.29 ▲
10. I am willing to entertain and experiment with new ideas leading to potential breakthrough innovations and competitive advantages.	3.35	3.47	+0.11 ▲

Comments:

- Willingness to help, patience in teaching.
- Expectations are not always clearly communicated/outlined.
- I appreciate his ability to deliver a direct message while remaining sensitive to how it may impact others as well as his sense of humor.
- His quality of work is good.
- Unfortunately there has been inconsistency in actions and results.
- I feel confident as if he treats us all as equals.

Juggling Multiple Responsibilities

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
11. You create, use and maintain "To-do" lists.	15	3.53	100.0		47%	53%	
12. You determine which tasks are critical and which tasks are optional.	15	3.27	100.0		73%		27%
13. You bounce back from daily crisis, disappointments and frustrations.	15	3.33	100.0		67%		33%
14. You can easily switch between tasks when a critical incident requires attention.	15	3.13	86.7	13%	60%		27%
15. You avoid bottlenecks in progress by assigning multiple individuals to critical tasks.	15	3.07	80.0	20%	53%		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
11. You create, use and maintain "To-do" lists.	3.47	3.53	+0.06 ▲
12. You determine which tasks are critical and which tasks are optional.	3.47	3.27	-0.20 ▼
13. You bounce back from daily crisis, disappointments and frustrations.	3.35	3.33	-0.02 ▼
14. You can easily switch between tasks when a critical incident requires attention.	3.18	3.13	-0.04 ▼
15. You avoid bottlenecks in progress by assigning multiple individuals to critical tasks.	3.00	3.07	+0.07 ▲

Comments:

- _____ is incredibly talented and very smart. His attention to detail is unparalleled.
- _____ has been with [CompanyName] for many years and goes out of his way to offer assistance and guidance whenever he can.
- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- His years of experience and wisdom are generously shared and appreciated.
- Closes off discussions with action plans.
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.

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
16. You avoid stating unclear or conflicting goals.	15	3.40	93.3	7%	47%	47%	
17. You write clear job descriptions for positions in the organization.	15	3.27	93.3	7%	60%		33%
18. You are clear about the roles and duties of team members.	14	3.00	92.9	7%	79%		14%
19. You check details thoroughly.	15	3.47	100.0		53%		47%
20. You maintain clarity in goals and objectives.	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
16. You avoid stating unclear or conflicting goals.	3.65	3.40	-0.25 ▼
17. You write clear job descriptions for positions in the organization.	3.47	3.27	-0.20 ▼
18. You are clear about the roles and duties of team members.	3.12	3.00	-0.12 ▼
19. You check details thoroughly.	3.59	3.47	-0.12 ▼
20. You maintain clarity in goals and objectives.	3.29	3.40	+0.11 ▲

Comments:

- He is sensitive to his employees needs and is creative in accommodating their needs.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- He keeps focused on things that are important for his department to run smoothly.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- I am still learning how to work with _____ so sometimes I have at difficulty understanding where he is coming from and in the process of working through this it there is some uncertainty that is created.
- _____ 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.

Communication 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
21. You communicate effectively with all levels of the organization.	15	3.53	100.0	47%	53%		
22. You use software, graphics, or other aids to clarify complex or technical reports.	15	3.00	80.0	20%	60%	20%	
23. I eliminate unnecessary details when giving instructions.	15	2.87	80.0	20%	73%	7%	
24. I welcome input and suggestions from others.	15	3.47	100.0	53%	47%		
25. You communicate company/market changes to appropriate team members in a timely manner	15	3.67	100.0	33%	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
21. You communicate effectively with all levels of the organization.	3.35	3.53	+0.18 ▲
22. You use software, graphics, or other aids to clarify complex or technical reports.	3.00	3.00	
23. I eliminate unnecessary details when giving instructions.	2.88	2.87	-0.02 ▼
24. I welcome input and suggestions from others.	3.00	3.47	+0.47 ▲
25. You communicate company/market changes to appropriate team members in a timely manner	3.76	3.67	-0.10 ▼

Comments:

- I do not have much insight into his leadership effectiveness, as I rarely see him with his staff. My interactions with him and his team are generally separate meetings. He presents himself well to other leaders in the organization.
- _____ 's team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- _____ 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.
- _____ demonstrates daily his engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- He is a great leader.
- _____ is a great mentor and leader for his team. He recognizes the strengths that each of his team members bring to the organization and works to continue to develop those strengths. _____ also helps his team recognize areas of improvement and works to improve those areas as well.

