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.

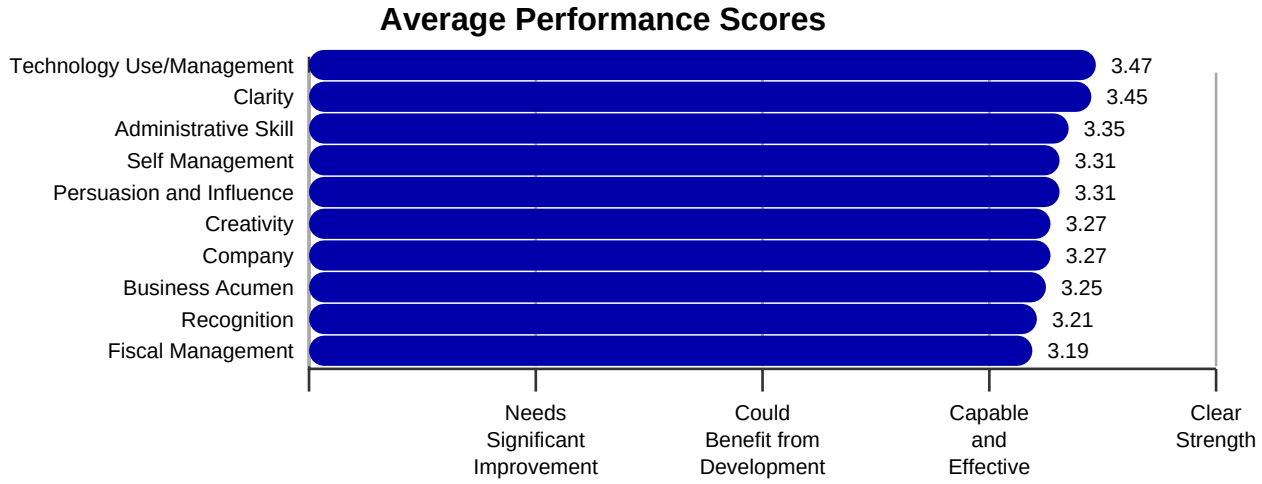
What to Do with Your Feedback

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 10 major dimensions of leadership.

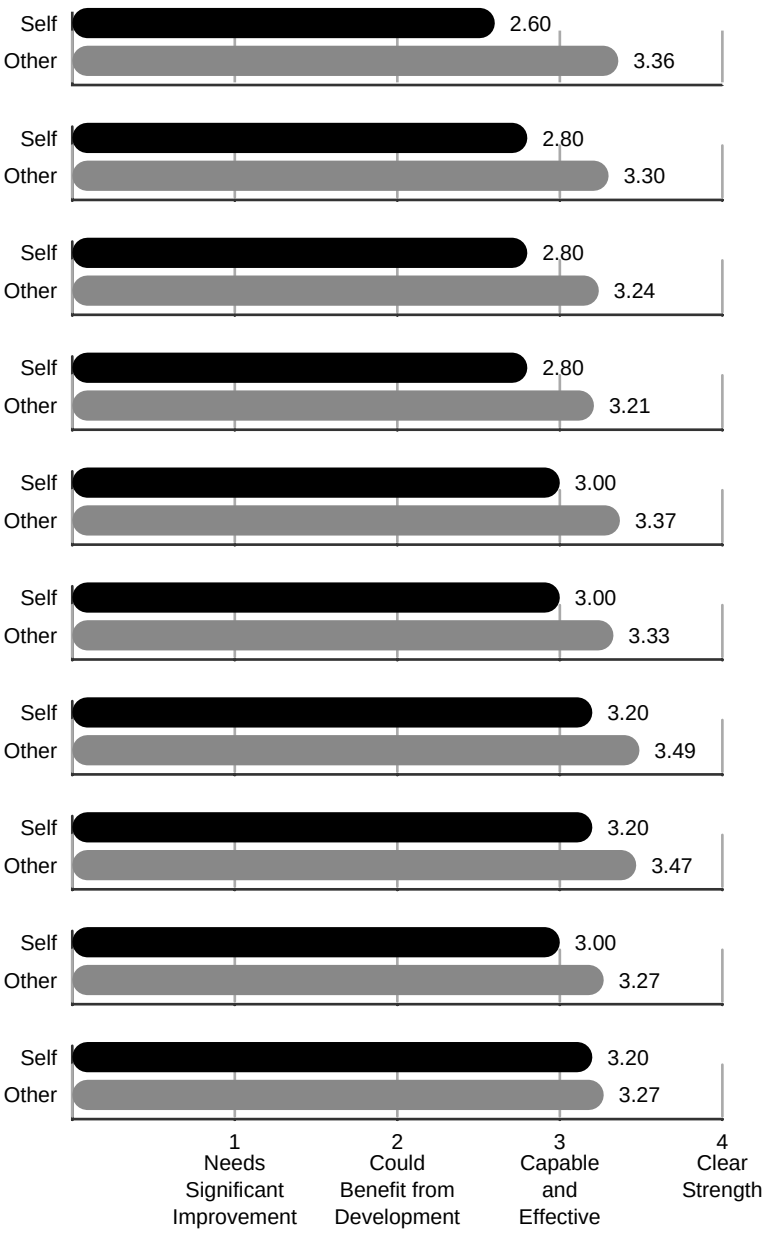
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



