



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.

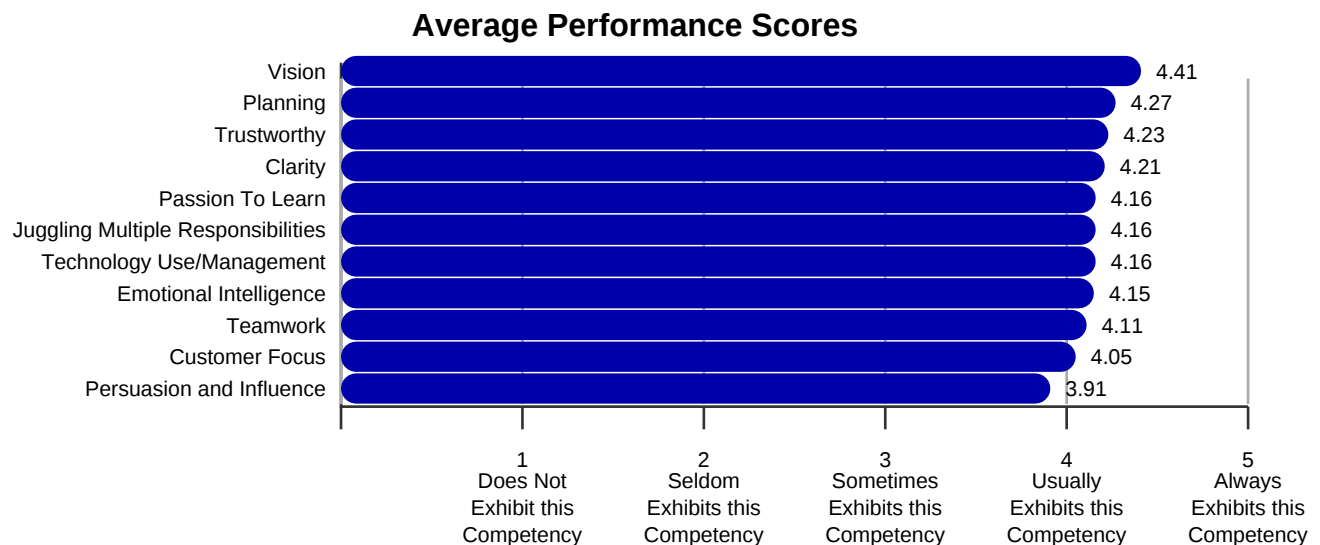
What to Do with Your Feedback

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

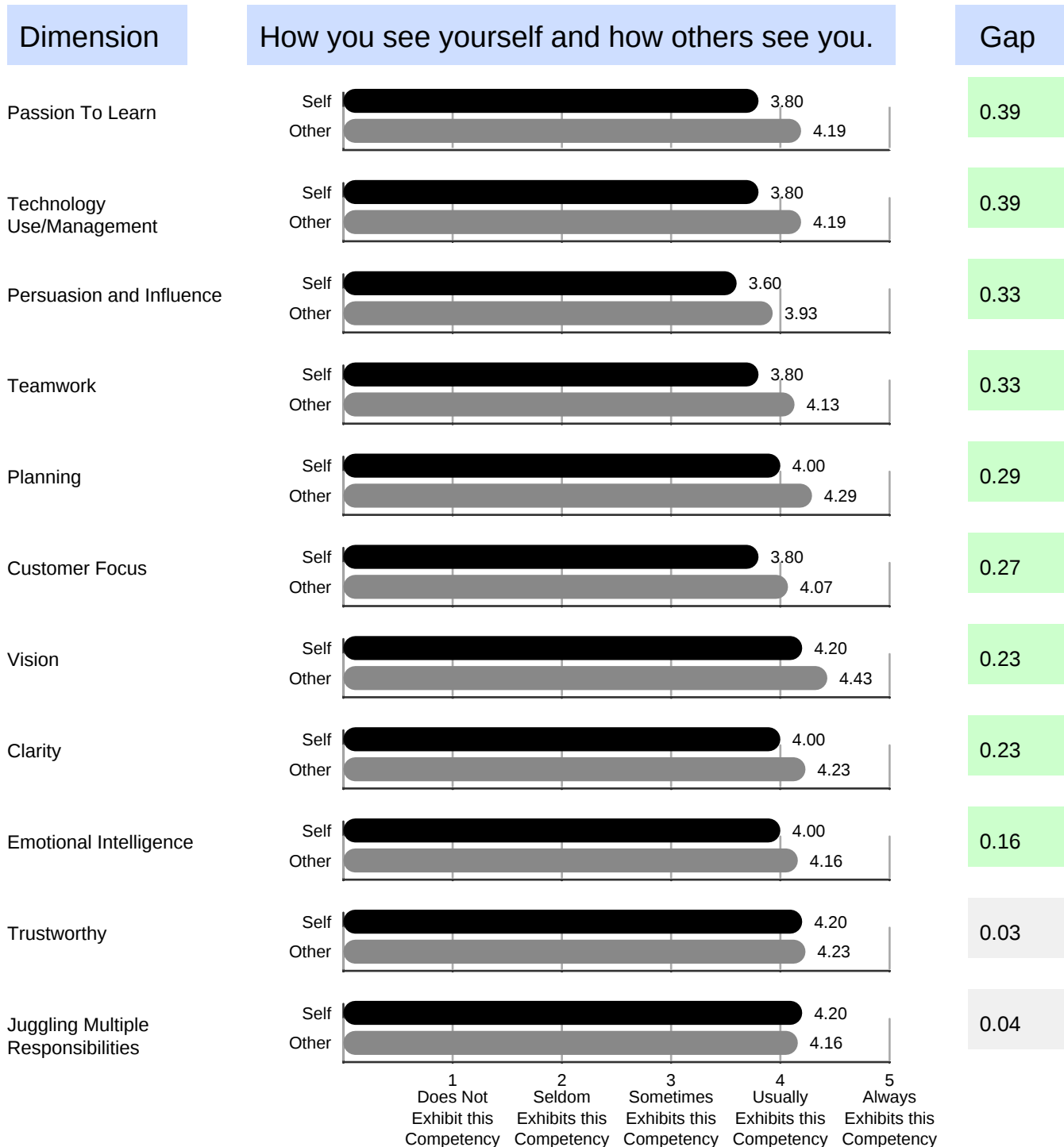
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



