



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.

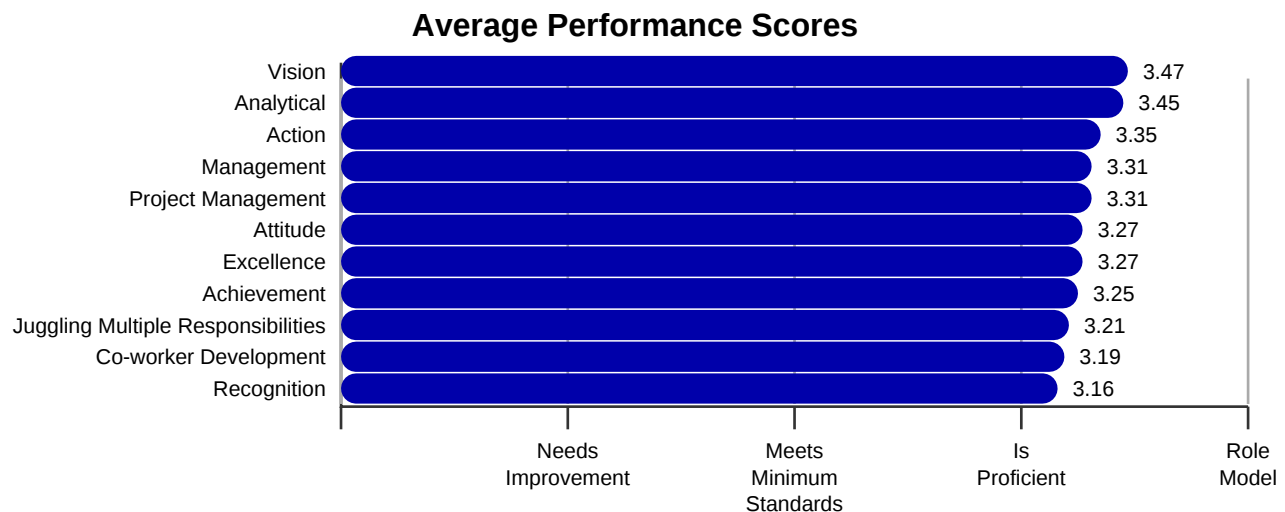
What to Do with Your Feedback

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.



Vision

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Tasks employees with realizing the vision.	15	3.20	93.3	7%	67%		27%
2. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	3.87	100.0	13%	87%		
3. Determined to bring the strategic vision to fruition.	15	3.33	93.3	7%	53%		40%
4. Uses storytelling and metaphor to make the vision memorable and emotionally compelling.	15	3.60	93.3	7%	27%	67%	
5. Builds a strategic vision by analyzing the company's current position and the market environment, identifying strengths, weaknesses, opportunities, and threats.	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. Tasks employees with realizing the vision.	3.29	3.20	-0.09 ▼
2. Expresses the Company vision in a way that is easily understood and adopted by employees.	3.65	3.87	+0.22 ▲
3. Determined to bring the strategic vision to fruition.	3.18	3.33	+0.16 ▲
4. Uses storytelling and metaphor to make the vision memorable and emotionally compelling.	3.41	3.60	+0.19 ▲
5. Builds a strategic vision by analyzing the company's current position and the market environment, identifying strengths, weaknesses, opportunities, and threats.	3.24	3.33	+0.10 ▲

Comments:

- _____ takes pride in his department. His follow through is excellent. _____ leads by example.
- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- _____ is approachable and professional in his interaction with staff and with customers.
- _____ has high expectations of himself and his employees. He does an excellent job of managing the department.
- _____ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- Our department had a supervisor that was causing a lot of frustration for the staff that he supervised. This supervisor is no longer with our organization.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Takes advantage of opportunities to move the organization forward.	15	3.20	93.3	7%	60%		33%
7. Fixes small issues before they become critical incidents.	15	3.20	86.7	13%	53%		33%
8. Looks for extra ways to help the department achieve performance goals.	15	3.40	93.3	7%	47%		47%
9. Leverages skills and resources to exceed performance expectations.	15	3.47	93.3	7%	40%		53%
10. Completes tasks on time in spite of delays in the process.	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. Takes advantage of opportunities to move the organization forward.	3.24	3.20	-0.04 ▼
7. Fixes small issues before they become critical incidents.	3.41	3.20	-0.21 ▼
8. Looks for extra ways to help the department achieve performance goals.	3.24	3.40	+0.16 ▲
9. Leverages skills and resources to exceed performance expectations.	3.18	3.47	+0.29 ▲
10. Completes tasks on time in spite of delays in the process.	3.35	3.47	+0.11 ▲

Comments:

- Need to continue to engage staff in team development and role clarification.
- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- _____ is collaborative in his management style and is very skilled in maximizing talents and strengths of each individual.
- Taking everything into consideration, _____ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- When in need, he picks the appropriate person to conquer a task, project, initiative or strategy.