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.

Dimension	How you see yourself and how others see you.	Gap
Persuasion and Influence	Self 2.60, Other 3.36	0.76
Creativity	Self 2.80, Other 3.30	0.50
Recognition	Self 2.80, Other 3.24	0.44
Fiscal Management	Self 2.80, Other 3.21	0.41
Administrative Skill	Self 3.00, Other 3.37	0.37
Self Management	Self 3.00, Other 3.33	0.33
Technology Use/Management	Self 3.20, Other 3.49	0.29
Clarity	Self 3.20, Other 3.47	0.27
Business Acumen	Self 3.00, Other 3.27	0.27
Company	Self 3.20, Other 3.27	0.07



Technology Use/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
1. Adopts the implementation of new technology into the workplace.	15	3.20	93.3	7%		67%	27%
2. Understands and is committed to implementing new technologies.	15	3.87	100.0		13%	87%	
3. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.33	93.3	7%		53%	40%
4. Applies complex rules and regulations to maintain optimal system performance.	15	3.60	93.3	7%		27%	67%
5. Uses technology in decision making and problem solving.	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. Adopts the implementation of new technology into the workplace.	3.29	3.20	-0.09 ▼
2. Understands and is committed to implementing new technologies.	3.65	3.87	+0.22 ▲
3. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.18	3.33	+0.16 ▲
4. Applies complex rules and regulations to maintain optimal system performance.	3.41	3.60	+0.19 ▲
5. Uses technology in decision making and problem solving.	3.24	3.33	+0.10 ▲

Comments:

- _____ has improved on his quick assessment of situations and as a result it has helped me improve also
- He always makes a point to make sure he has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- _____ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.
- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.
- _____ sometimes communicates in a way that makes it difficult to tell if he is asking a question, for help, or for clarification.
- When _____ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. _____ is an engaged Leader.

Administrative Skill

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. Prepares and sends email communications, meeting invitations, or follow-up messages on behalf of individuals or teams.	15	3.20	93.3	7%		60%	33%
7. Prepares business forms for approval/signature.	15	3.20	86.7	13%		53%	33%
8. Carefully listens to what others are saying.	15	3.40	93.3	7%		47%	47%
9. Coordinates actions and activities with others.	15	3.47	93.3	7%		40%	53%
10. Processes payroll information.	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. Prepares and sends email communications, meeting invitations, or follow-up messages on behalf of individuals or teams.	3.24	3.20	-0.04 ▼
7. Prepares business forms for approval/signature.	3.41	3.20	-0.21 ▼
8. Carefully listens to what others are saying.	3.24	3.40	+0.16 ▲
9. Coordinates actions and activities with others.	3.18	3.47	+0.29 ▲
10. Processes payroll information.	3.35	3.47	+0.11 ▲

Comments:

- _____ does an excellent job in his role.
- Could be more self-aware of impact on other team members
- He strives to raise the bar everyday to improve our processes to best serve our customers.
- Provides team members with frequent informal feedback.
- I thoroughly enjoy working with _____ and he has been very helpful with the rework IS did with their job descriptions.
- _____ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.