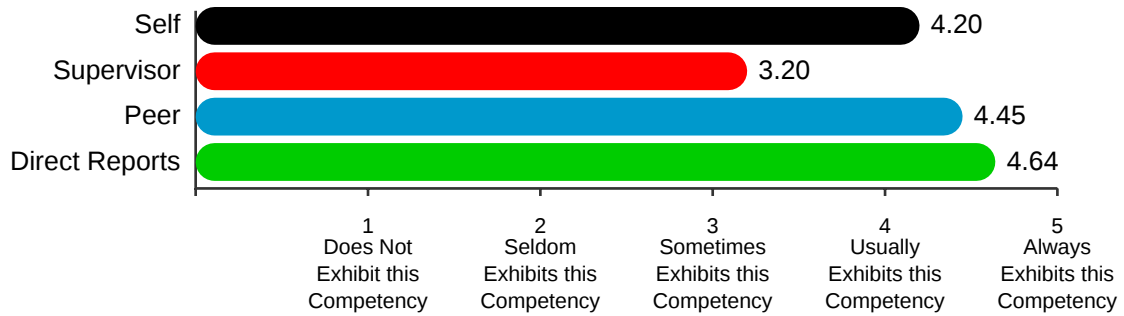
Gap Analysis

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

Summary Scores



1. Shapes the department's vision into actionable goals.



2. Develops a vision to empower employees to make more effective decisions.



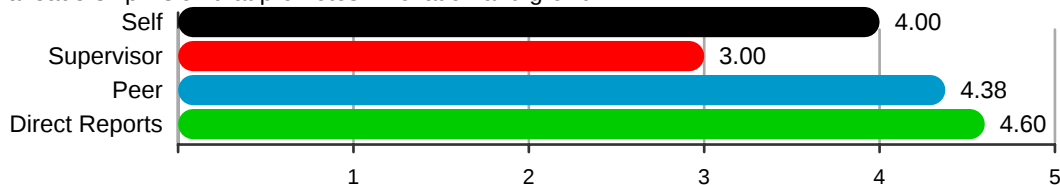
3. Is adept at identifying underlying problems within the organization and is capable of envisioning innovative and effective solutions to address these issues.



4. Frames challenges and opportunities through the lens of the vision, inspiring confidence and urgency.



5. Fosters a leadership vision that promotes innovation and growth.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

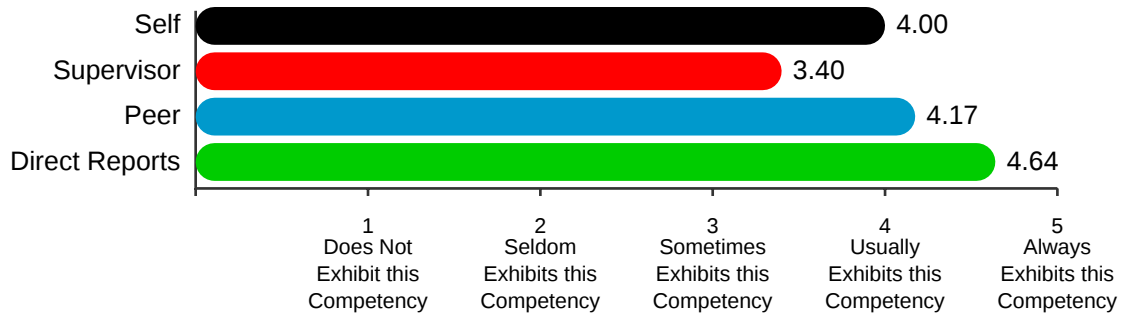
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Shapes the department's vision into actionable goals.	15	4.20	93.3	7%		67%		27%
2. Develops a vision to empower employees to make more effective decisions.	15	4.87	100.0	13%		87%		
3. Is adept at identifying underlying problems within the organization and is capable of envisioning innovative and effective solutions to address these issues.	15	4.27	93.3	7%		60%		33%
4. Frames challenges and opportunities through the lens of the vision, inspiring confidence and urgency.	15	4.40	86.7	13%		33%	53%	
5. Fosters a leadership vision that promotes innovation and growth.	15	4.33	93.3	7%		53%		40%

Comments:

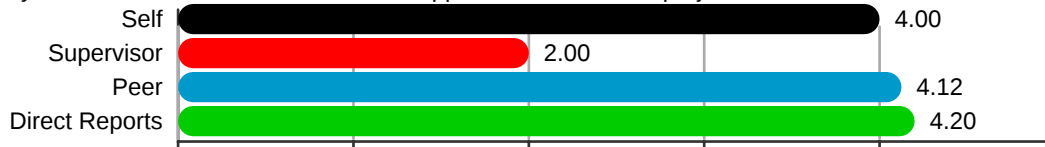
- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- _____ is a strong advocate for both the customer and staff.
- I am glad to have _____ in his role. Because of his openness and willingness to work with others he helps my department produce quality work, and encourages us to reciprocate.
- Is reliable and keeps the team focused on the delivery of outcomes.
- _____ is always focused on the customer, shares this philosophy with his team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.

