



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.

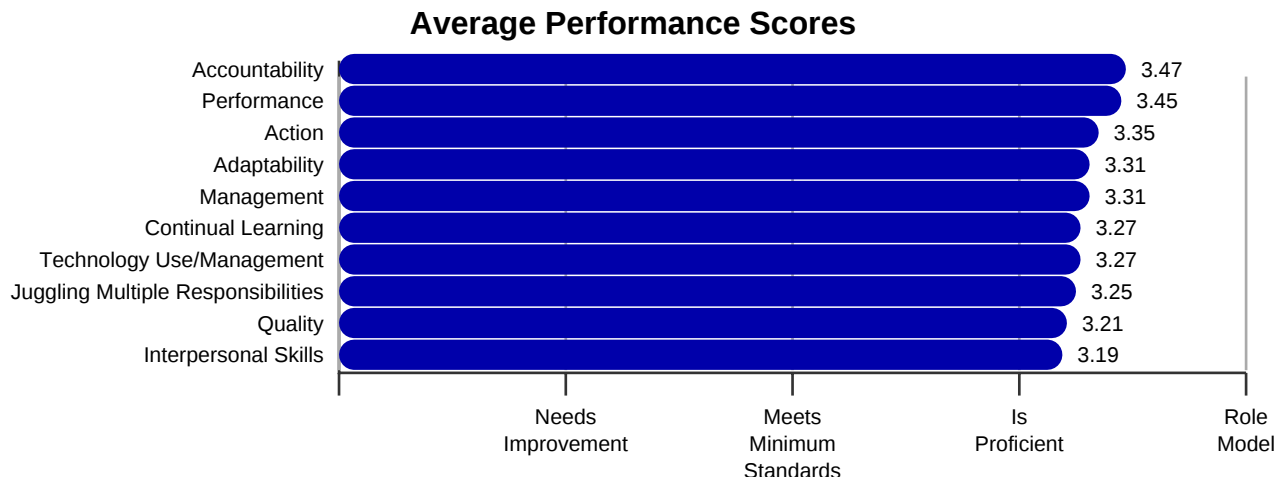
What to Do with Your Feedback

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.



Accountability

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. Accepts accountability for their actions and results.	15	3.20	93.3	7%	67%		27%
2. Recognizes when a mistake is made and works to correct the issue.	15	3.87	100.0	13%	87%		
3. Does not make excuses for being late for work.	15	3.33	93.3	7%	53%		40%
4. Is someone you can trust.	15	3.60	93.3	7%	27%	67%	
5. Takes responsibility for results.	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. Accepts accountability for their actions and results.	3.29	3.20	-0.09 ▼
2. Recognizes when a mistake is made and works to correct the issue.	3.65	3.87	+0.22 ▲
3. Does not make excuses for being late for work.	3.18	3.33	+0.16 ▲
4. Is someone you can trust.	3.41	3.60	+0.19 ▲
5. Takes responsibility for results.	3.24	3.33	+0.10 ▲

Comments:

- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- ___'s management style is excellent.
- ___ is a very solid manager who meets or exceeds expectations of her role.
- ___ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- I have truly appreciated her guidance.
- ___ is a great team member who cares about her team, the quality of her work, and the 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. Identifies needs and takes steps to address them.	15	3.20	93.3	7%	60%		33%
7. Takes action in critical situations.	15	3.20	86.7	13%	53%		33%
8. Is the first to volunteer for assignments.	15	3.40	93.3	7%	47%		47%
9. Takes the initiative and does not wait for the situation to change.	15	3.47	93.3	7%	40%		53%
10. Takes corrective action when necessary.	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. Identifies needs and takes steps to address them.	3.24	3.20	-0.04 ▼
7. Takes action in critical situations.	3.41	3.20	-0.21 ▼
8. Is the first to volunteer for assignments.	3.24	3.40	+0.16 ▲
9. Takes the initiative and does not wait for the situation to change.	3.18	3.47	+0.29 ▲
10. Takes corrective action when necessary.	3.35	3.47	+0.11 ▲

Comments:

- ____ is an impressive performer.
- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- 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.
- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- She often involves her team in decision making and to determine how to achieve outcomes.
- ____ is committed to our organization and leads by example.

Continual Learning

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. Takes charge of their training and skills enhancement.	15	3.53	100.0	47%	53%		
12. Seeks opportunities to grow in skills and knowledge.	15	3.27	100.0	73%	27%		
13. Builds on their strengths while addressing their weaknesses.	15	3.33	100.0	67%	33%		
14. Grasps new ideas, concepts, technical, or business knowledge.	15	3.13	86.7	13%	60%	27%	
15. Is open to new ideas and concepts.	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. Takes charge of their training and skills enhancement.	3.47	3.53	+0.06 ▲
12. Seeks opportunities to grow in skills and knowledge.	3.47	3.27	-0.20 ▼
13. Builds on their strengths while addressing their weaknesses.	3.35	3.33	-0.02 ▼
14. Grasps new ideas, concepts, technical, or business knowledge.	3.18	3.13	-0.04 ▼
15. Is open to new ideas and concepts.	3.00	3.07	+0.07 ▲

Comments:

- She has positive energy, leads by example, and cares about teammates.
- I have only recently started working with ___ and therefore do not have comments on some items, but regarding the projects I have worked with ___ on to date the above applies.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- The team should be able to function independently when she's not here, but her involvement in projects at the staff level prevents them from doing that because they feel they need her input, permission or approval before moving forward. If she left the day-to-day work to the director to handle, including management of the team, her role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.
- She could improve with a take charge attitude.

