



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.

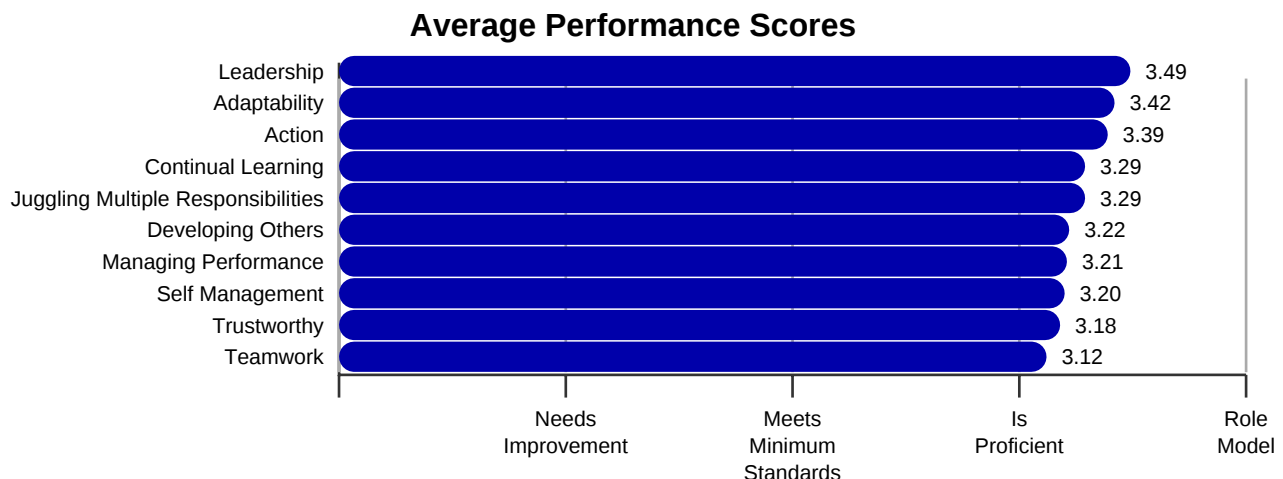
What to Do with Your Feedback

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.



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
1. You are responsive to the needs of others.	15	3.20	93.3	7%	67%		27%
2. You analyze situations quickly to determine most pressing needs and possible solutions.	15	3.87	100.0	13%	87%		
3. You are aware of changes to the policies and procedures.	15	3.33	93.3	7%	53%		40%
4. You adapt to changes in team membership.	15	3.60	93.3	7%	27%	67%	
5. I successfully handle the implementation of the reorganization.	15	3.33	93.3	7%	53%		40%
6. You can adjust plans as needed based on changing conditions.	15	3.20	93.3	7%	60%		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
1. You are responsive to the needs of others.	3.29	3.20	-0.09 ▼
2. You analyze situations quickly to determine most pressing needs and possible solutions.	3.65	3.87	+0.22 ▲
3. You are aware of changes to the policies and procedures.	3.18	3.33	+0.16 ▲
4. You adapt to changes in team membership.	3.41	3.60	+0.19 ▲
5. I successfully handle the implementation of the reorganization.	3.24	3.33	+0.10 ▲
6. You can adjust plans as needed based on changing conditions.	3.24	3.20	-0.04 ▼

Comments:

- Has one of the strongest work ethics I've ever encountered in a team member.
- She's a good and reliable team member.
- Unfortunately there has been inconsistency in actions and results.
- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- I truly appreciate ___'s knowledge, her professionalism, and her reliability.
- ___ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.

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
7. You motivate & supports others to gain skills	15	3.20	86.7	13%	53%		33%
8. I prevent small issues from becoming critical incidents.	15	3.40	93.3	7%	47%		47%
9. You are driven to complete a high amount of work.	15	3.47	93.3	7%	40%		53%
10. You display high energy and enthusiasm on consistent basis.	15	3.47	93.3	7%	40%		53%
11. I take responsibility for meeting performance standards.	15	3.53	100.0		47%		53%
12. You identify opportunities for improvement before there is a problem.	15	3.27	100.0		73%		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
7. You motivate & supports others to gain skills	3.41	3.20	-0.21 ▼
8. I prevent small issues from becoming critical incidents.	3.24	3.40	+0.16 ▲
9. You are driven to complete a high amount of work.	3.18	3.47	+0.29 ▲
10. You display high energy and enthusiasm on consistent basis.	3.35	3.47	+0.11 ▲
11. I take responsibility for meeting performance standards.	3.47	3.53	+0.06 ▲
12. You identify opportunities for improvement before there is a problem.	3.47	3.27	-0.20 ▼