Planning

Summary Scores



6. Accurately estimates the amount of materials/supplies needed for the project.



7. Able to stay organized and focused using excellent planning skills.



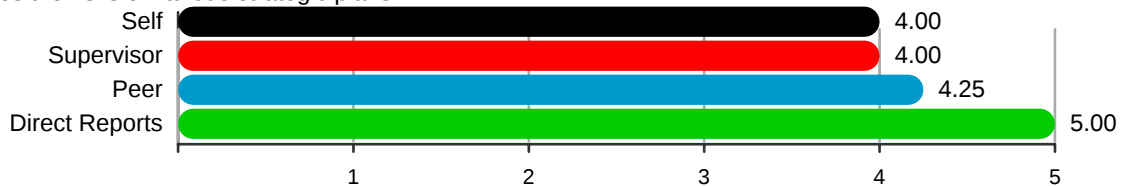
8. Determines what supplies/equipment will be needed for the department.



9. Develops strategic plans for ensuring competitiveness in the marketplace.



10. Assesses the risks of various strategic plans.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

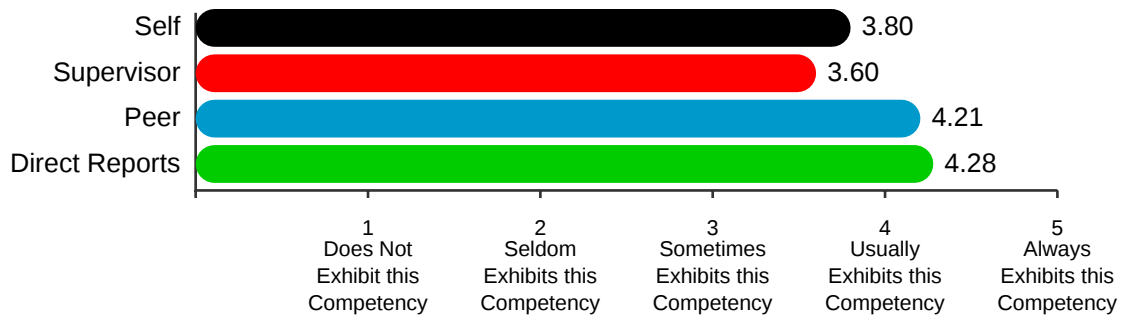
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Accurately estimates the amount of materials/supplies needed for the project.	15	4.00	80.0	7%	13%	53%	27%	
7. Able to stay organized and focused using excellent planning skills.	15	4.07	80.0		20%	53%	27%	
8. Determines what supplies/equipment will be needed for the department.	15	4.33	93.3	7%	47%		47%	
9. Develops strategic plans for ensuring competitiveness in the marketplace.	15	4.47	93.3	7%	40%	53%		
10. Assesses the risks of various strategic plans.	15	4.47	93.3	7%	40%	53%		

Comments:

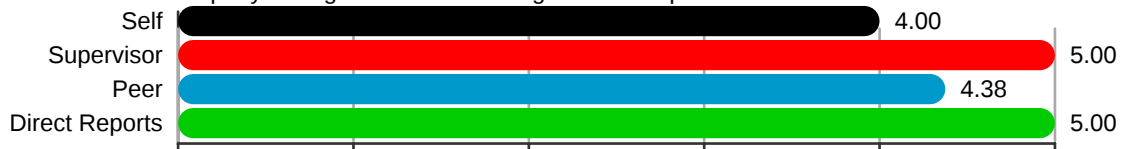
- I appreciate _____ being open to suggestions, and available when concerns brought to him.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- I would like to see his expand personal long-term goals at the company.
- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- _____ relies on his direct reports to solicit input and involve front line staff in everyday work.

Passion To Learn

Summary Scores



11. Enhances value to the company through additional training and development.



12. Is open to feedback from others.



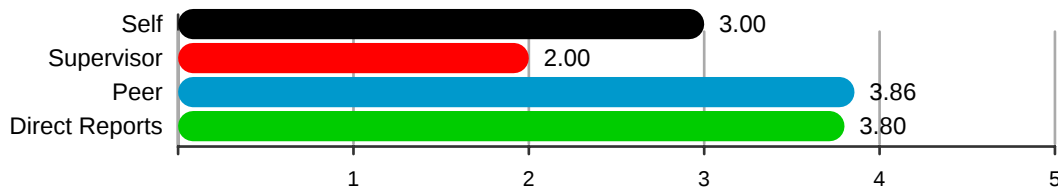
13. Enjoys learning new skills and techniques.