Adaptability

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. Changes decision-making processes and strategies as needed.	15	3.40	93.3	7%	47%	47%	
17. Responsive to the needs of others.	15	3.27	93.3	7%	60%	33%	
18. Works effectively with various personalities of team members.	14	3.00	92.9	7%	79%	14%	
19. Integrates new core values of the company.	15	3.47	100.0		53%	47%	
20. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	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. Changes decision-making processes and strategies as needed.	3.65	3.40	-0.25 ▼
17. Responsive to the needs of others.	3.47	3.27	-0.20 ▼
18. Works effectively with various personalities of team members.	3.12	3.00	-0.12 ▼
19. Integrates new core values of the company.	3.59	3.47	-0.12 ▼
20. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	3.29	3.40	+0.11 ▲

Comments:

- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- She interacts effectively with our most difficult customers.
- ____ is a very strong leader. Her straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped ____ be successful is her focus on doing the right thing. She doesn't waste any time pointing fingers or placing blame. Instead, she focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- ____ has been using more shared decision making and has allowed the department to enact recommendations that she personally may not have agreed with. That gave her a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- ____ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- The department is lucky to have her.

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. Develops contingency plans to manage resource constraints or unexpected disruptions.	15	3.53	100.0	47%	53%		
22. Actively seeks feedback and development opportunities, encouraging others to do the same.	15	3.00	80.0	20%	60%	20%	
23. Delegates stretch assignments that foster skill growth and sustain motivation.	15	2.87	80.0	20%	73%	7%	
24. Clearly communicates the scope of authority employees have when making decisions.	15	3.47	100.0	53%	47%		
25. Considers the long-term impact of decisions and takes responsibility for potential risks.	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. Develops contingency plans to manage resource constraints or unexpected disruptions.	3.35	3.53	+0.18 ▲
22. Actively seeks feedback and development opportunities, encouraging others to do the same.	3.00	3.00	
23. Delegates stretch assignments that foster skill growth and sustain motivation.	2.88	2.87	-0.02 ▼
24. Clearly communicates the scope of authority employees have when making decisions.	3.00	3.47	+0.47 ▲
25. Considers the long-term impact of decisions and takes responsibility for potential risks.	3.76	3.67	-0.10 ▼

Comments:

- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- She has good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- Her professionalism is beyond reproach and she is fair and just.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- ____ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.

Performance

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. ...Overall Performance	15	3.40	93.3	7%	47%		47%
27. Works well in this position.	15	3.33	93.3	7%	53%		40%
28. Has great overall performance	15	3.53	100.0		47%		53%
29. Sets a high standard for job performance.	15	3.67	100.0		33%		67%
30. Works effectively in the department.	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. ...Overall Performance	3.53	3.40	-0.13 ▼
27. Works well in this position.	3.12	3.33	+0.22 ▲
28. Has great overall performance	3.41	3.53	+0.12 ▲
29. Sets a high standard for job performance.	3.59	3.67	+0.08 ▲
30. Works effectively in the department.	3.41	3.33	-0.08 ▼

Comments:

- Demonstrates a focus on the business goals through task prioritization.
- ___ is very good at reading people which enables her to respond quickly and appropriately.
- ___ does not beat around the bush nor does she have hidden agendas.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- ___ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.

Quality

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Develops specific quality standards/goals to be met within a specified timeframe.	15	3.20	86.7	13%	53%		33%
32. Adjusts processes or procedures to improve quality results.	15	3.40	100.0		60%		40%
33. Ensures the hiring of employees who are dedicated to delivering exceptional quality in every aspect of their work.	15	3.20	86.7	13%	53%		33%
34. Maintains detailed instructions to ensure consistency and quality in the production line.	15	3.27	93.3	7%	60%		33%
35. Anticipates and mitigates quality issues before they become a major problem.	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. Develops specific quality standards/goals to be met within a specified timeframe.	3.18	3.20	+0.02 ▲
32. Adjusts processes or procedures to improve quality results.	3.35	3.40	+0.05 ▲
33. Ensures the hiring of employees who are dedicated to delivering exceptional quality in every aspect of their work.	3.18	3.20	+0.02 ▲
34. Maintains detailed instructions to ensure consistency and quality in the production line.	2.88	3.27	+0.38 ▲
35. Anticipates and mitigates quality issues before they become a major problem.	3.18	3.00	-0.18 ▼

Comments:

- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- She sets her expectations high, and delivers a high level of performance herself.
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- ___ has certainly done great things at [CompanyName]. She was the perfect match for the community and the staff. She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. She has been great at diagnosing the problems and finding solutions. She is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- ___ has excellent communication skills.
- Always approachable no matter how busy she is.

