



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.

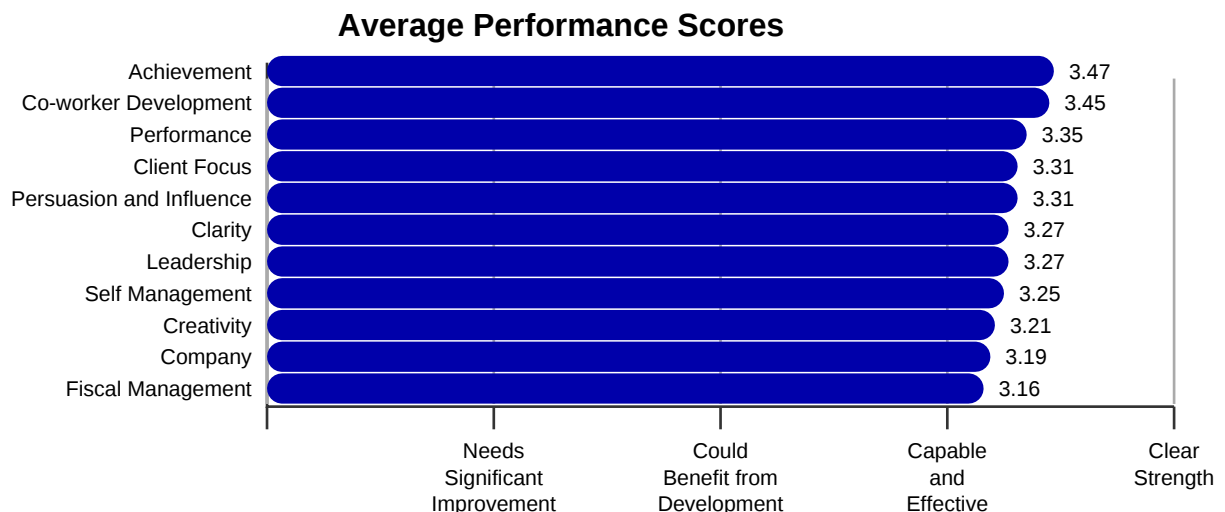
What to Do with Your Feedback

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.



Achievement

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Met required benchmarks for the position.	15	3.20	93.3	7%	67%		27%
2. Leverages smart risk-taking to innovate and create competitive advantages.	15	3.87	100.0	13%	87%		
3. Takes calculated risks.	15	3.33	93.3	7%	53%		40%
4. Completed training on the new equipment.	15	3.60	93.3	7%	27%	67%	
5. Set high standards in their performance	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. Met required benchmarks for the position.	3.29	3.20	-0.09 ▼
2. Leverages smart risk-taking to innovate and create competitive advantages.	3.65	3.87	+0.22 ▲
3. Takes calculated risks.	3.18	3.33	+0.16 ▲
4. Completed training on the new equipment.	3.41	3.60	+0.19 ▲
5. Set high standards in their performance	3.24	3.33	+0.10 ▲

Comments:

- ___ is excellent at communicating with staff and other departments. She is able to read people well and place them where they would excel.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- ___ has been an excellent assistant manager.
- ___ is great...She provides valuable insight/opinion when asked and easily makes decisions.
- ___ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- ___'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in her new position.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Effective in performing his/her job.	15	3.20	93.3	7%	60%		33%
7. Able to organize work.	15	3.20	86.7	13%	53%		33%
8. Effectively organizes resources and plans	15	3.40	93.3	7%	47%		47%
9. ...Produce Quality	15	3.47	93.3	7%	40%		53%
10. Sets a high standard for job performance.	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. Effective in performing his/her job.	3.24	3.20	-0.04 ▼
7. Able to organize work.	3.41	3.20	-0.21 ▼
8. Effectively organizes resources and plans	3.24	3.40	+0.16 ▲
9. ...Produce Quality	3.18	3.47	+0.29 ▲
10. Sets a high standard for job performance.	3.35	3.47	+0.11 ▲

Comments:

- Ready to tackle any given problem and help others finish 1st
- She encourages individual and professional improvement and provides educational opportunities.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- She is an excellent teammate, great attitude, effort, and energy.
- ___ is the shining example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.