14. Takes advantage of training opportunities when they arise.



15. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

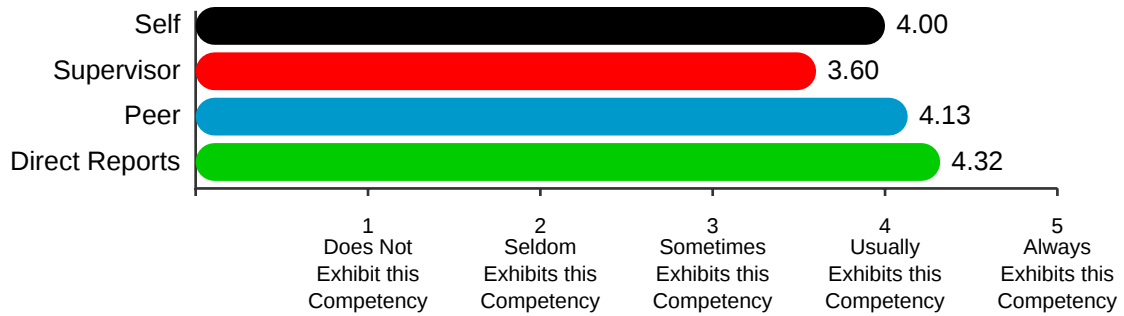
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Enhances value to the company through additional training and development.	15	4.60	100.0			40%	60%	
12. Is open to feedback from others.	15	4.27	100.0			73%		27%
13. Enjoys learning new skills and techniques.	15	4.33	100.0			67%	33%	
14. Takes advantage of training opportunities when they arise.	15	3.93	73.3		27%	53%		20%
15. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- _____ is a great listener and leader for the department.
- He is truly a great example of Competency improvement as he continuously improves his skills and abilities.
- _____ is an outstanding manager.
- Has one of the strongest work ethics I've ever encountered in a team member.
- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.

Emotional Intelligence

Summary Scores



16. Is able to express themselves clearly.



17. Is attentive to emotional cues and interprets others' feelings correctly.



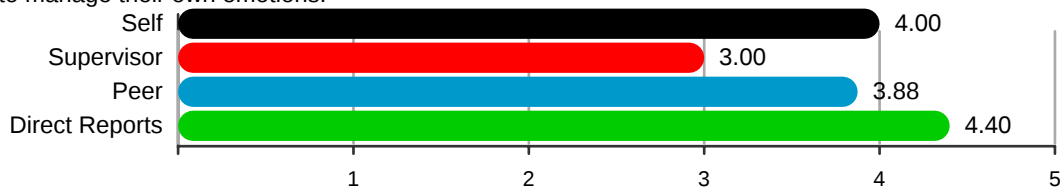
18. Able to understand others' points of view.



19. Accurately perceives the emotional reactions of others.



20. Is able to manage their own emotions.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

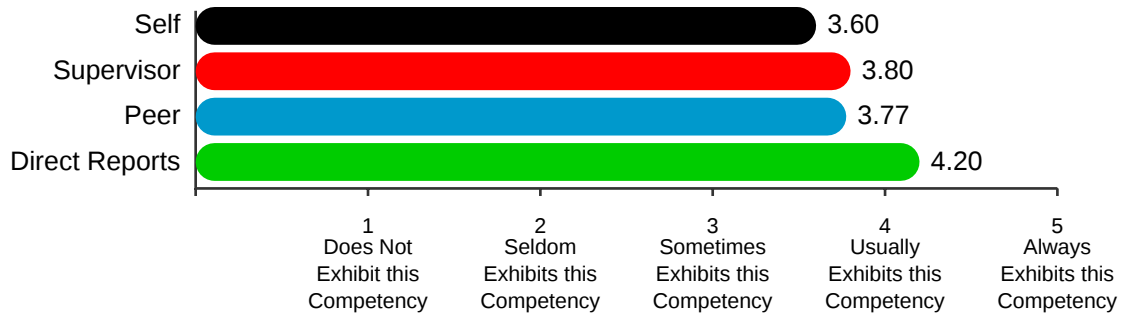
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Is able to express themselves clearly.	15	4.33	86.7	13%		40%	47%	
17. Is attentive to emotional cues and interprets others' feelings correctly.	15	4.27	93.3	7%		60%	33%	
18. Able to understand others' points of view.	14	4.00	92.9	7%		86%		7%
19. Accurately perceives the emotional reactions of others.	14	4.14	85.7	7%	7%	50%	36%	
20. Is able to manage their own emotions.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- _____ gives me feedback good and indifferent.
- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- _____ has made great strides with increasing communication and teamwork within his reports.
- He makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- _____ is always focused on the customer, shares this philosophy with his team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- _____ does an exceptional job at running the department.

Persuasion and Influence

Summary Scores



21. Admits mistakes openly and takes accountability, reinforcing a culture of trust and honesty.



22. Engages in constructive debate to clarify assumptions, challenge ideas, and co-create stronger solutions.



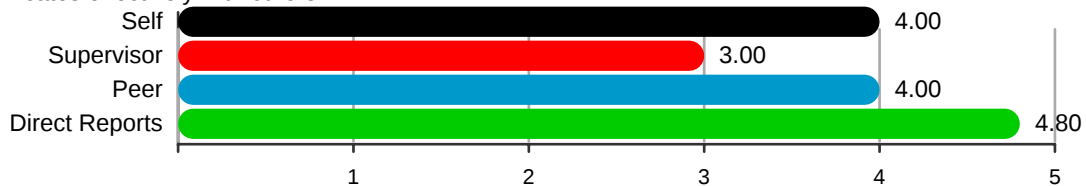
23. Adapts influence strategy based on results and changing dynamics, continuously optimizing the approach.