Attitude

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Always undertakes projects with expectations of success.	15	3.53	100.0	47%		53%	
12. Sees employee development as a journey and expresses confidence in their continued growth.	15	3.27	100.0	73%		27%	
13. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.33	100.0	67%		33%	
14. Remains positive even when working with individuals who have poor attitudes.	15	3.13	86.7	13%	60%		27%
15. Contributes extra effort during peak periods to relieve pressure from colleagues.	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. Always undertakes projects with expectations of success.	3.47	3.53	+0.06 ▲
12. Sees employee development as a journey and expresses confidence in their continued growth.	3.47	3.27	-0.20 ▼
13. Works to eliminate unnecessary work or barriers that get in others' way.	3.35	3.33	-0.02 ▼
14. Remains positive even when working with individuals who have poor attitudes.	3.18	3.13	-0.04 ▼
15. Contributes extra effort during peak periods to relieve pressure from colleagues.	3.00	3.07	+0.07 ▲

Comments:

- _____ is someone I feel I can talk to about any problem or situation and I value his opinion.
- _____ needs no improvement
- Management skills progressing well with experience.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- Job performance is excellent. Lucky to have _____ on our team.
- _____ takes people where they want to go and pushes them to be their own success.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Avoids micromanaging the department.	15	3.40	93.3	7%	47%	47%	
17. Regularly measures job performance to maintain focus and direction in the department.	15	3.27	93.3	7%	60%	33%	
18. Drives on-time delivery of high-priority tasks.	14	3.00	92.9	7%	79%	14%	
19. Shares information openly and honestly, modeling transparency and trustworthiness.	15	3.47	100.0		53%	47%	
20. Determines essential inputs and conditions for each stage of the project.	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. Avoids micromanaging the department.	3.65	3.40	-0.25 ▼
17. Regularly measures job performance to maintain focus and direction in the department.	3.47	3.27	-0.20 ▼
18. Drives on-time delivery of high-priority tasks.	3.12	3.00	-0.12 ▼
19. Shares information openly and honestly, modeling transparency and trustworthiness.	3.59	3.47	-0.12 ▼
20. Determines essential inputs and conditions for each stage of the project.	3.29	3.40	+0.11 ▲

Comments:

- _____ is great...He provides valuable insight/opinion when asked and easily makes decisions.
- _____ is highly skilled and remains focused despite the many directions in which he is pulled. He is calm, easy to work with and makes decisions only after being fully informed.
- _____ 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.
- I would like to see his expand personal long-term goals at the company.
- He is also an excellent resource to other managers and will take the time to offer information and support.
- _____ not only values and listens to his staff he also gives them the support they need.

Project 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Documents the risk assessments for different parts of the project.	15	3.53	100.0	47%	53%		
22. Coordinates timelines, events and tasks with various sub-groups within the project.	15	3.00	80.0	20%	60%	20%	
23. Develops action items, workplans, timelines, and criteria for projects.	15	2.87	80.0	20%	73%	7%	
24. Has detailed knowledge about the project and can adapt the project plan as needed.	15	3.47	100.0	53%	47%		
25. Organizes work and sets priorities as needed.	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. Documents the risk assessments for different parts of the project.	3.35	3.53	+0.18 ▲
22. Coordinates timelines, events and tasks with various sub-groups within the project.	3.00	3.00	
23. Develops action items, workplans, timelines, and criteria for projects.	2.88	2.87	-0.02 ▼
24. Has detailed knowledge about the project and can adapt the project plan as needed.	3.00	3.47	+0.47 ▲
25. Organizes work and sets priorities as needed.	3.76	3.67	-0.10 ▼

Comments:

- You can always count on _____ to respond to emails and telephone calls and follow through with commitments.
- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- _____ has been particularly helpful to me as I transition into my new role. He provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- Sometimes difficult to understand what is being asked. Provide more clarity.
- _____ is the best employee the department has employed.
- _____ is a strong leader and continues to grow in his role. _____ is approachable even if he does not have time. Team members enjoy his great attitude and his non stop energy. Some things that _____ does especially well and seems to do with ease are bulleted below.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Ensures that information is current and up-to-date.	15	3.40	93.3	7%	47%	47%	
27. Understands the importance of maintaining current, accurate information.	15	3.33	93.3	7%	53%	40%	
28. Organizes information for decision making.	15	3.53	100.0		47%	53%	
29. Gathers information from a variety of sources.	15	3.67	100.0		33%	67%	
30. Verifies that information is accurate and updated.	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. Ensures that information is current and up-to-date.	3.53	3.40	-0.13 ▼
27. Understands the importance of maintaining current, accurate information.	3.12	3.33	+0.22 ▲
28. Organizes information for decision making.	3.41	3.53	+0.12 ▲
29. Gathers information from a variety of sources.	3.59	3.67	+0.08 ▲
30. Verifies that information is accurate and updated.	3.41	3.33	-0.08 ▼

Comments:

- _____ investigates any employee problem before he reacts and has dealt with each situation fairly. He collaborates well with other departments and is always focused on the customer experience.
- He identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside his immediate resources.
- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.
- _____ does an exceptional job at running the department.
- _____ is a wonderful person to work for.
- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Determines which tasks are critical and which tasks are optional.	15	3.20	86.7	13%	53%		33%
32. Keeps track of multiple assignments and deadlines.	15	3.40	100.0		60%		40%
33. Switches attention to more urgent tasks when necessary.	15	3.20	86.7	13%	53%		33%
34. Plans and organizes continuously while performing all other responsibilities and activities.	15	3.27	93.3	7%	60%		33%
35. Uses a scheduler/planner to keep tasks organized and on time.	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. Determines which tasks are critical and which tasks are optional.	3.18	3.20	+0.02 ▲
32. Keeps track of multiple assignments and deadlines.	3.35	3.40	+0.05 ▲
33. Switches attention to more urgent tasks when necessary.	3.18	3.20	+0.02 ▲
34. Plans and organizes continuously while performing all other responsibilities and activities.	2.88	3.27	+0.38 ▲
35. Uses a scheduler/planner to keep tasks organized and on time.	3.18	3.00	-0.18 ▼

Comments:

- _____ is such an inspiration and role model to me, I feel empowered by him to make sound decisions.
- I think he is doing really good work and I found that to be one area I could list that might help.
- As I have indicated above, _____ has had a difficult time in defining his role as manager within the department. As the manager of the department I appreciate _____'s engagement since last month and I am hopeful that he will grow in his leadership role.
- He is a joy to work for.
- _____ is an extremely competent leader and I am enjoying learning by his example.
- Take charge without being pushed to do so.

Achievement

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Strives for operational excellence by refining workflows and optimizing procedures.	15	3.20	93.3	7%	67%		27%
37. Takes decisive action on lagging projects to restore momentum and ensure completion.	15	3.27	93.3	7%	60%		33%
38. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	15	3.27	86.7	13%	47%		40%
39. Increased production by 20 percent.	15	3.13	86.7	13%	60%		27%
40. Maintains a proactive, fast-paced approach to problem-solving and decision-making.	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. Strives for operational excellence by refining workflows and optimizing procedures.	3.18	3.20	+0.02 ▲
37. Takes decisive action on lagging projects to restore momentum and ensure completion.	3.35	3.27	-0.09 ▼
38. <u>Establishes</u> Specific Measurable Achievable <u>Realistic</u> and Timed (SMART) goals.	3.24	3.27	+0.03 ▲
39. Increased production by 20 percent.	3.59	3.13	-0.45 ▼
40. Maintains a proactive, fast-paced approach to problem-solving and decision-making.	3.29	3.40	+0.11 ▲

Comments:

- _____ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.
- He is very careful to choose someone that has the skills he desires and who will also be a good fit.
- _____ is a great resource for the organization. He is very approachable and has many years of experience to offer the many [CompanyName] departments he works with. I am on a committee that he runs and he is an excellent meeting facilitator.
- _____ 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.
- Difficult to reach sometimes and often does not respond to messages at all.
- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Demonstrates the analytical skills to do their job.	15	3.33	93.3	7%	53%	40%	
42. Produces high quality work.	15	3.33	93.3	7%	53%	40%	
43. Is planful and organized.	15	3.13	86.7	13%	60%	27%	
44. Demonstrates the functional or technical skills necessary to do their job.	15	3.00	86.7	13%	73%	13%	
45. Can be counted on to add value wherever they are involved.	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. Demonstrates the analytical skills to do their job.	3.29	3.33	+0.04 ▲
42. Produces high quality work.	3.41	3.33	-0.08 ▼
43. Is planful and organized.	3.35	3.13	-0.22 ▼
44. Demonstrates the functional or technical skills necessary to do their job.	3.18	3.00	-0.18 ▼
45. Can be counted on to add value wherever they are involved.	3.35	3.53	+0.18 ▲

Comments:

- _____ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support _____ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by _____ without his bringing them before the team for discussion.
- _____ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, _____ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- _____ is a wonderful team member. . .has the gift of empathy and encouragement. He has a can do attitude when faced with projects/issues.
- Knowledge, experience, and the will to help when help is needed.
- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.