Clarity

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Avoids stating unclear or conflicting goals.	15	3.53	100.0		47%	53%	
12. Provides a clear vision for the future.	15	3.27	100.0		73%		27%
13. Writes clear job descriptions for positions in the organization.	15	3.33	100.0		67%		33%
14. Seeks to reduce ambiguity in messaging and documents.	15	3.13	86.7	13%	60%		27%
15. Avoids creating ambiguity or mixed messages.	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. Avoids stating unclear or conflicting goals.	3.47	3.53	+0.06 ▲
12. Provides a clear vision for the future.	3.47	3.27	-0.20 ▼
13. Writes clear job descriptions for positions in the organization.	3.35	3.33	-0.02 ▼
14. Seeks to reduce ambiguity in messaging and documents.	3.18	3.13	-0.04 ▼
15. Avoids creating ambiguity or mixed messages.	3.00	3.07	+0.07 ▲

Comments:

- 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.
- She is also very enthusiastic and energetic.
- ___ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- She encourages each staff member to understand each other and to work together in a very positive manner.
- Personality. Great Mentor and Leader. Talented.
- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.

Client Focus

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Maintains strong relationships with clients.	15	3.40	93.3	7%	47%	47%	
17. Delivers high quality products to the client.	15	3.27	93.3	7%	60%	33%	
18. Is consistent in services provided to clients.	14	3.00	92.9	7%	79%	14%	
19. Is aware of what the client wants to receive.	15	3.47	100.0		53%	47%	
20. Acts with integrity in all client interactions.	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. Maintains strong relationships with clients.	3.65	3.40	-0.25 ▼
17. Delivers high quality products to the client.	3.47	3.27	-0.20 ▼
18. Is consistent in services provided to clients.	3.12	3.00	-0.12 ▼
19. Is aware of what the client wants to receive.	3.59	3.47	-0.12 ▼
20. Acts with integrity in all client interactions.	3.29	3.40	+0.11 ▲

Comments:

- ___ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- ___ is by far a leader in the service area.
- I have always respected her concern for stakeholder input and her efforts to put her customers first.
- I appreciate her openness and availability to all the staff.
- ___ is a valuable resource to the organization and the team.
- Take charge without being pushed to do so.

Persuasion and Influence

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Engages in difficult conversations with honesty and respect, guided by core beliefs rather than tactical advantage.	15	3.53	100.0	47%	53%		
22. Develops a good rapport with others.	15	3.00	80.0	20%	60%	20%	
23. Creates a compelling message that is persuasive.	15	2.87	80.0	20%	73%	7%	
24. Able to influence others to meet certain goals.	15	3.47	100.0	53%	47%		
25. Sets the proper context for employees to make the best decisions.	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. Engages in difficult conversations with honesty and respect, guided by core beliefs rather than tactical advantage.	3.35	3.53	+0.18 ▲
22. Develops a good rapport with others.	3.00	3.00	
23. Creates a compelling message that is persuasive.	2.88	2.87	-0.02 ▼
24. Able to influence others to meet certain goals.	3.00	3.47	+0.47 ▲
25. Sets the proper context for employees to make the best decisions.	3.76	3.67	-0.10 ▼

Comments:

- ___ 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.
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.
- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- ___ is a great role model and leader. Others could learn from her style.
- Does above and beyond work consistently

Co-worker Development

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.40	93.3	7%	47%	47%	
27. Takes immediate action on poor performance	15	3.33	93.3	7%	53%	40%	
28. Provides ongoing feedback to co-workers on their development progress	15	3.53	100.0		47%	53%	
29. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.67	100.0	33%	67%		
30. Works to identify root causes of performance problems	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. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.53	3.40	-0.13 ▼
27. Takes immediate action on poor performance	3.12	3.33	+0.22 ▲
28. Provides ongoing feedback to co-workers on their development progress	3.41	3.53	+0.12 ▲
29. Sets and clearly communicates expectations, performance goals, and measurements to others	3.59	3.67	+0.08 ▲
30. Works to identify root causes of performance problems	3.41	3.33	-0.08 ▼

Comments:

- I appreciate ____'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].
- ____ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- When dealing with HR issues my HR business partner is always involved.
- I appreciate the straight forward style of leadership ____ uses.
- ____ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.