24. Calibrates messaging style based on the emotional climate, urgency, and readiness of the audience.



25. Communicates effectively with 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

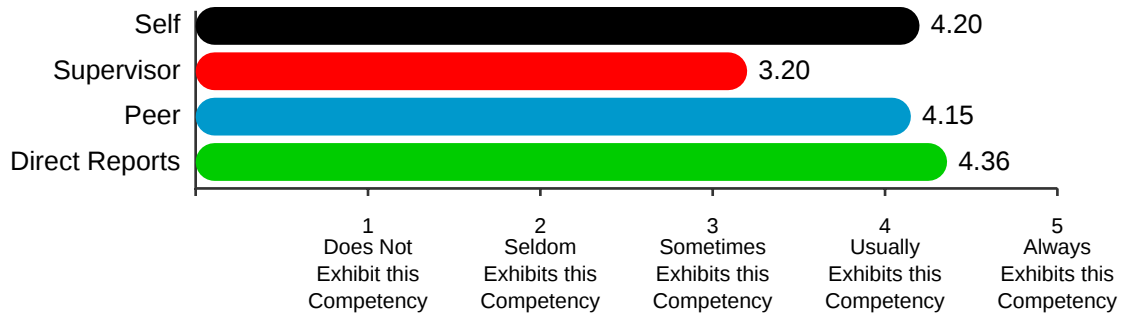
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Admits mistakes openly and takes accountability, reinforcing a culture of trust and honesty.	15	4.00	66.7	13%	20%	20%	47%	
22. Engages in constructive debate to clarify assumptions, challenge ideas, and co-create stronger solutions.	15	3.47	53.3	13%	33%		47%	7%
23. Adapts influence strategy based on results and changing dynamics, continuously optimizing the approach.	15	3.60	66.7	13%	20%		60%	7%
24. Calibrates messaging style based on the emotional climate, urgency, and readiness of the audience.	15	4.27	86.7	7%	7%	40%	47%	
25. Communicates effectively with others.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

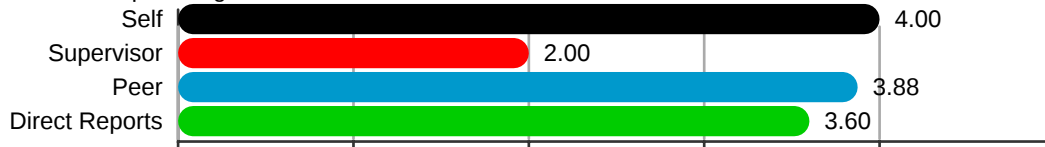
- I appreciate the straight forward style of leadership _____ uses.
- I truly enjoy working with _____ on a daily basis.
- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- I've appreciated his attempt to work collaboratively with others and demonstrate the organizational value of teamwork in his daily work. _____ demonstrates a high level of personal integrity in his daily work and is honest and ethical in his interactions with others.
- I believe that if more staff members in [CompanyName] had the opportunity to directly work with _____, our customer satisfaction scores will be out of the charts, because his expectations are clear, his communication is superb and there is a lot to learn from him.

Juggling Multiple Responsibilities

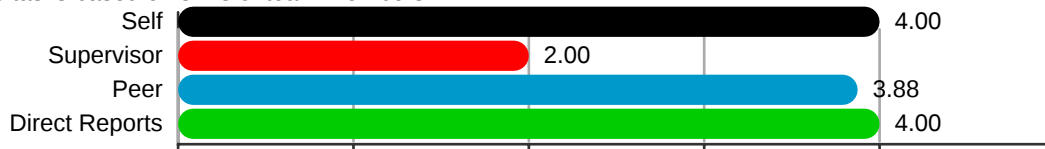
Summary Scores



26. Keeps track of multiple assignments and deadlines.



27. Assigns tasks based on skills of team members.



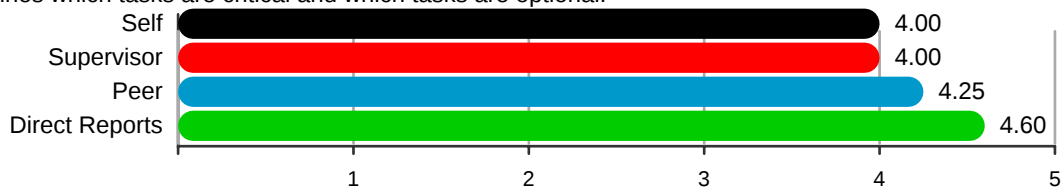
28. Spends the most time and effort on critical tasks first.



29. Ranks the importance of tasks to make sure critical tasks are completed first.



30. Determines which tasks are critical and which tasks are optional.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

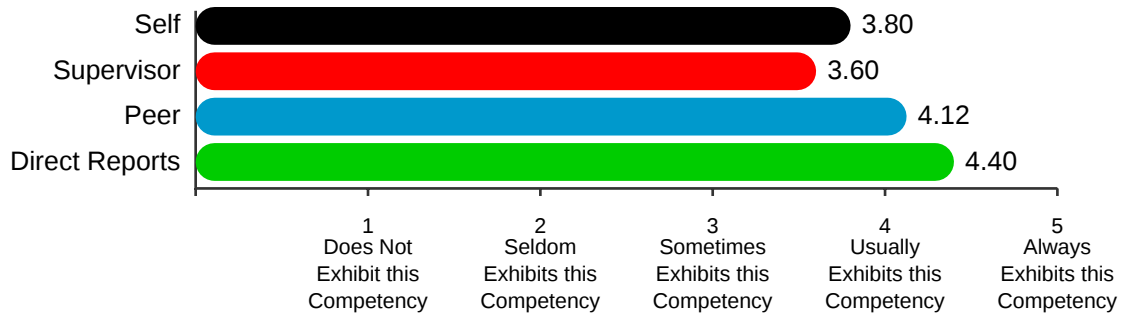
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Keeps track of multiple assignments and deadlines.	15	3.67	66.7	20%	13%	47%	20%	
27. Assigns tasks based on skills of team members.	15	3.80	73.3	20%	7%	47%	27%	
28. Spends the most time and effort on critical tasks first.	15	4.33	86.7	13%	40%	47%		
29. Ranks the importance of tasks to make sure critical tasks are completed first.	15	4.67	100.0	33%	67%			
30. Determines which tasks are critical and which tasks are optional.	15	4.33	100.0	67%	33%			