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
11. Creates opportunities for self-directed creative inquiry.	15	3.53	100.0			47%	53%
12. Seeks out diverse viewpoints to enrich creative problem-solving.	15	3.27	100.0			73%	27%
13. Open to new ideas.	15	3.33	100.0			67%	33%
14. Considers problems from multiple angles to uncover new approaches.	15	3.13	86.7		13%	60%	27%
15. Regularly asks probing questions to uncover deeper possibilities.	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. Creates opportunities for self-directed creative inquiry.	3.47	3.53	+0.06 ▲
12. Seeks out diverse viewpoints to enrich creative problem-solving.	3.47	3.27	-0.20 ▼
13. Open to new ideas.	3.35	3.33	-0.02 ▼
14. Considers problems from multiple angles to uncover new approaches.	3.18	3.13	-0.04 ▼
15. Regularly asks probing questions to uncover deeper possibilities.	3.00	3.07	+0.07 ▲

Comments:

- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- He consistently conducts himself with professionalism and represents our unit well.
- My only constructive feedback would be for him to continue to be aware of how his personal style when he has strong feelings about something can, at times, shut down contrary views/opinions from the group. He may want to consider open ended questions from others to draw out their thoughts and then sharing his perspective as a balance.
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapated to [CompanyName] and to the department, well done.
- He checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.

Self 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
16. Consciously controls own negative emotions in order to keep team morale up.	15	3.40	93.3	7%		47%	47%
17. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.27	93.3	7%		60%	33%
18. Analyzes interpersonal problems instead of reacting to them.	14	3.00	92.9	7%		79%	14%
19. Steps away from a situation to process appropriate response.	15	3.47	100.0			53%	47%
20. Does not allow own emotions to interfere with the performance of others.	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. Consciously controls own negative emotions in order to keep team morale up.	3.65	3.40	-0.25 ▼
17. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.47	3.27	-0.20 ▼
18. Analyzes interpersonal problems instead of reacting to them.	3.12	3.00	-0.12 ▼
19. Steps away from a situation to process appropriate response.	3.59	3.47	-0.12 ▼
20. Does not allow own emotions to interfere with the performance of others.	3.29	3.40	+0.11 ▲

Comments:

- _____ is very involved with his team and any process change which I think helps the team change their process more effectively. I keep trying to copy his style.
- I would encourage _____ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- He clearly assigns our responsibilities by our individual strengths.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- _____ does a great job in supporting and engaging all of his employees.

Persuasion and Influence

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. Able to influence others to meet certain goals.	15	3.53	100.0			47%	53%
22. Has the support of the team members.	15	3.00	80.0		20%	60%	20%
23. Builds an interpersonal rapport with clients and customers to more successfully persuade them to purchase specific products.	15	2.87	80.0		20%	73%	7%
24. Gets others to adopt new positions or ways of doing things.	15	3.47	100.0			53%	47%
25. Changes how employees value customer relationships and influences them to focus more on long-term satisfaction.	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. Able to influence others to meet certain goals.	3.35	3.53	+0.18 ▲
22. Has the support of the team members.	3.00	3.00	
23. Builds an interpersonal rapport with clients and customers to more successfully persuade them to purchase specific products.	2.88	2.87	-0.02 ▼
24. Gets others to adopt new positions or ways of doing things.	3.00	3.47	+0.47 ▲
25. Changes how employees value customer relationships and influences them to focus more on long-term satisfaction.	3.76	3.67	-0.10 ▼

Comments:

- His professionalism is beyond reproach and he is fair and just.
- He follows up on questions and he is easily accessible. I think he is doing a great job!
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- He communicates clearly, and is always willing to listen attentively.
- I honestly cannot think of of anything to recommend that would help him to improve at this point.
- _____ is an outstanding leader. He has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.

