



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.

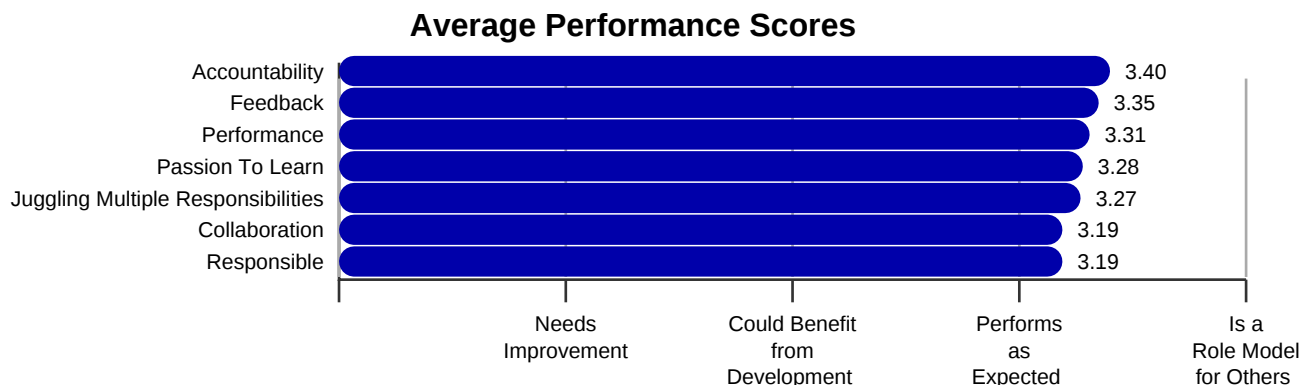
What to Do with Your Feedback

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

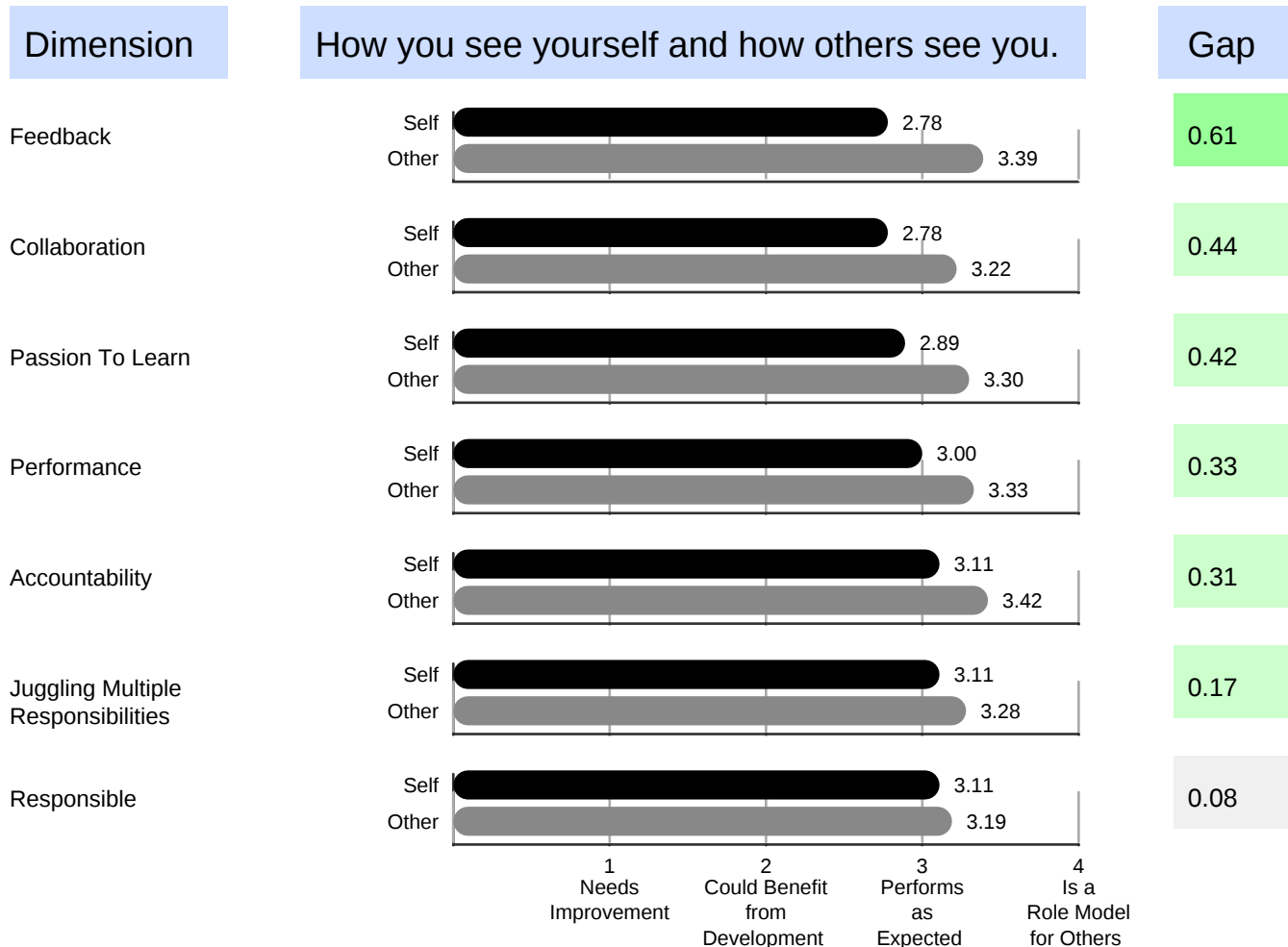
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Accepts responsibility to lead efforts to solving critical problems.	15	3.20	93.3	7%	67%		27%
2. Takes ownership of problems to find the best solutions.	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. Always keeps the supervisor informed of relevant information.	15	3.60	93.3	7%	27%	67%	
5. Takes full responsibility for lack of results achieved.	15	3.33	93.3	7%	53%		40%
6. Consistently follows through on commitments and promises.	15	3.20	93.3	7%	60%		33%
7. Takes full responsibility for results.	15	3.20	86.7	13%	53%		33%
8. Accepts accountability for their actions and results.	15	3.40	93.3	7%	47%		47%
9. Able to complete required tasks on time and delivered expected results.	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
1. Accepts responsibility to lead efforts to solving critical problems.	3.29	3.20	-0.09 ▼
2. Takes ownership of problems to find the best solutions.	3.65	3.87	+0.22 ▲
3. Does not make excuses for being late for work.	3.18	3.33	+0.16 ▲
4. Always keeps the supervisor informed of relevant information.	3.41	3.60	+0.19 ▲
5. Takes full responsibility for lack of results achieved.	3.24	3.33	+0.10 ▲
6. Consistently follows through on commitments and promises.	3.24	3.20	-0.04 ▼
7. Takes full responsibility for results.	3.41	3.20	-0.21 ▼