Comments:

- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- I have not seen a lot of shared decision making. What I have see is his telling them what he needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again he has not had a lot of time to do this.
- People come and go in this organization and I can say with no reservation that _____ is a colleague I will miss the most when he retires.
- 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.
- I had the opportunity to work very closely with _____ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- He routinely demonstrates professionalism and his priority for service which is a model example for others.

Technology Use/Management

Summary Scores



31. Adopts the implementation of new technology into the workplace.



32. Proficient in the use of technical systems and processes.



33. Understands and is committed to implementing new technologies.



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



35. Applies complex rules and regulations to maintain optimal system 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

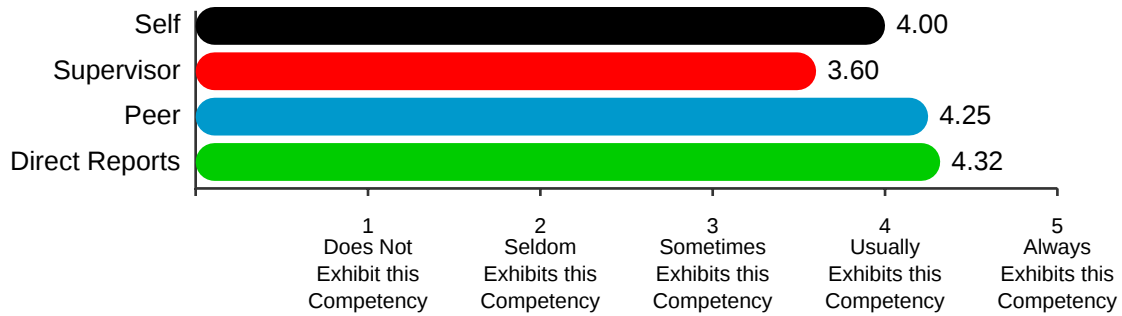
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Adopts the implementation of new technology into the workplace.	15	4.07	80.0	20%		53%		27%
32. Proficient in the use of technical systems and processes.	15	4.47	100.0			53%		47%
33. Understands and is committed to implementing new technologies.	15	4.13	80.0	20%		47%		33%
34. Maximizes the use of new technology to deliver products and services.	15	4.13	86.7	13%		60%		27%
35. Applies complex rules and regulations to maintain optimal system performance.	15	4.00	80.0	20%		60%		20%

Comments:

- _____ is always professional during interactions with staff.
- He is a dedicated person who inspires excellence in both staff and customer service.
- Detail oriented
- Improvement should come over time. There is potential which is present.
- _____ 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.
- As a leader, I can clearly see that _____ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.

Clarity

Summary Scores



36. Seeks to reduce ambiguity in messaging and documents.



37. Avoids stating unclear or conflicting goals.



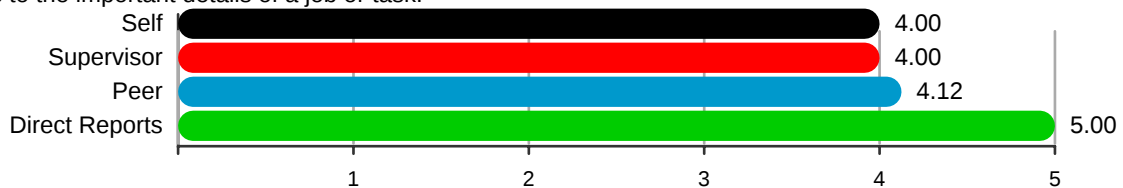
38. Adjusts communication methods to the needs of the audience.



39. Makes sure goals and objectives are clearly and thoroughly explained and understood.



40. Attends to the important details of a job or task.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

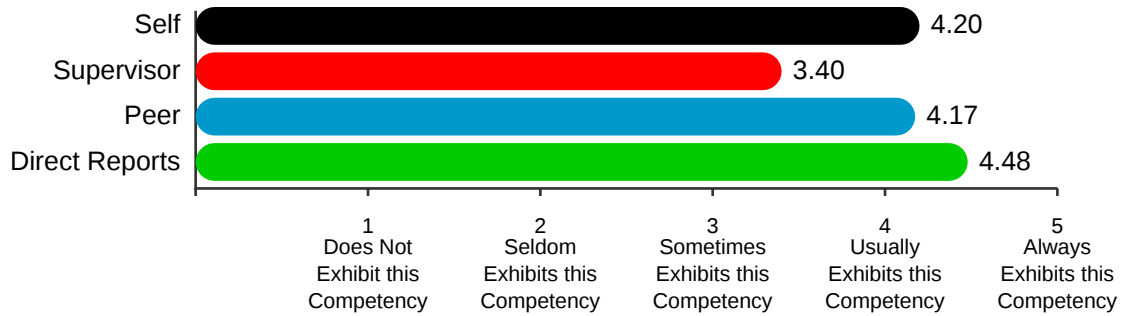
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Seeks to reduce ambiguity in messaging and documents.	15	4.33	100.0			67%		33%
37. Avoids stating unclear or conflicting goals.	15	3.93	80.0	13%	7%	53%		27%
38. Adjusts communication methods to the needs of the audience.	15	4.27	86.7		13%	47%		40%
39. Makes sure goals and objectives are clearly and thoroughly explained and understood.	15	4.13	86.7		13%	60%		27%
40. Attends to the important details of a job or task.	15	4.40	93.3		7%	47%		47%