Comments:

- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- She is truly dedicated to doing a good job, by helping us do a good job.
- She has grown as a manager in the last few months and it shows.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- ___ 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.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
13. You consciously control own negative emotions in order to keep team morale up.	15	3.33	100.0		67%		33%
14. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.13	86.7	13%	60%		27%
15. You use patience and self-control in working with customers and associates.	15	3.07	80.0	20%	53%		27%
16. You do not allow own emotions to interfere with the performance of others.	15	3.40	93.3	7%	47%		47%
17. You step away from a situation to process appropriate response.	15	3.27	93.3	7%	60%		33%
18. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	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
13. You consciously control own negative emotions in order to keep team morale up.	3.35	3.33	-0.02 ▼
14. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.18	3.13	-0.04 ▼
15. You use patience and self-control in working with customers and associates.	3.00	3.07	+0.07 ▲
16. You do not allow own emotions to interfere with the performance of others.	3.65	3.40	-0.25 ▼
17. You step away from a situation to process appropriate response.	3.47	3.27	-0.20 ▼
18. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.12	3.00	-0.12 ▼

Comments:

- 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 a good leader because she gives examples through her own behavior.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.
- Is always available to assist with issues, all scopes business or personal.
- She is the only manager in the department to help us when we are short.
- She makes me feel like an important and valued team member.

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
19. You take charge of your training and skills enhancement.	15	3.47	100.0		53%		47%
20. You expand your educational and future learning opportunities.	15	3.40	93.3	7%	47%		47%
21. You seek opportunities to grow in skills and knowledge.	15	3.53	100.0		47%		53%
22. You are introspective and aware of your own learning needs.	15	3.00	80.0	20%	60%		20%
23. You build on your strengths while addressing your weaknesses.	15	2.87	80.0	20%	73%		7%
24. You pursue professional development opportunities when they arise.	15	3.47	100.0		53%		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
19. You take charge of your training and skills enhancement.	3.59	3.47	-0.12 ▼
20. You expand your educational and future learning opportunities.	3.29	3.40	+0.11 ▲
21. You seek opportunities to grow in skills and knowledge.	3.35	3.53	+0.18 ▲
22. You are introspective and aware of your own learning needs.	3.00	3.00	
23. You build on your strengths while addressing your weaknesses.	2.88	2.87	-0.02 ▼
24. You pursue professional development opportunities when they arise.	3.00	3.47	+0.47 ▲

Comments:

- She has confidence in leading and making decisions improving rapidly.
- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- Having a routine for schedule and coming to office more frequently
- ___ is a strong leader and continues to grow in her role. ___ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that ___ does especially well and seems to do with ease are bulleted below.
- Don't work with her enough to observe the vast majority of these items.
- I think that ___ is making good strides in setting expectations through clear communication.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
25. You guide decision-making by coaching, counseling and rewarding.	15	3.67	100.0	33%	67%		
26. You enhance the quality and productivity of the team.	15	3.40	93.3	7%	47%	47%	
27. You inspire a shared culture by keeping employees informed and working together.	15	3.33	93.3	7%	53%	40%	
28. You encourage peer-to-peer feedback and open communication across the team.	15	3.53	100.0	47%	53%		
29. You maximize the efforts of all team members.	15	3.67	100.0	33%	67%		
30. You give feedback promptly so employees can act on it while the situation is still fresh.	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
25. You guide decision-making by coaching, counseling and rewarding.	3.76	3.67	-0.10 ▼
26. You enhance the quality and productivity of the team.	3.53	3.40	-0.13 ▼
27. You inspire a shared culture by keeping employees informed and working together.	3.12	3.33	+0.22 ▲
28. You encourage peer-to-peer feedback and open communication across the team.	3.41	3.53	+0.12 ▲
29. You maximize the efforts of all team members.	3.59	3.67	+0.08 ▲
30. You give feedback promptly so employees can act on it while the situation is still fresh.	3.41	3.33	-0.08 ▼

Comments:

- Sometimes I feel like I need to check on ___ and make sure that read an email/understands that I need her input on a project.
- ___ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- 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.
- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!
- ___ is a great manager, committed to each employee in our department.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.