8. Accepts accountability for their actions and results.	3.24	3.40	+0.16 ▲
9. Able to complete required tasks on time and delivered expected results.	3.18	3.47	+0.29 ▲

Comments:

- A great addition to the team.
- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- Expectations are not always clearly communicated/outlined.
- ____ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.
-

I have had personal interactions with ____ and have received constructive assistance that was, in my opinion, instrumental in my decision making.

- I have had the opportunity to work with ____ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.

Passion To Learn

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Inspires others to learn new things.	15	3.47	93.3	7%	40%	53%	
11. Stays up-to-date on emerging technologies.	15	3.53	100.0		47%	53%	
12. Takes initiative for own learning and development.	15	3.27	100.0		73%		27%
13. Constantly enhances product knowledge through experimentation and play.	15	3.33	100.0		67%		33%
14. Exhibits willingness to upgrade skills through additional training and education.	15	3.13	86.7	13%	60%		27%
15. Is open to feedback from others.	15	3.07	80.0	20%	53%		27%
16. Is committed to enhancing their own knowledge and skills.	15	3.40	93.3	7%	47%		47%
17. Demonstrates through personal behavior the commitment to high standards of performance.	15	3.27	93.3	7%	60%		33%
18. Demonstrates a willingness to participate in continuing education courses.	14	3.00	92.9	7%	79%		14%