Co-worker Development

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Provides ongoing feedback to co-workers on their development progress	15	3.00	86.7	13%	73%		13%
47. Works to identify root causes of performance problems	15	3.20	93.3	7%	60%		33%
48. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.20	93.3	7%	67%		27%
49. Gives others development opportunities through project assignments and increased job responsibilities	15	3.40	93.3	7%	47%		47%
50. Takes immediate action on poor performance	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. Provides ongoing feedback to co-workers on their development progress	3.24	3.00	-0.24 ▼
47. Works to identify root causes of performance problems	3.00	3.20	+0.20 ▲
48. Sets and clearly communicates expectations, performance goals, and measurements to others	3.18	3.20	+0.02 ▲
49. Gives others development opportunities through project assignments and increased job responsibilities	3.35	3.40	+0.05 ▲
50. Takes immediate action on poor performance	3.29	3.13	-0.16 ▼

Comments:

- _____ came to [CompanyName] and has done a wonderful job of getting the message out.
- Although I have only reported to _____ for a couple of months, the quality of my work life" has improved greatly.
- _____ exemplifies all of these qualities.
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- He provided coaching and support to improve this individual's performance.
- _____ strives to be professional with each and every interaction and I think inspires confidence.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
51. Views recognition of employees as an important part of being a manager.	14	3.14	92.9	7%	71%		21%
52. Recognizes team members who offer a significant contribution to a project.	14	3.21	85.7	14%	50%		36%
53. Offers praise to employees at least once a month.	15	3.27	86.7	13%	47%		40%
54. Uses recognition programs to help advance a specific training initiative.	15	3.13	86.7	13%	60%		27%
55. Gives spontaneous recognition in the proper context.	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. Views recognition of employees as an important part of being a manager.	3.24	3.14	-0.09 ▼
52. Recognizes team members who offer a significant contribution to a project.	3.06	3.21	+0.16 ▲
53. Offers praise to employees at least once a month.	3.59	3.27	-0.32 ▼
54. Uses recognition programs to help advance a specific training initiative.	2.94	3.13	+0.19 ▲
55. Gives spontaneous recognition in the proper context.	2.88	3.07	+0.18 ▲

Comments:

- He strives for self improvement and is heavily invested in the same for others.
- Is extremely knowledgeable and is always continuing his education to stay up to date.
- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- I have observed that _____ is always professional and respectful towards myself and others. He asks for our input before making decisions.
- I admire _____'s decision making skills when it comes to hiring new employees for our department.

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?

- I feel confident as if he treats us all as equals.
- 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.
- He is quick and willing to aid.
- _____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of him and areas that our work touches.
- More opportunities to share knowledge with the team.

What do you like best about working with this individual?

- Willingness to pitch in, desire to grow, and a great attitude.
- 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.
- _____ is dedicated to his work and the employees that he manages. I am amazed at the kind of time he puts into this organization.
- _____ is a rock amongst the management at [CompanyName].
- _____ has great insights regarding individuals and relationships, as well as good ideas about processes.
- I know that _____ cares about me as a total individual not just as a professional.

What do you like least about working with this individual?

- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.
- I appreciate _____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- _____ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way he approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate _____!
- _____ has been so helpful to me as a new manager.

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

- _____'s job performance exceeds all the elements.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- _____ has a good perspective on the organization as a whole.
- He is very professional and caring in his job
- _____ is committed to our organization and leads by example.
- _____ is great about approaching and including staff input with decision making within the department.

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

- I appreciate that _____ reaches out to communicate expected changes and organizational impact.
- He communicates well to all staff and we know what is expected of us.
- _____ is a pleasure to work with.
- _____ encourages us as directors to go out with one voice and keeps us accountable.
- He is eager to learn and eager to share knowledge.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.

Any final comments?

- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.
- He does not ask for anything from his team that he is not willing to do, or has done himself.
- _____'s leadership is very strong. He exhibits and very controlled sensibility about his own skills and professionalism.
- _____ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- _____ is committed to our organization and leads by example.
- _____ knows his team very well and is gaining the same knowledge in regards to his team