



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.

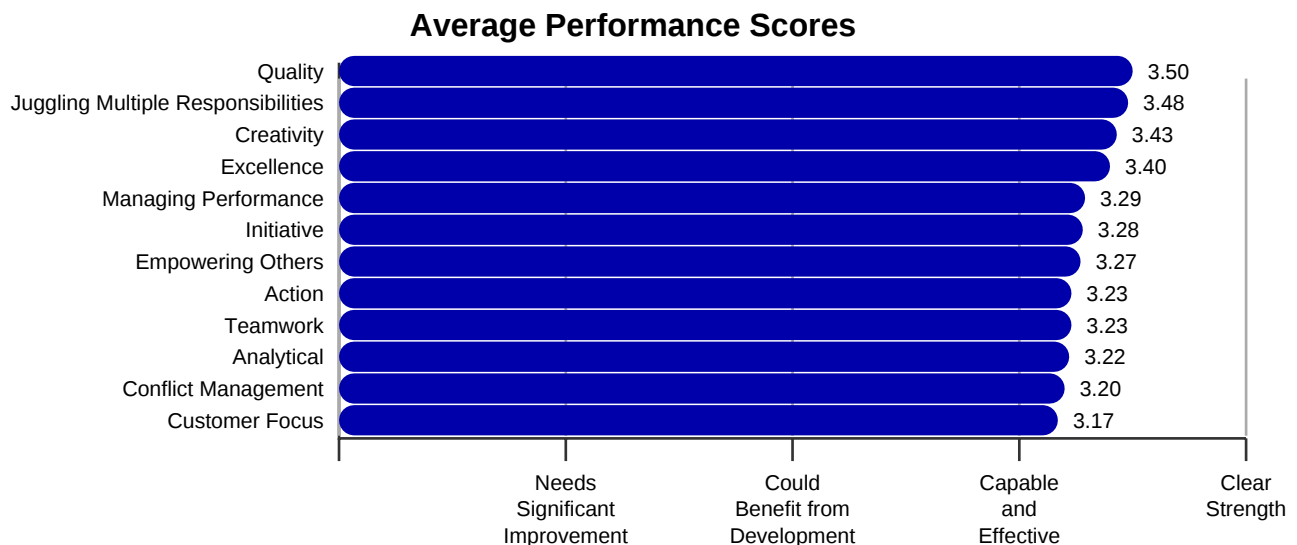
What to Do with Your Feedback

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

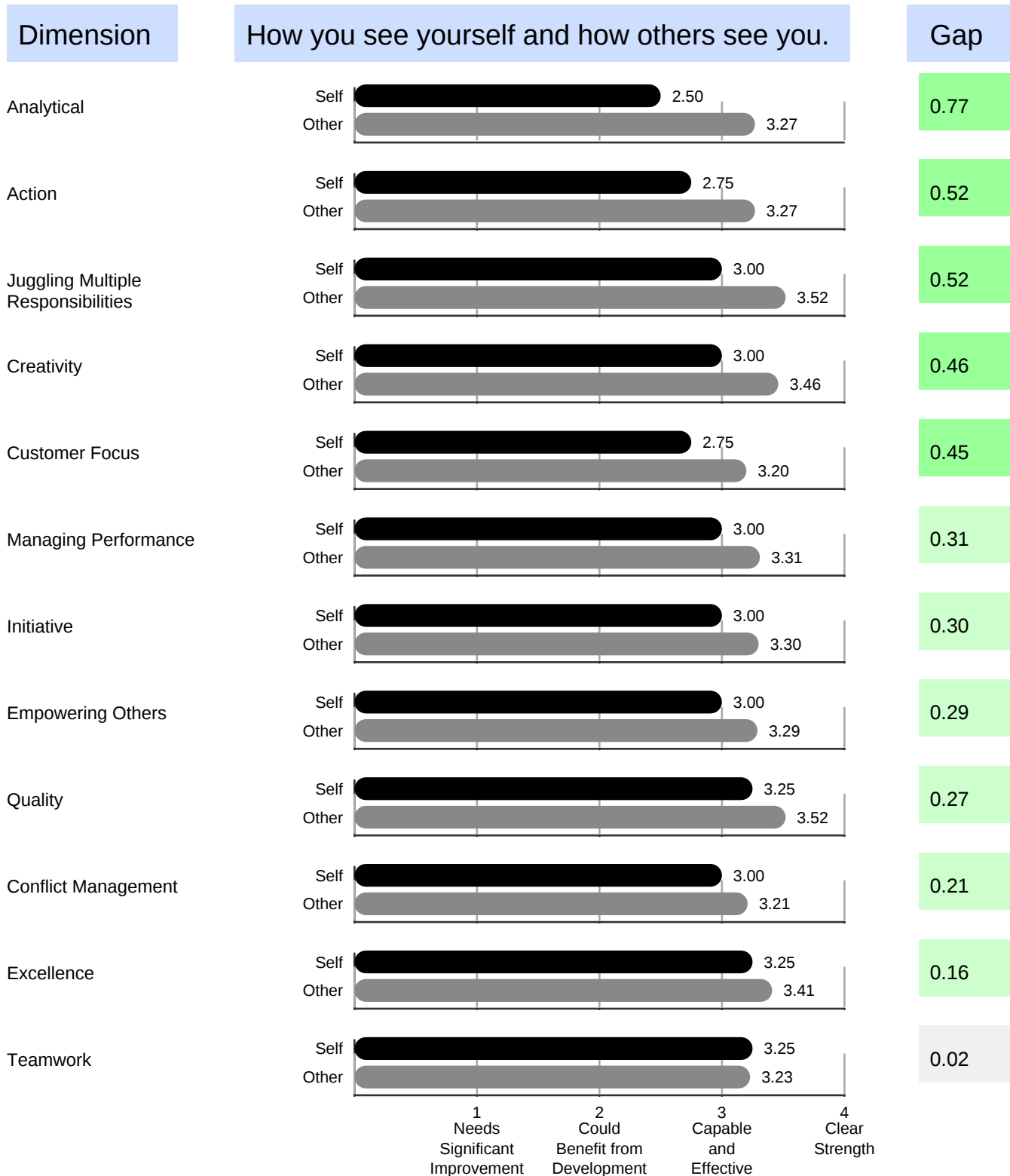
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



Quality

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 propose a variety of solutions to address quality needs.	15	3.20	93.3	7%	67%		27%
2. You encourage others to produce the highest quality work products.	15	3.87	100.0	13%	87%		
3. You create effective policies regarding quality of services and products.	15	3.33	93.3	7%	53%		40%
4. I view quality issues as a system failure rather than an individual failure.	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. I propose a variety of solutions to address quality needs.	3.29	3.20	-0.09 ▼
2. You encourage others to produce the highest quality work products.	3.65	3.87	+0.22 ▲
3. You create effective policies regarding quality of services and products.	3.18	3.33	+0.16 ▲
4. I view quality issues as a system failure rather than an individual failure.	3.41	3.60	+0.19 ▲

Comments:

- He is willing to fill in with daily workload when we are short staffed.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- _____ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- He is a natural and perfect fit for the CFO position.

Initiative

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. I initiate draft reports for consideration.	15	3.33	93.3	7%	53%	40%	
6. You demonstrate resilience by learning from failed attempts and apply insights to future actions.	15	3.20	93.3	7%	60%	33%	
7. You seize upon opportunities available.	15	3.20	86.7	13%	53%	33%	
8. You act quickly to address any issues or problems.	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. I initiate draft reports for consideration.	3.24	3.33	+0.10 ▲
6. You demonstrate resilience by learning from failed attempts and apply insights to future actions.	3.24	3.20	-0.04 ▼
7. You seize upon opportunities available.	3.41	3.20	-0.21 ▼
8. You act quickly to address any issues or problems.	3.24	3.40	+0.16 ▲

Comments:

- _____'s dedication and leadership in the management development program is evident.
- My interaction with _____ is very limited, but when I have requested time with him, he makes time for me.
- His passion for and for education and his advanced degree is a tremendous asset to the team.
- I appreciate _____ being open to suggestions, and available when concerns brought to him.
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.