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
10. Inspires others to learn new things.	3.35	3.47	+0.11 ▲
11. Stays up-to-date on emerging technologies.	3.47	3.53	+0.06 ▲
12. Takes initiative for own learning and development.	3.47	3.27	-0.20 ▼
13. Constantly enhances product knowledge through experimentation and play.	3.35	3.33	-0.02 ▼
14. Exhibits willingness to upgrade skills through additional training and education.	3.18	3.13	-0.04 ▼
15. Is open to feedback from others.	3.00	3.07	+0.07 ▲
16. Is committed to enhancing their own knowledge and skills.	3.65	3.40	-0.25 ▼
17. Demonstrates through personal behavior the commitment to high standards of performance.	3.47	3.27	-0.20 ▼
18. Demonstrates a willingness to participate in continuing education courses.	3.12	3.00	-0.12 ▼

Comments:

- Under her leadership, the department teams have become very cohesive.
- She leads by example.
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- Demonstrates a focus on the business goals through task prioritization.
- ___ has a lot of knowledge in competency models and is passing that on to her teams.

- I enjoy working with ____; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.

Feedback

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
19. Provides frequent and effective feedback to subordinates.	15	3.47	100.0		53%		47%
20. Offers clear, practical guidance to help others improve performance and grow professionally.	15	3.40	93.3	7%	47%		47%
21. Nurtures an environment that supports lifelong learning and progress.	15	3.53	100.0		47%		53%
22. Cultivates a setting that promotes open dialogue, mutual regard, and ongoing development to ensure effective feedback between managers and their employees.	15	3.00	80.0	20%	60%		20%
23. Selects an appropriate set of individuals (peers, subordinates, customers) to provide feedback through a 360-Feedback system.	15	2.87	80.0	20%	73%		7%
24. Begins feedback with what the recipient is doing well to set a positive tone and helps them feel valued.	15	3.47	100.0		53%		47%
25. Engages in impactful performance feedback sessions by emphasizing the purpose of supporting the employee's growth as a professional.	15	3.67	100.0		33%		67%
26. Explores alternative perspectives or interpretations of feedback to broaden self-awareness.	15	3.40	93.3	7%	47%		47%
27. Demonstrates a commitment to personal and professional growth through open acceptance of feedback 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
19. Provides frequent and effective feedback to subordinates.	3.59	3.47	-0.12 ▼
20. Offers clear, practical guidance to help others improve performance and grow professionally.	3.29	3.40	+0.11 ▲
21. Nurtures an environment that supports lifelong learning and progress.	3.35	3.53	+0.18 ▲
22. Cultivates a setting that promotes open dialogue, mutual regard, and ongoing development to ensure effective feedback between managers and their employees.	3.00	3.00	
23. Selects an appropriate set of individuals (peers, subordinates, customers) to provide feedback through a 360-Feedback system.	2.88	2.87	-0.02 ▼
24. Begins feedback with what the recipient is doing well to set a positive tone and helps them feel valued.	3.00	3.47	+0.47 ▲
25. Engages in impactful performance feedback sessions by emphasizing the purpose of supporting the employee's growth as a professional.	3.76	3.67	-0.10 ▼
26. Explores alternative perspectives or interpretations of feedback to broaden self-awareness.	3.53	3.40	-0.13 ▼

Item	2024	2025	Change
27. Demonstrates a commitment to personal and professional growth through open acceptance of feedback results.	3.12	3.33	+0.22 ▲

Comments:

- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leads and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.
- Is a fantastic source of feedback and growth development.
- I like that she challenges me.
- I do very much appreciate that ___ will support me in a decision when needed.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- ___ is a solid asset to the human resources division and the [CompanyName] senior management team.

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Works effectively in the department.	15	3.53	100.0		47%	53%	
29. Able to organize work.	15	3.67	100.0		33%	67%	
30. Listens and responds to issues and problems	15	3.33	100.0		67%		33%
31. Effectively organizes resources and plans	15	3.20	86.7	13%	53%		33%
32. Shown significant improvement in job performance.	15	3.40	100.0		60%		40%
33. ...Produce Quality	15	3.20	86.7	13%	53%		33%
34. Has great overall performance	15	3.27	93.3	7%	60%		33%
35. Works well in this position.	15	3.00	80.0	20%	60%		20%
36. ...Overall Performance	15	3.20	93.3	7%	67%		27%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
28. Works effectively in the department.	3.41	3.53	+0.12 ▲
29. Able to organize work.	3.59	3.67	+0.08 ▲
30. Listens and responds to issues and problems	3.41	3.33	-0.08 ▼
31. Effectively organizes resources and plans	3.18	3.20	+0.02 ▲
32. Shown significant improvement in job performance.	3.35	3.40	+0.05 ▲
33. ...Produce Quality	3.18	3.20	+0.02 ▲
34. Has great overall performance	2.88	3.27	+0.38 ▲
35. Works well in this position.	3.18	3.00	-0.18 ▼
36. ...Overall Performance	3.18	3.20	+0.02 ▲