Leadership

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
26. You lead team to achieve consensus, solve problems, and accomplish tasks.	15	3.40	93.3	7%	47%	47%	
27. I provide feedback consistently, not only during formal reviews but throughout projects.	15	3.33	93.3	7%	53%	40%	
28. I provide feedback impartially, base on performance and results, not personal bias.	15	3.53	100.0		47%	53%	
29. You expect continuous learning, skill-building, and professional growth from employees.	15	3.67	100.0		33%	67%	
30. You are able to influence others.	15	3.33	100.0		67%	33%	

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
26. You lead team to achieve consensus, solve problems, and accomplish tasks.	3.53	3.40	-0.13 ▼
27. I provide feedback consistently, not only during formal reviews but throughout projects.	3.12	3.33	+0.22 ▲
28. I provide feedback impartially, base on performance and results, not personal bias.	3.41	3.53	+0.12 ▲
29. You expect continuous learning, skill-building, and professional growth from employees.	3.59	3.67	+0.08 ▲
30. You are able to influence others.	3.41	3.33	-0.08 ▼

Comments:

- _____ encourages us as directors to go out with one voice and keeps us accountable.
- He engages the staff and I feel the department is in the best shape it ever has been in.
- Positive attitude.
- He has been a great addition to the company.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- He is smart, quick, compassionate, and thorough.

Managing Risk

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
31. I prioritize risks based on probability of occurrence and possible impact to the company.	15	3.20	86.7	13%	53%	33%	
32. I quantify current business practices to make better informed decisions.	15	3.40	100.0		60%	40%	
33. You create a risk management strategy for the organization.	15	3.20	86.7	13%	53%	33%	
34. You develop policies to address risk situations in the workplace.	15	3.27	93.3	7%	60%	33%	
35. You seek to maintain the long-term viability of the Company through effective risk management.	15	3.00	80.0	20%	60%	20%	

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
31. I prioritize risks based on probability of occurrence and possible impact to the company.	3.18	3.20	+0.02 ▲
32. I quantify current business practices to make better informed decisions.	3.35	3.40	+0.05 ▲
33. You create a risk management strategy for the organization.	3.18	3.20	+0.02 ▲
34. You develop policies to address risk situations in the workplace.	2.88	3.27	+0.38 ▲
35. You seek to maintain the long-term viability of the Company through effective risk management.	3.18	3.00	-0.18 ▼

Comments:

- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.
- He has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, he seems to be able to keep our unit in the financial green.
- He has positive energy, leads by example, and cares about teammates.
- He desires to do great work.
- _____ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.

Interpersonal 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
36. You give good advice and suggestions to coworkers.	15	3.20	93.3	7%	67%		27%
37. You are a role model for others demonstrating the importance of interpersonal skills.	15	3.27	93.3	7%	60%		33%
38. You appreciate the work of direct reports and subordinates.	15	3.27	86.7	13%	47%		40%
39. I maintain a high degree of honesty and integrity.	15	3.13	86.7	13%	60%		27%
40. I work diligently to assist customers in finding the right products.	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
36. You give good advice and suggestions to coworkers.	3.18	3.20	+0.02 ▲
37. You are a role model for others demonstrating the importance of interpersonal skills.	3.35	3.27	-0.09 ▼
38. You appreciate the work of direct reports and subordinates.	3.24	3.27	+0.03 ▲
39. I maintain a high degree of honesty and integrity.	3.59	3.13	-0.45 ▼
40. I work diligently to assist customers in finding the right products.	3.29	3.40	+0.11 ▲

Comments:

- _____ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.
- _____ is a respected leader and peer. He manages his unit well and his staff appear to high regard for him as their leader.
- He has a calm demeanor and willingness to help with anything.
- _____ is the shinning example of what a manager should be like. He is an amazing leader, he always solves problems promptly, you can count on his word, he truly cares for his customers and his staff, and he has gone above and beyond for all of us more times than I can remember. He is extremely proffesional and competent, compasionate and caring, and dedicated to this unit heart and soul.
- _____ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- He is respectful of the people he works with regardless of the level in the organization.

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
41. You create opportunities for professional development.	15	3.33	93.3	7%	53%	40%	
42. You assign tasks and responsibilities to develop skills of others.	15	3.33	93.3	7%	53%	40%	
43. You are open to receiving feedback.	15	3.13	86.7	13%	60%	27%	
44. You try to ensure employees are ready to move to the next level.	15	3.00	86.7	13%	73%	13%	
45. You recognize and celebrates accomplishments of others.	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
41. You create opportunities for professional development.	3.29	3.33	+0.04 ▲
42. You assign tasks and responsibilities to develop skills of others.	3.41	3.33	-0.08 ▼
43. You are open to receiving feedback.	3.35	3.13	-0.22 ▼
44. You try to ensure employees are ready to move to the next level.	3.18	3.00	-0.18 ▼
45. You recognize and celebrates accomplishments of others.	3.35	3.53	+0.18 ▲

Comments:

- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- I think he is the kind of manager our department has needed and will continue to need.
- This has been a challenging year for _____ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- _____ is a wonderful person to work for.
- _____ is a great team member. His technical skills are impeccable...great to see you in MBA program. Keep going.
- He is a fantastic resource.