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
26. Avoids stating unclear or conflicting goals.	15	3.40	93.3	7%	47%	47%	
27. Seeks to reduce ambiguity in messaging and documents.	15	3.33	93.3	7%	53%	40%	
28. Communicates with clarity and efficiency.	15	3.53	100.0		47%	53%	
29. Maintains clarity in goals and objectives.	15	3.67	100.0		33%	67%	
30. Makes sure employees understand why they were given certain assignments.	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. Avoids stating unclear or conflicting goals.	3.53	3.40	-0.13 ▼
27. Seeks to reduce ambiguity in messaging and documents.	3.12	3.33	+0.22 ▲
28. Communicates with clarity and efficiency.	3.41	3.53	+0.12 ▲
29. Maintains clarity in goals and objectives.	3.59	3.67	+0.08 ▲
30. Makes sure employees understand why they were given certain assignments.	3.41	3.33	-0.08 ▼

Comments:

- I am glad _____ was chosen to step in and take lead of [CompanyName]. He uses good judgment and makes the right decisions, even when they are difficult.
- I honestly cannot think of anything that he could improve on.
- One of the things I appreciate about _____ as a leader is his willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been his involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- _____ exhibits excellent customer first values at all times. His knowledge is well known and is respected by the managers and executives.
- It's been great working with him.

Recognition

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. Offers recognition in a timely manner.	15	3.20	86.7	13%	53%		33%
32. Creates awards at specific intervals (monthly, quarterly, annually) during the year.	15	3.40	100.0		60%		40%
33. Readily shares credit and gives others opportunity for visibility.	15	3.20	86.7	13%	53%		33%
34. Creates an employee-of-the-month award to recognize high performing employees.	15	3.27	93.3	7%	60%		33%
35. Accompanies recognition with specific examples of how the employee's work made a difference for the department/organization.	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. Offers recognition in a timely manner.	3.18	3.20	+0.02 ▲
32. Creates awards at specific intervals (monthly, quarterly, annually) during the year.	3.35	3.40	+0.05 ▲
33. Readily shares credit and gives others opportunity for visibility.	3.18	3.20	+0.02 ▲
34. Creates an employee-of-the-month award to recognize high performing employees.	2.88	3.27	+0.38 ▲
35. Accompanies recognition with specific examples of how the employee's work made a difference for the department/organization.	3.18	3.00	-0.18 ▼

Comments:

- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- 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.
- I am VERY fortunate to be on his team and part of this division.
- I really enjoy working with _____. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- _____ has done a superb job in outlining expectations for his staff. He has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- He is very careful to choose someone that has the skills he desires and who will also be a good fit.

Business Acumen

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Calculates return on investment (ROI) for various business projects.	15	3.20	93.3	7%		67%	27%
37. Fosters a critical analysis of events and issues.	15	3.27	93.3	7%		60%	33%
38. Develops business plans that are forward looking.	15	3.27	86.7	13%		47%	40%
39. Periodically assesses the current market environment.	15	3.13	86.7	13%		60%	27%
40. Understands financial terminology, statements.	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. Calculates return on investment (ROI) for various business projects.	3.18	3.20	+0.02 ▲
37. Fosters a critical analysis of events and issues.	3.35	3.27	-0.09 ▼
38. Develops business plans that are forward looking.	3.24	3.27	+0.03 ▲
39. Periodically assesses the current market environment.	3.59	3.13	-0.45 ▼
40. Understands financial terminology, statements.	3.29	3.40	+0.11 ▲

Comments:

- _____ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- He knows his subject matter!
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- 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.
- I have had the opportunity to work with _____ on several projects through our Core Competency Training. All of which he has approached with a positive team building attitude.
- _____ has done an amazing job in taking on this new role. He came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.