Comments:

- She is truly dedicated to doing a good job, by helping us do a good job.
- There is room for improvement in all these elements.
- I am very surprised and impressed with ___'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- ___ 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.

- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally received.
- ____ is an extremely effective leader.

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
37. Assesses current capabilities before committing to new requests from customers.	15	3.27	93.3	7%	60%		33%
38. Uses a scheduler/planner to keep tasks organized and on time.	15	3.27	86.7	13%	47%		40%
39. Is aware of the deadlines for specific tasks/assignments.	15	3.13	86.7	13%	60%		27%
40. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	15	3.40	93.3	7%	47%		47%
41. Switches attention to more urgent tasks when necessary.	15	3.33	93.3	7%	53%		40%
42. Plans and organizes continuously while performing all other responsibilities and activities.	15	3.33	93.3	7%	53%		40%
43. Ensures that assignments are prioritized according to the needs of the department/company.	15	3.13	86.7	13%	60%		27%
44. Keeps track of multiple assignments and deadlines.	15	3.00	86.7	13%	73%		13%
45. Organizes tasks for the most efficient order of completion.	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
37. Assesses current capabilities before committing to new requests from customers.	3.35	3.27	-0.09 ▼
38. Uses a scheduler/planner to keep tasks organized and on time.	3.24	3.27	+0.03 ▲
39. Is aware of the deadlines for specific tasks/assignments.	3.59	3.13	-0.45 ▼
40. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	3.29	3.40	+0.11 ▲
41. Switches attention to more urgent tasks when necessary.	3.29	3.33	+0.04 ▲
42. Plans and organizes continuously while performing all other responsibilities and activities.	3.41	3.33	-0.08 ▼
43. Ensures that assignments are prioritized according to the needs of the department/company.	3.35	3.13	-0.22 ▼
44. Keeps track of multiple assignments and deadlines.	3.18	3.00	-0.18 ▼
45. Organizes tasks for the most efficient order of completion.	3.35	3.53	+0.18 ▲

Comments:

- She is fully engaged in her work and shares her professional goals and projects so her team is aware of what she is working on and how the work of each team members fits within the departmental goals.
- ___ works very well with other departments.
-

She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.

- ___ is an amazing manager. She genuinely cares about her staff.
- ___'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.
- She has made my job so much easier just having her in the facility and present to field questions/work related issues.

Collaboration

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
46. Defines shared goals with the committee members.	15	3.00	86.7	13%	73%		13%
47. Facilitates resolving differences to strengthen team unity.	15	3.20	93.3	7%	60%		33%
48. Includes all stakeholders in the decision making process.	15	3.20	93.3	7%	67%		27%
49. Promotes open participation and communication within department and throughout the organization.	15	3.40	93.3	7%	47%		47%
50. Addresses interpersonal issues with a collaborative mindset.	15	3.13	80.0	7%	13%	40%	40%
51. Creates a culture that fosters and values collaboration.	14	3.14	92.9	7%	71%		21%
52. Strengthens relationships with suppliers to improve contract and price negotiation terms.	14	3.21	85.7	14%	50%		36%
53. Actively engages with team members to foster a cooperative environment.	15	3.27	86.7	13%	47%		40%
54. Works to create innovative ideas from the collaboration with others.	15	3.13	86.7	13%	60%		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
46. Defines shared goals with the committee members.	3.24	3.00	-0.24 ▼
47. Facilitates resolving differences to strengthen team unity.	3.00	3.20	+0.20 ▲
48. Includes all stakeholders in the decision making process.	3.18	3.20	+0.02 ▲
49. Promotes open participation and communication within department and throughout the organization.	3.35	3.40	+0.05 ▲
50. Addresses interpersonal issues with a collaborative mindset.	3.29	3.13	-0.16 ▼
51. Creates a culture that fosters and values collaboration.	3.24	3.14	-0.09 ▼
52. Strengthens relationships with suppliers to improve contract and price negotiation terms.	3.06	3.21	+0.16 ▲
53. Actively engages with team members to foster a cooperative environment.	3.59	3.27	-0.32 ▼
54. Works to create innovative ideas from the collaboration with others.	2.94	3.13	+0.19 ▲