Managing 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
31. You recommend employees for distinguished service awards if warranted.	15	3.20	86.7	13%	53%		33%
32. I make sure employees understand what is expected of them.	15	3.40	100.0		60%		40%
33. I set and maintain high standards for myself and others.	15	3.20	86.7	13%	53%		33%
34. I measure job performance of subordinates against defined goals and objectives.	15	3.27	93.3	7%	60%		33%
35. You ensure the eligibility of the proposed award recipient.	15	3.00	80.0	20%	60%		20%
36. I implement remediation plans as needed.	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
31. You recommend employees for distinguished service awards if warranted.	3.18	3.20	+0.02 ▲
32. I make sure employees understand what is expected of them.	3.35	3.40	+0.05 ▲
33. I set and maintain high standards for myself and others.	3.18	3.20	+0.02 ▲
34. I measure job performance of subordinates against defined goals and objectives.	2.88	3.27	+0.38 ▲
35. You ensure the eligibility of the proposed award recipient.	3.18	3.00	-0.18 ▼
36. I implement remediation plans as needed.	3.18	3.20	+0.02 ▲

Comments:

- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- 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.
- ___ provides the appropriate amount of direction without being too hands-off or overbearing.
- Collaboration and dissemination of information and projects is something ___ does well.
- I have great respect and appreciation for ___. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done effeciently and effectively.

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
37. You can multitask while performing all of your other responsibilities and activities.	15	3.27	93.3	7%	60%		33%
38. You ensure that assignments are prioritized according to the needs of the department/company.	15	3.27	86.7	13%	47%		40%
39. You avoid bottlenecks in progress by assigning multiple individuals to critical tasks.	15	3.13	86.7	13%	60%		27%
40. You bounce back from daily crisis, disappointments and frustrations.	15	3.40	93.3	7%	47%		47%
41. You organize tasks for the most efficient order of completion.	15	3.33	93.3	7%	53%		40%
42. You assess current capabilities before committing to new requests from customers.	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
37. You can multitask while performing all of your other responsibilities and activities.	3.35	3.27	-0.09 ▼
38. You ensure that assignments are prioritized according to the needs of the department/company.	3.24	3.27	+0.03 ▲
39. You avoid bottlenecks in progress by assigning multiple individuals to critical tasks.	3.59	3.13	-0.45 ▼
40. You bounce back from daily crisis, disappointments and frustrations.	3.29	3.40	+0.11 ▲
41. You organize tasks for the most efficient order of completion.	3.29	3.33	+0.04 ▲
42. You assess current capabilities before committing to new requests from customers.	3.41	3.33	-0.08 ▼

Comments:

- Could benefit from increasing awareness on how much influence they have on the department.
- She is well respected by her peers and it is clear to see why.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- ___ is an excellent employee, I do not know of any areas that need improvement.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.
- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.

Trustworthy

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
43. You are trustworthy; is someone that can be trusted.	15	3.13	86.7	13%	60%		27%
44. You take care to maintain confidential information.	15	3.00	86.7	13%	73%		13%
45. You seek to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.53	100.0		47%	53%	
46. You deliver on promises made.	15	3.00	86.7	13%	73%		13%
47. You take ownership, deliver on commitments	15	3.20	93.3	7%	60%		33%
48. You communicate an understanding of the other person's interests, needs and concerns.	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
43. You are trustworthy; is someone that can be trusted.	3.35	3.13	-0.22 ▼
44. You take care to maintain confidential information.	3.18	3.00	-0.18 ▼
45. You seek to mitigate grievances by clarifying intentions and finding suitable remedies.	3.35	3.53	+0.18 ▲
46. You deliver on promises made.	3.24	3.00	-0.24 ▼
47. You take ownership, deliver on commitments	3.00	3.20	+0.20 ▲
48. You communicate an understanding of the other person's interests, needs and concerns.	3.18	3.20	+0.02 ▲

Comments:

- 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.
- One of the things I appreciate about ___ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- ___ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- ___'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- ___ is by far a leader in the service area.
- Transparency and honesty is important early in the process.