Creativity

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Builds buffer time into schedules to allow for reflection and idea development.	15	3.20	86.7	13%	53%	33%	
32. Finds creative ways to meet the needs of patients.	15	3.40	100.0		60%	40%	
33. Transforms learning into creative output.	15	3.20	86.7	13%	53%	33%	
34. Engages with other departments to enhance creativity.	15	3.27	93.3	7%	60%	33%	
35. Reframes problems in novel ways to unlock new solutions.	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. Builds buffer time into schedules to allow for reflection and idea development.	3.18	3.20	+0.02 ▲
32. Finds creative ways to meet the needs of patients.	3.35	3.40	+0.05 ▲
33. Transforms learning into creative output.	3.18	3.20	+0.02 ▲
34. Engages with other departments to enhance creativity.	2.88	3.27	+0.38 ▲
35. Reframes problems in novel ways to unlock new solutions.	3.18	3.00	-0.18 ▼

Comments:

- She can fall behind on projects without providing timely feedback.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.
- ___ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- ___ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- ___ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.

Self Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.20	93.3	7%	67%		27%
37. Does not allow own emotions to interfere with the performance of others.	15	3.27	93.3	7%	60%		33%
38. Analyzes interpersonal problems instead of reacting to them.	15	3.27	86.7	13%	47%		40%
39. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.13	86.7	13%	60%		27%
40. Uses patience and self-control in working with customers and associates.	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. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.18	3.20	+0.02 ▲
37. Does not allow own emotions to interfere with the performance of others.	3.35	3.27	-0.09 ▼
38. Analyzes interpersonal problems instead of reacting to them.	3.24	3.27	+0.03 ▲
39. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.59	3.13	-0.45 ▼
40. Uses patience and self-control in working with customers and associates.	3.29	3.40	+0.11 ▲

Comments:

- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.
- ___'s management style is excellent.
- ___'s priority is our customers and community.
- Provides reinforcement and feedback within the context of the overall business strategy.
- Confidence, Attitude, Desire to learn.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.

Leadership

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Promotes a culture where everyone is expected to raise the bar for the group.	15	3.33	93.3	7%	53%	40%	
42. Coaches employees about the significance of the Company within our industry.	15	3.33	93.3	7%	53%	40%	
43. Challenges senior leadership respectfully when their decisions conflict with core values or long-term goals.	15	3.13	86.7	13%	60%	27%	
44. Never divulges confidential information given by colleagues.	15	3.00	86.7	13%	73%	13%	
45. Utilizes recognition, and non-monetary rewards, as well as financial compensation, to reward excellent performance	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. Promotes a culture where everyone is expected to raise the bar for the group.	3.29	3.33	+0.04 ▲
42. Coaches employees about the significance of the Company within our industry.	3.41	3.33	-0.08 ▼
43. Challenges senior leadership respectfully when their decisions conflict with core values or long-term goals.	3.35	3.13	-0.22 ▼
44. Never divulges confidential information given by colleagues.	3.18	3.00	-0.18 ▼
45. Utilizes recognition, and non-monetary rewards, as well as financial compensation, to reward excellent performance	3.35	3.53	+0.18 ▲

Comments:

- I've only had the pleasure of working with ____ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- The Core Competency Training has been a great success. ____ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.
- ____ 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.
- Has the experience needed.
- ____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.