Coaching

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
46. You help others to identify key goals and use your talents to achieve success.	15	3.00	86.7	13%	73%		13%
47. You help employees to understand the responsibilities and expectations of your job.	15	3.20	93.3	7%	60%		33%
48. You ask open-ended questions to create inspiration and innovation.	15	3.20	93.3	7%	67%		27%
49. I offer guidance and perspective without being prescriptive.	15	3.40	93.3	7%	47%		47%
50. I align coaching sessions with the employee's specific goals and challenges.	15	3.13	80.0	7%	13%	40%	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
46. You help others to identify key goals and use your talents to achieve success.	3.24	3.00	-0.24 ▼
47. You help employees to understand the responsibilities and expectations of your job.	3.00	3.20	+0.20 ▲
48. You ask open-ended questions to create inspiration and innovation.	3.18	3.20	+0.02 ▲
49. I offer guidance and perspective without being prescriptive.	3.35	3.40	+0.05 ▲
50. I align coaching sessions with the employee's specific goals and challenges.	3.29	3.13	-0.16 ▼

Comments:

- _____ is very contentious about his team. He wants to have the best team possible and will move and motivate his team towards this end.
- _____ is able to manage an ever-changing work load. His time management has improved over the last year, to promote a work-life balance.
- I observe him coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- _____'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.
- I can depend on him with whatever is needed.
- He has been both a great co-worker and mentor to me.

Global Perspective

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
51. You are aware of the culture, behaviors, identities and beliefs of others.	14	3.14	92.9	7%	71%		21%
52. You understand and appreciate the perspectives offered by others with different cultural backgrounds.	14	3.21	85.7	14%	50%		36%
53. You demonstrate a curiosity about diverse individuals and cultures.	15	3.27	86.7	13%	47%		40%
54. You demonstrate working knowledge of global transactions.	15	3.13	86.7	13%	60%		27%
55. You attend training seminars and conferences to increase skills in working with others globally.	15	3.07	86.7	13%	67%		20%

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
51. You are aware of the culture, behaviors, identities and beliefs of others.	3.24	3.14	-0.09 ▼
52. You understand and appreciate the perspectives offered by others with different cultural backgrounds.	3.06	3.21	+0.16 ▲
53. You demonstrate a curiosity about diverse individuals and cultures.	3.59	3.27	-0.32 ▼
54. You demonstrate working knowledge of global transactions.	2.94	3.13	+0.19 ▲
55. You attend training seminars and conferences to increase skills in working with others globally.	2.88	3.07	+0.18 ▲

Comments:

- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- _____ is very dedicated. He makes sure he is here all times of the day to capture evening shift staff.
- He strives to be an effective and available leader.
- _____ has made great visible improvements in his roles of communication, teamwork and engagement. He is creating a great presence in his position currently.
- Team-oriented and goal focused. Shows continuous desire for improvement.
- _____ has brought a much needed positive change to [CompanyName].

Comments

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

What would help make you a more effective leader?

- _____ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- He often involves his team in decision making and to determine how to achieve outcomes.
- Expectations are not always clearly communicated/outlined.
- I've only had the pleasure of working with _____ for a short while but I have to say he is one of the most helpful people that I've run into at [CompanyName].
- _____ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.

What do you like best about working with this individual?

- He is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- _____ tends to hold things tight. I would like to see him allow staff more participation and use their knowledge as a resource. Not only would this free up some of his time but encourage staff growth.
- I think _____ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- _____ does try to increase his knowledge in the department. He's not quite there yet but is making a noticeable effort. _____ has shown marked improvement in being present when needed in the department.
- _____ enjoys sharing knowledge and teaching his subordinates about their roles in the department. He regularly would spend 30 minutes sharing his insights on a topic. He also facilitated numerous training sessions when I started my job a year ago.
- He has worked hard to understand people's strengths and what they need from him.

What do you like least about working with this individual?

- His passion for and for education and his advanced degree is a tremendous asset to the team.
- _____ continues to be a great boss. He is available to us and always has time to help with anything.
- _____ delegates very effectively.
- I know _____ is working with his director and HR business partner in understanding his role as a operational manager.
- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- We are very blessed to have _____ for our manager! Best one we've EVER had. We appreciate his very much.

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

- He values our feedback and takes our recommendations seriously.
- He has taken the initiative to always be finding new ways to grow both professionally and personally.
- I think he is doing really good work and I found that to be one area I could list that might help.
- _____ excels at customer service and keeping our team focused on the customer.
- _____ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- There is apprehension with all the changes, but still a lot of engagement and positivity.

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

- He is fully engaged in his work and shares his professional goals and projects so his team is aware of what he is working on and how the work of each team members fits within the departmental goals.
- _____ is a very effective leader and a role model for other leaders.
- _____ is very approachable and ensures the best for all employees in the department.
- He involves stakeholders in discussions and values input from others. I respect and value him as a peer.
- He is a charismatic leader. Really the best!!
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.

Any final comments?

- He has integrated into Systems more than anyone else. He is truly an asset for [CompanyName]'s work.
- He is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).
- He lets us develop our own style and inspires us to do our best.
- _____ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. He also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- _____ is the best supervisor I've ever had; he leads by example, and is always clear on his expectations of his employees.
- _____ does an exceptional job at running the department.