Developing Others

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
49. You are open to receiving feedback.	15	3.40	93.3	7%	47%	47%	
50. You assign tasks and responsibilities to develop skills of others.	15	3.13	80.0	7%	13%	40%	40%
51. You support the successes of other employees.	14	3.14	92.9	7%	71%		21%
52. You recognize and celebrates accomplishments of others.	14	3.21	85.7	14%	50%		36%
53. You assess employees' developmental needs.	15	3.27	86.7	13%	47%		40%
54. You create a work environment that fosters positive feedback to employees.	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
49. You are open to receiving feedback.	3.35	3.40	+0.05 ▲
50. You assign tasks and responsibilities to develop skills of others.	3.29	3.13	-0.16 ▼
51. You support the successes of other employees.	3.24	3.14	-0.09 ▼
52. You recognize and celebrates accomplishments of others.	3.06	3.21	+0.16 ▲
53. You assess employees' developmental needs.	3.59	3.27	-0.32 ▼
54. You create a work environment that fosters positive feedback to employees.	2.94	3.13	+0.19 ▲

Comments:

- I can not say enough good things about ____.
- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.
- ____ is a good leader because she gives examples through her own behavior.
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- ____ is fully engaged in her unit. She took on the position and jumped in with both feet.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.

Teamwork

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
55. You provide assistance and support to other team members when needed	15	3.07	86.7	13%	67%		20%
56. I treat other team members with respect.	15	2.93	73.3	27%	53%		20%
57. You foster an environment that promotes active listening on the team.	15	3.20	93.3	7%	67%		27%
58. You take the time to actively listen to other team member's perspectives.	15	3.20	93.3	7%	67%		27%
59. I am open to alternative ways to accomplish goals suggested by the team.	15	3.13	93.3	7%	67%		27%
60. You willingly share your technical expertise	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
55. You provide assistance and support to other team members when needed	2.88	3.07	+0.18 ▲
56. I treat other team members with respect.	2.88	2.93	+0.05 ▲
57. You foster an environment that promotes active listening on the team.	3.18	3.20	+0.02 ▲
58. You take the time to actively listen to other team member's perspectives.	3.24	3.20	-0.04 ▼
59. I am open to alternative ways to accomplish goals suggested by the team.	3.18	3.13	-0.04 ▼
60. You willingly share your technical expertise	3.47	3.20	-0.27 ▼

Comments:

- I am very thankful for all the opportunities she has provided me and I have grown in my development under her guidance. A real asset to the organization.
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- ___ is the consummate professional and pleasure to work with.
- She is excellent at helping/coaching/problem-solving with others.
- ___ takes people where they want to go and pushes them to be their own success.
- ___ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life•" works, she is able to listen and alter her approach for consideration to staff's views.

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?

- ___ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- ___ does an excellent job in her role.
- She is excellent at helping/coaching/problem-solving with others.
- ___ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.

What do you like best about working with this individual?

- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.
- ___ is great...She provides valuable insight/opinion when asked and easily makes decisions.
- ___ could improve her communication style. She often does not clearly communicate her goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- I would encourage ___ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect her to have hands on with everything).
- She is very knowledgeable and is always willing to lend a helping hand!
- ___ is always professional during interactions with staff.

What do you like least about working with this individual?

- She has been challenging us to find other ways to communicate that would be effective, other than email.
- She has confidence in leading and making decisions improving rapidly.
- ___ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and ___ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.
- She also demonstrates a willingness and ability to have difficult conversations that ultimately help each associate succeed in their roles or move on due to a lack of fit.. I must say that I learn a great deal from ___ and her style of leadership. Her understanding and appreciation of her leadership team and all her associates is something I would aspire to replicate in my own leadership areas of repsonsibility.
- ___ has been very supportive of me and the Institute.
- ___, more than anyone, takes what she's learned with Core Competencies and implements them.

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

- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- As a new Manager to the area, ___ was subjected to a review of department services. This was tough on her, but she did very well with it.
- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- She is a very diligent hard worker.
- ___ is very supportive of Core Competency and concepts. The one concept that ___ refers to consistently is what we respect most is people's ability to think.
- Sometimes I feel like I need to check on ___ and make sure that read an email/understands that I need her input on a project.

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

- Before ____ came into the position it seemed that the department was a dump.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- ____ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- ____ 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.
- She is smart, quick, compassionate, and thorough.
- ____ is consistent in her messaging about how we best serve the customers.

Any final comments?

- ____ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- ____ has been very supportive for me in my new role as technical specialist. She has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- Great to have you on the team!
- ____ is the best employee the department has employed.
- ____ applied her strong analytical skills to problem solving.