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. You add value to the department/organization.	15	3.47	93.3	7%	40%	53%	
10. You collaborate across teams to generate fresh ideas.	15	3.47	93.3	7%	40%	53%	
11. I tailor creative solutions to deliver meaningful outcomes for users, clients, or patients.	15	3.53	100.0		47%	53%	
12. I reflect on new learning to inspire imaginative thinking.	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. You add value to the department/organization.	3.18	3.47	+0.29 ▲
10. You collaborate across teams to generate fresh ideas.	3.35	3.47	+0.11 ▲
11. I tailor creative solutions to deliver meaningful outcomes for users, clients, or patients.	3.47	3.53	+0.06 ▲
12. I reflect on new learning to inspire imaginative thinking.	3.47	3.27	-0.20 ▼

Comments:

- _____ is very responsive and provides great support service.
- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- _____ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- _____ strives to be professional with each and every interaction and I think inspires confidence.
- We are striving to meet best practice standards.
- Closes off discussions with action plans.

Action

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. I stay focused and productive when there is work to be done.	15	3.33	100.0		67%		33%
14. You do whatever it takes (within reason) to get the job done.	15	3.13	86.7	13%	60%		27%
15. I seek out opportunities to contribute beyond assigned responsibilities.	15	3.07	80.0	20%	53%		27%
16. You adapt your approach in order to overcome significant obstacles.	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. I stay focused and productive when there is work to be done.	3.35	3.33	-0.02 ▼
14. You do whatever it takes (within reason) to get the job done.	3.18	3.13	-0.04 ▼
15. I seek out opportunities to contribute beyond assigned responsibilities.	3.00	3.07	+0.07 ▲
16. You adapt your approach in order to overcome significant obstacles.	3.65	3.40	-0.25 ▼

Comments:

- _____ is incredibly talented and very smart. His attention to detail is unparalleled.
- _____ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, he has broadened his perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- He is strong in his convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- 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.
- _____ is a great resource to me when I have HR or professional development issues. I count on him for his support and sound advice.
- Collaboration and dissemination of information and projects is something _____ does well.

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
17. You regularly conduct performance reviews of all employees.	15	3.27	93.3	7%	60%		33%
18. You assign responsibility for meeting specific objectives.	14	3.00	92.9	7%	79%		14%
19. You make sure commitments are understood and met.	15	3.47	100.0		53%		47%
20. I link qualitative objectives to quantitative key results.	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. You regularly conduct performance reviews of all employees.	3.47	3.27	-0.20 ▼
18. You assign responsibility for meeting specific objectives.	3.12	3.00	-0.12 ▼
19. You make sure commitments are understood and met.	3.59	3.47	-0.12 ▼
20. I link qualitative objectives to quantitative key results.	3.29	3.40	+0.11 ▲

Comments:

- He encourages staff skill development and input to improve department processes
- He maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- He has deep technical expertise in a number of areas of human resource management.
- I appreciate the honest evaluative feedback _____ provides for the staff in his area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- _____ does a great job investigating an issue thinking it through before he takes action.
- _____ has been in his new role a short time, but I already am appreciating the higher level of expectations he is setting and the groundwork for quality improvement

Analytical

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. I am easily able to separate a process/procedure into its component parts.	15	3.53	100.0	47%	53%		
22. You determine the relevance and accuracy of information.	15	3.00	80.0	20%	60%	20%	
23. I help employees see that changes in one part of the business can affect other parts.	15	2.87	80.0	20%	73%	7%	
24. I am able to dissect a problem into its core elements.	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. I am easily able to separate a process/procedure into its component parts.	3.35	3.53	+0.18 ▲
22. You determine the relevance and accuracy of information.	3.00	3.00	
23. I help employees see that changes in one part of the business can affect other parts.	2.88	2.87	-0.02 ▼
24. I am able to dissect a problem into its core elements.	3.00	3.47	+0.47 ▲

Comments:

- _____ could improve his awareness of his employees strengths and delegate work that utilizes those talents.
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.
- Information is given concisely at meetings, and his explanations of all information is very clear.
- Has one of the strongest work ethics I've ever encountered in a team member.
- When in need, he picks the appropriate person to conquer a task or assignment. He delegates well and seems to know who best to direct projects, questions and or initiatives to.
- _____ has used his strengths to make this department stronger in many ways.