Company

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Takes on new projects without compromising existing work.	15	3.00	86.7	13%	73%		13%
47. Can be trusted by colleagues to act with integrity.	15	3.20	93.3	7%	60%		33%
48. Encourages open dialogue and mutual support among team members.	15	3.20	93.3	7%	67%		27%
49. Builds strong partnerships with local organizations, schools, and nonprofits to advance shared goals.	15	3.40	93.3	7%	47%		47%
50. Impresses upon others the important aspects of [Company].	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. Takes on new projects without compromising existing work.	3.24	3.00	-0.24 ▼
47. Can be trusted by colleagues to act with integrity.	3.00	3.20	+0.20 ▲
48. Encourages open dialogue and mutual support among team members.	3.18	3.20	+0.02 ▲
49. Builds strong partnerships with local organizations, schools, and nonprofits to advance shared goals.	3.35	3.40	+0.05 ▲
50. Impresses upon others the important aspects of [Company].	3.29	3.13	-0.16 ▼

Comments:

- _____ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- Delegates often with little to no direction.
- She is very collaborative and always attempts to work with others.
- Ready to tackle any given problem and help others finish 1st
- Please know that stress can occasionally slow down progress.
- I trust that I can go to her in confidence and she will really listen to what I am saying.

Fiscal Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
51. Monitors expenses and verifies the need for items purchased.	14	3.14	92.9	7%	71%		21%
52. Develops of the department's annual budget.	14	3.21	85.7	14%	50%		36%
53. Keeps excellent records for financial transparency.	15	3.27	86.7	13%	47%		40%
54. Effective in using Company's resources.	15	3.13	86.7	13%	60%		27%
55. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.07	86.7	13%	67%		20%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
51. Monitors expenses and verifies the need for items purchased.	3.24	3.14	-0.09 ▼
52. Develops of the department's annual budget.	3.06	3.21	+0.16 ▲
53. Keeps excellent records for financial transparency.	3.59	3.27	-0.32 ▼
54. Effective in using Company's resources.	2.94	3.13	+0.19 ▲
55. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	2.88	3.07	+0.18 ▲

Comments:

- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- She has also greatly improved her communication.
- She strives to be an effective and available leader.
- ___ is doing well overall and shows that she is willing to learn, this is strongly due to ___'s role modeling and encouragement. If ___ will let down her guard and open up about her fears and let her peers help her and give her support, she will be a strong leader. We would love to help her!
- I have not seen a lot of shared decision making. What I have see is her telling them what she 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 she has not had a lot of time to do this.
- I enjoy working with ___ and look forward to future opportunities for collaboration.

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?

- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.
- She holds herself to an even higher standard than she expects of her team, and that is respected throughout the organization.
- She is decisive about budgets, emergency preparedness, and safety.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- ___ exceeds all expectations in all aspects of her job and the jobs of others when helping on the floor.

What do you like best about working with this individual?

- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- ___ has been an asset to [CompanyName]. She has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with her ability bring about process improvements through her direction and guidance to develop and engage the telecommunication staff in this area. She has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- ___ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- ___ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.

What do you like least about working with this individual?

- ___ is an outstanding leader. She offers great communication and staff allows know what is expected of them.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- I truly appreciate ___'s knowledge, her professionalism, and her reliability.
- I think she is an asset to the department.
- I love working with her and hope to continue having her as my supervisor!
- Stay focused more on the agenda for meetings.

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

- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- ___ has the technical skills: such as the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- She strives for self improvement and is heavily invested in the same for others.
- She makes me feel like an important and valued team member.
- ___ 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.

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

- ____ is a valuable resource to the organization and the team.
- ____ is a dynamic and busy individual. At times she over commits herself and then has to cancel her participation as she cannot be in two places at once. It can inadvertently give off the aura that she is not engaged in the project meeting that was missed.
- She's a very hard worker and always helping out when needed.
- She provided coaching and support to improve this individual's performance.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ____ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.

Any final comments?

- I appreciate her dedication to the department employees.
- ____ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- In the area of 'Communication skills' I would like to see ____ be more direct in her oral delivery.
- She is a strength that supports department morale and work flow.
- 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.
- ____ always presents herself in the most professional manner.