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
36. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	3.20	93.3	7%	67%		27%
37. Ensures that assignments are prioritized according to the needs of the department/company.	15	3.27	93.3	7%	60%		33%
38. Begins tasks as soon as possible.	15	3.27	86.7	13%	47%		40%
39. Ranks the importance of tasks to make sure critical tasks are completed first.	15	3.13	86.7	13%	60%		27%
40. Is aware of the deadlines for specific tasks/assignments.	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. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	3.18	3.20	+0.02 ▲
37. Ensures that assignments are prioritized according to the needs of the department/company.	3.35	3.27	-0.09 ▼
38. Begins tasks as soon as possible.	3.24	3.27	+0.03 ▲
39. Ranks the importance of tasks to make sure critical tasks are completed first.	3.59	3.13	-0.45 ▼
40. Is aware of the deadlines for specific tasks/assignments.	3.29	3.40	+0.11 ▲

Comments:

- The advice and direction I receive from ____ is often on point and helps to provide positive outcomes. Over the last year as I have grown ____ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- ____ has a keen ability to focus in on what needs to be done and to drive for resolution. She is able to see new and innovative options for driving operational performance.
- ____ has good knowledge and awareness of the strengths and talents within the organization.
- Increase in confidence. Being willing to lean into the uncomfortable.
- She sometimes comes off as confused about organizational/operational direction.
- ____'s priority is our customers and community.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Supports technical training and development of employees.	15	3.33	93.3	7%	53%	40%	
42. Adopts the implementation of new technology into the workplace.	15	3.33	93.3	7%	53%	40%	
43. Applies complex rules and regulations to maintain optimal system performance.	15	3.13	86.7	13%	60%	27%	
44. Proficient in the use of technical systems and processes.	15	3.00	86.7	13%	73%	13%	
45. Uses technology in decision making and problem solving.	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. Supports technical training and development of employees.	3.29	3.33	+0.04 ▲
42. Adopts the implementation of new technology into the workplace.	3.41	3.33	-0.08 ▼
43. Applies complex rules and regulations to maintain optimal system performance.	3.35	3.13	-0.22 ▼
44. Proficient in the use of technical systems and processes.	3.18	3.00	-0.18 ▼
45. Uses technology in decision making and problem solving.	3.35	3.53	+0.18 ▲

Comments:

- ___ has been very helpful to me as a new manager this year.
- Her 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.
- Appreciate ___'s calm approach
- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- ___'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.
- ___ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.

Interpersonal Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Is well respected in the department.	15	3.00	86.7	13%	73%		13%
47. Attends to both the content and the context of what was being said.	15	3.20	93.3	7%	60%		33%
48. Is a committed and reliable partner.	15	3.20	93.3	7%	67%		27%
49. Works diligently to assist customers in finding the right products.	15	3.40	93.3	7%	47%		47%
50. Is willing to lend a hand to those in the department who need help.	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. Is well respected in the department.	3.24	3.00	-0.24 ▼
47. Attends to both the content and the context of what was being said.	3.00	3.20	+0.20 ▲
48. Is a committed and reliable partner.	3.18	3.20	+0.02 ▲
49. Works diligently to assist customers in finding the right products.	3.35	3.40	+0.05 ▲
50. Is willing to lend a hand to those in the department who need help.	3.29	3.13	-0.16 ▼

Comments:

- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- ___ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- She could benefit from becoming more comfortable challenging others.
- ___ is very good at reading people which enables her to respond quickly and appropriately.
- ___ makes great hiring choices. she is clear on what needs to be done.
- ___ routinely goes out of her way to make work a more engaging experience.

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?

- Overall, ___ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- I would encourage her to empathize with her team and show more of a calm, caring side.
- I have had personal interactions with ___ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.
- ___ demonstrates a vast amount of knowledge and wisdom as a leader.
- ___ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.

What do you like best about working with this individual?

- ___ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- When ___ was tapped for the VP position I was very pleased as she was a very good director.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- I have not observed ___'s interaction with the members of her team. ___ consistently communicates openly in my interactions with her.

What do you like least about working with this individual?

- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- ___ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.
- ___ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- I admire ___ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- ___ has been very supportive of me and the Institute.
- I know I can go to her with any question and she will either have an answer for me or get one the same goes for problem solving.

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

- Dependability, with whatever is needed.
- ___ is still learning her role and I see her only improving in the future. I do question her judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- She is quick and willing to aid.
- I would encourage her to share with others the work going on in her area in this regard. It deserves to be recognized and shared.
- Detail oriented

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

- ____ teams with others to improve communication and process.
 - She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
 - I think ____ is off to a very good start with the new division. She is engaging key players and helping form vision with her leadership team.
 - ____ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
 - I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
 - ____ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in her new role.
- I am unable to evaluate some questions as we have a limited period of working together.

Any final comments?

- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- I have been most impressed by ____ in the last year. Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from ____.
- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.
- ____ consistently asks how the day is going, if she can help us at all.
- ____ is an excellent manager.
- Charisma, In-depth knowledge, and an ability to train/mentor others.