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
25. You can multitask while performing all of your other responsibilities and activities.	15	3.67	100.0	33%	67%		
26. You avoid bottlenecks in progress by assigning multiple individuals to critical tasks.	15	3.40	93.3	7%	47%	47%	
27. You assign tasks based on skills of team members.	15	3.33	93.3	7%	53%	40%	
28. You spend the most time and effort on critical tasks first.	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. You can multitask while performing all of your other responsibilities and activities.	3.76	3.67	-0.10 ▼
26. You avoid bottlenecks in progress by assigning multiple individuals to critical tasks.	3.53	3.40	-0.13 ▼
27. You assign tasks based on skills of team members.	3.12	3.33	+0.22 ▲
28. You spend the most time and effort on critical tasks first.	3.41	3.53	+0.12 ▲

Comments:

- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- _____ is a great team member who cares about his team, the quality of his work, and the organization.
- He is always first to share what's on the horizon. At conclusion of a project, he shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- He is always looking to and listening to the staff for their and needs.
- _____ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- One of the things that I most appreciate about _____ is his willingness to mentor and grow new talent.

Excellence

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. You demonstrate the analytical skills to do your job.	15	3.67	100.0	33%	67%		
30. You can be counted on to add value wherever you are involved.	15	3.33	100.0		67%		33%
31. You are planful and organized.	15	3.20	86.7	13%	53%		33%
32. You take a lot of pride in your work.	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. You demonstrate the analytical skills to do your job.	3.59	3.67	+0.08 ▲
30. You can be counted on to add value wherever you are involved.	3.41	3.33	-0.08 ▼
31. You are planful and organized.	3.18	3.20	+0.02 ▲
32. You take a lot of pride in your work.	3.35	3.40	+0.05 ▲

Comments:

- _____ is a great listener and leader for the department.
- Would like to see _____ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- Shows curiosity.
- 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.
- _____'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- I would encourage him to rely on the documented minutes when he communicates decisions as a stop gap measure.

Customer Focus

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. You obtain feedback to ensure customer needs are being met.	15	3.20	86.7	13%	53%	33%	
34. I fulfill commitments made to customers.	15	3.27	93.3	7%	60%	33%	
35. You adapt to changes proposed by the customer.	15	3.00	80.0	20%	60%	20%	
36. I systematically gather and analyze customer feedback to identify service gaps or improvement areas.	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. You obtain feedback to ensure customer needs are being met.	3.18	3.20	+0.02 ▲
34. I fulfill commitments made to customers.	2.88	3.27	+0.38 ▲
35. You adapt to changes proposed by the customer.	3.18	3.00	-0.18 ▼
36. I systematically gather and analyze customer feedback to identify service gaps or improvement areas.	3.18	3.20	+0.02 ▲

Comments:

- Demonstrates a focus on the business goals through task prioritization.
- _____ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.
- He has a vast storehouse of knowledge about the facility and our policies.
- 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.
- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.
- _____ is able to multitask in a variety of ways.

Empowering 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. I allow employees to take on more responsibilities.	15	3.27	93.3	7%	60%		33%
38. You recognize that employees may need flexibility in their working hours.	15	3.27	86.7	13%	47%		40%
39. I allow employees the freedom to do tasks how they see fit, but hold them accountable for obtaining results.	15	3.13	86.7	13%	60%		27%
40. I allow employees to organize their schedule to best accomplish the job.	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. I allow employees to take on more responsibilities.	3.35	3.27	-0.09 ▼
38. You recognize that employees may need flexibility in their working hours.	3.24	3.27	+0.03 ▲
39. I allow employees the freedom to do tasks how they see fit, but hold them accountable for obtaining results.	3.59	3.13	-0.45 ▼
40. I allow employees to organize their schedule to best accomplish the job.	3.29	3.40	+0.11 ▲

Comments:

- _____ is trusting his team, and expecting high standards of behavior from all employees.
- _____ is smart, detailed and committed. I appreciate having his on our team.
- He handles situations in a calm, collective manner, and researches a situation before making a decision.
- 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.
- He can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- _____ is one of the most responsible and committed directors in the organization. He does an excellent job serving his customers and following up to make sure they are satisfied.