Company

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. Makes a real difference in the communities we serve.	15	3.33	93.3	7%	53%	40%	
42. Creates a culture where employees feel proud of how they treat one another and work together.	15	3.33	93.3	7%	53%	40%	
43. Makes sure the work environment is safe and easy to work in.	15	3.13	86.7	13%	60%	27%	
44. Provides corporate trainers that are experts in their respective fields.	15	3.00	86.7	13%	73%	13%	
45. Staffs the department to an adequate level.	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. Makes a real difference in the communities we serve.	3.29	3.33	+0.04 ▲
42. Creates a culture where employees feel proud of how they treat one another and work together.	3.41	3.33	-0.08 ▼
43. Makes sure the work environment is safe and easy to work in.	3.35	3.13	-0.22 ▼
44. Provides corporate trainers that are experts in their respective fields.	3.18	3.00	-0.18 ▼
45. Staffs the department to an adequate level.	3.35	3.53	+0.18 ▲

Comments:

- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- He tends to have self doubt at times, as we all do. But he is working on his confidence, and absolutely growing as a person.
- _____'s engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.
- The department is lucky to have him.
- _____ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.

Fiscal 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
46. Monitors expenses and verifies the need for items purchased.	15	3.00	86.7		13%	73%	13%
47. Develops budgets and plans for various programs and initiatives.	15	3.20	93.3		7%	60%	33%
48. Monitors spending.	15	3.20	93.3		7%	67%	27%
49. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.40	93.3		7%	47%	47%
50. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	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. Monitors expenses and verifies the need for items purchased.	3.24	3.00	-0.24 ▼
47. Develops budgets and plans for various programs and initiatives.	3.00	3.20	+0.20 ▲
48. Monitors spending.	3.18	3.20	+0.02 ▲
49. Ensures others follow the correct rules and regulations on fiscal matters.	3.35	3.40	+0.05 ▲
50. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.29	3.13	-0.16 ▼

Comments:

- _____ is a great director to work with because he listens to understand and he balances the business and the HR needs before making decisions or rushing to a judgment.
- Look up collaboration and you'll find _____'s picture beside the word.
- _____ does a great job at demonstrating the value of his team to the organization.
- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.
- I am glad _____ was chosen to step in and take lead of [CompanyName]. He uses good judgment and makes the right decisions, even when they are difficult.
- Communication to staff has greatly improved.

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?

- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- Having very minimum one-on-one discussion.
- _____ provides opportunities for his staff to grow professionally and encourages them.
- He has hired good people, and developed strong relationship's with finance.
- He is open to new ideas and ways to improve the service we provide.
- 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 expections to the staff.

What do you like best about working with this individual?

- I think _____ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower him and are willing to follow.
- Our desire to improve loss rates has been encouraged and supported by _____.
- _____ has done a wonderful job in supporting his team and making himself available.
- He will sit down with all parties involved before he makes a decision.
- He has made my job so much easier just having him in the facility and present to field questions/work related issues.
- _____ 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 like least about working with this individual?

- He encourages individual and professional improvement and provides educational opportunities.
- He has helped make me a better manager through his actions and follow through.
- _____ is a great communicator and challenges staff to look at process improvements. He is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- _____ is dedicated to his work and the employees that he manages. I am amazed at the kind of time he puts into this organization.
- I think at times his dedicaton to his team can sometimes come off like he is not thinking about a system perspective, I know that _____ has had a lot of change within his position and team this year and I think that this makes his want to protect his teams as much as he can.
- I appreciate his openness and availability to all the staff.

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

- _____ is a great listener and leader for the department.
- He also sees himself as a problem solver. The staff, however, experience being inundated with ideas and solutions that he presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- I am always impressed by _____'s insight into our processes so that we continuously strive to improve and be consistent.
- He is strong in his convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- _____ does an excellent job as a leader. He has been presented with many challenges in the last year and has remained positive for his staff.
- He won't settle for less.

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

- Engagement is an area where _____ has improved by being more in-tune with department needs. He listens more and asks great questions.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- Provides reinforcement and feedback within the context of the overall business strategy.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- He has created a highly engaged team and manages a diverse group of individuals very well.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.

Any final comments?

- _____ is an excellent leader. He seeks input from everyone involved to solve an issue.
- He is an excellent Manager!
- _____ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- He has a high level of integrity and expects the same from those around him regardless of one's education level.
- _____ 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.
- His view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.