Comments:

- He is a charismatic leader. Really the best!!
- _____ has high expectations of himself and his employees. He does an excellent job of managing the department.
- I was excited to come on board under _____'s leadership when he hired me, and I began working here in March of this year.
- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- Having a routine for schedule and coming to office more frequently
- _____ always goes above and beyond in his daily work.

Trustworthy

Summary Scores



41. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.



42. Takes ownership, delivers on commitments



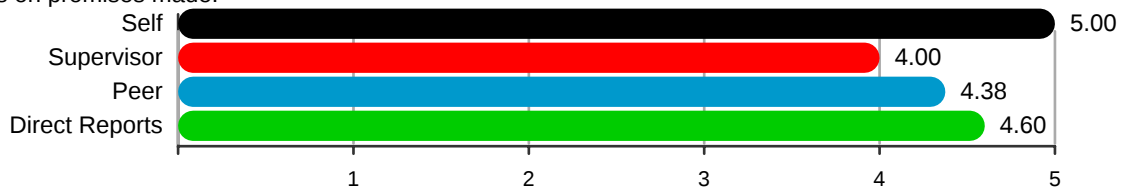
43. Is trustworthy; is someone I can trust.



44. Builds and maintains the trust of others.



45. Delivers on promises made.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

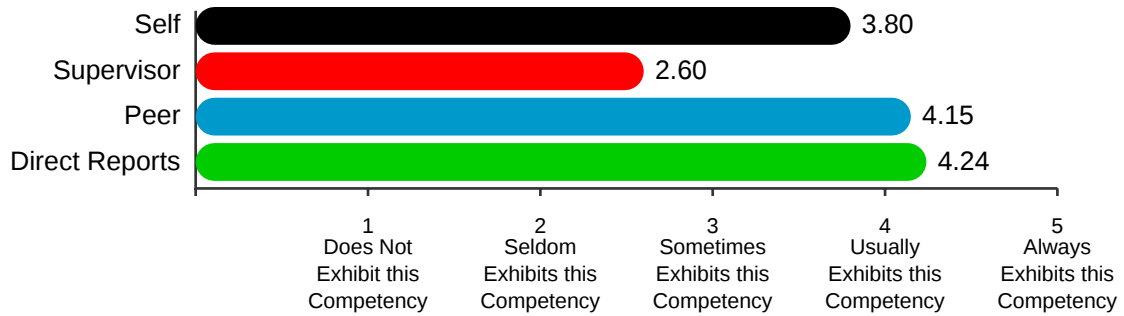
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	4.33	93.3	7%		53%		40%
42. Takes ownership, delivers on commitments	15	4.20	80.0	20%		40%		40%
43. Is trustworthy; is someone I can trust.	15	4.13	86.7	13%		60%		27%
44. Builds and maintains the trust of others.	15	4.00	86.7	13%		73%		13%
45. Delivers on promises made.	15	4.47	93.3	7%		40%		53%

Comments:

- One of the best supervisors that I have had.
- _____'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- His quality of work is good.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- I would encourage him to empathize with his team and show more of a calm, caring side.
- Collaboration and dissemination of information and projects is something _____ does well.

Customer Focus

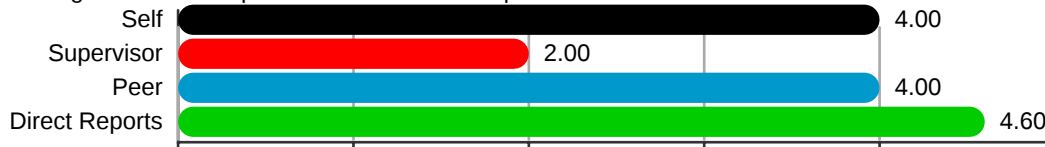
Summary Scores



46. Creates customized solutions for the customer.



47. Turns recurring customer complaints into actionable improvements.



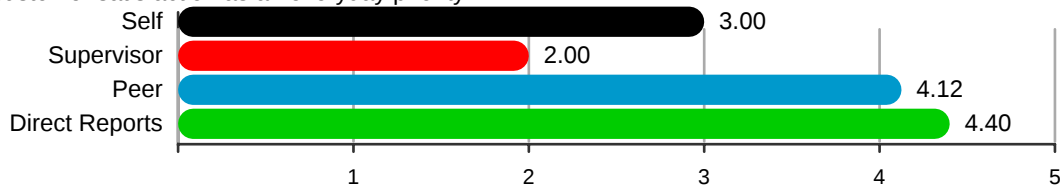
48. Exhibits a positive attitude that influences how others approached customer service.