Conflict Management

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 ensure that each party feels heard and understood, while reducing assumptions and misinterpretations.	15	3.33	93.3	7%	53%	40%	
42. I revisit previously held assumptions or decisions when new information or perspectives emerge.	15	3.33	93.3	7%	53%	40%	
43. I prevent minor issues from escalating into major problems.	15	3.13	86.7	13%	60%	27%	
44. I navigate emotionally charged situations with tact, persuading others to consider alternative viewpoints without defensiveness.	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. You ensure that each party feels heard and understood, while reducing assumptions and misinterpretations.	3.29	3.33	+0.04 ▲
42. I revisit previously held assumptions or decisions when new information or perspectives emerge.	3.41	3.33	-0.08 ▼
43. I prevent minor issues from escalating into major problems.	3.35	3.13	-0.22 ▼
44. I navigate emotionally charged situations with tact, persuading others to consider alternative viewpoints without defensiveness.	3.18	3.00	-0.18 ▼

Comments:

- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.
- I really appreciate and respect _____'s leadership and his ability to perceive issues and intricate insights into working toward solutions.
- The only area I feel _____ needs improvement is that when he gives a project he often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- Is very upbeat and quick to contribute to the team.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- I have found _____ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.

Teamwork

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. You create opportunities to learn with other team members	15	3.53	100.0		47%	53%	
46. You promote open communication on the team.	15	3.00	86.7	13%	73%		13%
47. I consider the impact and implications of decisions on the team.	15	3.20	93.3	7%	60%		33%
48. You help the team decide what long term goals need to be met.	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. You create opportunities to learn with other team members	3.35	3.53	+0.18 ▲
46. You promote open communication on the team.	3.24	3.00	-0.24 ▼
47. I consider the impact and implications of decisions on the team.	3.00	3.20	+0.20 ▲
48. You help the team decide what long term goals need to be met.	3.18	3.20	+0.02 ▲

Comments:

- _____ has done a great job clarifying roles on his team and leading them by example and hard work as well.
- _____ is an excellent leader. He seeks input from everyone involved to solve an issue.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.

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 often will say he doesn't need the details or that he already knows and doesn't need an explanation.
- _____ is a great Manager. He is extremely talented at what he does and invests a great amount of effort into developing his staff. He is very supportive of staff growth, while also caring a great deal about each of his employees.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- He is sensitive to his employees needs and is creative in accommodating their needs.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.
- He quickly addresses any challenges that may arise.

What do you like best about working with this individual?

- _____ has consistently demonstrated his ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in his care are performing at a level worthy of citation when compared to others nationwide.
- If feel _____ meets/exceeds in all of the areas listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- He is committed to modeling anything that he would like to see implemented in our work environment.
- _____ is organized and thorough.
- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.
- Completes variance analysis and identifies corrective actions.

What do you like least about working with this individual?

- Sometimes difficult to understand what is being asked. Provide more clarity.
- _____'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- I often engage with members of his team and they are confident and knowledgeable of the work that is at hand. _____ and his staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- Our team has gone through a lot of changes in the last year and _____ has demonstrated his ability to lead our team through challenges and to place employees in roles they will be successful in.
- _____ 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.

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

- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- He often involves his team in decision making and to determine how to achieve outcomes.
- As _____ gets to know more leaders and staff, he will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- I know _____ is working with his director and HR business partner in understanding his role as a operational manager.
- _____'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.
- _____ is an effective leader and it shows with the annual score of departments he leads, resulting in upward trends of grand mean and Q1.

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

- _____ is a strong leader and passionate about his customers, staff and safety.
- Lean on team to help reduce burden and establish clear expectations.
- _____ always makes decisions based on what is best for the department or organization.
- He seems to be well respected from members of his own team as well.
- Outstanding leader.
- _____ does a great job investigating an issue thinking it through before he takes action.

Any final comments?

- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!
- I thoroughly enjoy working with _____ and he has been very helpful with the rework IS did with their job descriptions.
- _____ has made great strides with increasing communication and teamwork within his reports.
- In one word I can summarize _____ in leadership skill. WOW!
- _____ came to [CompanyName] and has done a wonderful job of getting the message out.