Comments:

- ___ seems to have good knowledge and awareness of the strengths and talents of her direct reports (as well as their weaknesses). When in need, she picks the appropriate person to conquer a task or assignment. She is always good about seeking advice before proceeding.
-

- ___ is a very positive addition to our Management team.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
 - ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
 - She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.
 - ___ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.

Responsible

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
55. Is a person you can trust.	15	3.07	86.7	13%	67%		20%
56. Sets high personal standards of performance.	15	2.93	73.3	27%	53%		20%
57. Behavior is ethical and honest.	15	3.20	93.3	7%	67%		27%
58. Works in a way that makes others want to work with her/him.	15	3.20	93.3	7%	67%		27%
59. Sets a good example.	15	3.13	93.3	7%	67%		27%
60. Completes assigned work tasks.	15	3.20	93.3	7%	67%		27%
61. Responsible for setting the vision of the department.	15	3.47	100.0		53%		47%
62. Sets a good example	15	3.27	93.3	7%	60%		33%
63. Holds herself / himself accountable to goals / objectives	15	3.20	86.7	13%	53%		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
55. Is a person you can trust.	2.88	3.07	+0.18 ▲
56. Sets high personal standards of performance.	2.88	2.93	+0.05 ▲
57. Behavior is ethical and honest.	3.18	3.20	+0.02 ▲
58. Works in a way that makes others want to work with her/him.	3.24	3.20	-0.04 ▼
59. Sets a good example.	3.18	3.13	-0.04 ▼
60. Completes assigned work tasks.	3.47	3.20	-0.27 ▼
61. Responsible for setting the vision of the department.	3.29	3.47	+0.17 ▲
62. Sets a good example	3.35	3.27	-0.09 ▼
63. Holds herself / himself accountable to goals / objectives	3.18	3.20	+0.02 ▲

Comments:

- ___ always goes above and beyond in her daily work.
- Good leadership style.
- Great addition to our team!
- ___ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about ___ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.

- I look to her for guidance and support. It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.
- I garner ideas from her regularly and look to her as a mentor.

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 am still learning how to work with ___ so sometimes I have at difficulty understanding where she is coming from and in the process of working through this it there is some uncertainty that is created.
- Seek and provide critical feedback.
- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.
- From my perspective, ___ is a very effective leader. I have seen ___ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. ___ is always open and is a great collaborator.
- ___ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- ___ Constantly encourages collaboration with all departments and [CompanyName] as a whole.

What do you like best about working with this individual?

- I would encourage her to rely on the documented minutes when she communicates decisions as a stop gap measure.
- ___ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- She gives you confidence knowing she always has your back.
- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.

What do you like least about working with this individual?

- As I have indicated above, ___ has had a difficult time in defining her role as manager within the department. As the manager of the department I appreciate ___'s engagement since last month and I am hopeful that she will grow in her leadership role.
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.
- She is well respected by her peers and it is clear to see why.
- ___ does not always follow through with things (ordering equipment).
- I love working with her and hope to continue having her as my supervisor!
- I am having a hard time evaluating the last four. ___ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.

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

- She make sure the team effort not only succeed on paper.
- ___ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.
- I am impressed with her commitment to task and job knowledge.
- She has also greatly improved her communication.
- ___ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.
- Where do I even start to articulate how much I value about working with ___ ? I learn something every time I have the opportunity to work with her and she is the picture of grace under pressure. She uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see her turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as ___ is.

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

- She is quick to remind others, when needed why we are really here.
- ___ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.
- She is very effective and she has learned so much about our product.
- ___ is an outstanding manager.
- She's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).

Any final comments?

- I feel ___ always has the customer's best interest at heart.
- ___ applied her strong analytical skills to problem solving.
- She uses the strengths of everyone around her to get the best solutions possible.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.
- Needs to have more face-to-face communications with other employees in the company.
- She is also quick to tap into her past experiences in attempting to find the best solution.