49. Provides a responsive service that meets the needs of customers.



50. Views customer satisfaction as an everyday priority.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

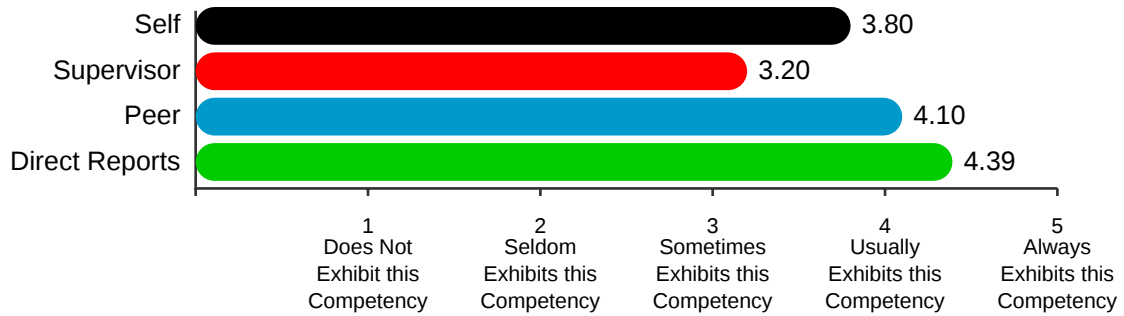
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Creates customized solutions for the customer.	15	3.87	80.0	7%	13%	67%	13%	
47. Turns recurring customer complaints into actionable improvements.	15	4.07	86.7	13%	53%	33%		
48. Exhibits a positive attitude that influences how others approached customer service.	15	4.13	86.7	13%	60%	27%		
49. Provides a responsive service that meets the needs of customers.	15	4.20	86.7	7%	7%	47%	40%	
50. Views customer satisfaction as an everyday priority.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- _____ always has the customer at the center of focus.
- His professionalism is beyond reproach and he is fair and just.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- Please know that stress can occasionally slow down progress.
- _____ is a very good leader. Detail oriented and conscientious about his team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- Overall _____ is highly competent and brings a fresh perspective to the Engineering department.

Teamwork

Summary Scores



51. Coaches team members to work toward a common goal.



52. Seeks and listens to other's contributions



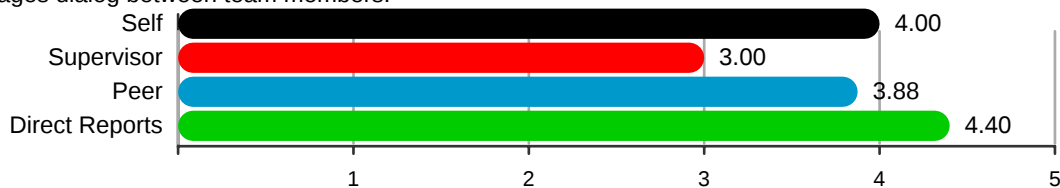
53. Provides assistance and support to other team members when needed



54. Actively and openly participates in team meetings.



55. Encourages dialog between team members.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Coaches team members to work toward a common goal.	14	4.14	92.9	7%		71%		21%
52. Seeks and listens to other's contributions	14	4.21	85.7	14%		50%		36%
53. Provides assistance and support to other team members when needed	15	4.13	80.0	20%		47%		33%
54. Actively and openly participates in team meetings.	15	4.07	80.0	20%		53%		27%
55. Encourages dialog between team members.	15	4.00	80.0	20%		60%		20%

Comments:

- _____ has been eager to learn his new position and is transitioning well.
- I can not say enough good things about _____.
- When _____ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.
- Attitude is there; however, follow through is lacking at times.
- I have found _____ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.
- _____ is an outstanding leader in this organization. He has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments he leads.

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?

- Need to continue to take action when needed, although have improved. . .
- _____ is a good manager to work with he will find time to answer your questions and do a research if it needs to. He always appreciate the things everybody do for the department. He is a bright and smart manager to work with.
- He can be friendly and does care about people. However he can be dismissive of ideas he does not agree with. It's possible that he is unaware of how strongly he comes across and how the simple fact of being a vice president can amplify people's perceptions of his actions and behaviors.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- _____ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.
- _____'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.

What do you like best about working with this individual?

- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- _____ does not shy away from making the tough calls and is respected by many members of our team.
- _____ is a new manager he has done a wonderful job, he is still in a learning curve and is still in the process of learning this role
- _____'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- _____ 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?

- _____ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! _____ has been a great addition to our team!
- _____ has many responsibilities and at times needed direction is delayed as he sorts through his priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- Very much appreciate _____'s integrity as well as his commitment to fostering a professional and evidence-based practice environment.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- He is committed to modeling anything that he would like to see implemented in our work environment.

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

- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- His great communication style allows him to draw in floor staff, other departments and individuals easily.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- The only area with which he struggles is the need for relationship building with staff he supervises. I know he understands the reason for this and has been working on developing a better approach.
- He is a team player and willing to help other departments and staff when needed.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.

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

- Improve communication delivery. Acknowledge what others are saying.
- _____ is a wonderful partner to work with. He has been consistently responsive to issues or requests from my team. He is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- His positive attitude is constant.
- He leads by example.
- _____ is a great asset to the team. We are grateful to have him.
- Having very minimum one-on-one discussion.

Any final comments?

- He can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- His years of experience and wisdom are generously shared and appreciated.
- Lean on team to help reduce burden and establish clear expectations.
- My interaction with _____ is very limited, but when I have requested time with him, he makes time for me.
- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.
- I have always respected his concern for stakeholder input and his efforts to put his customers first.