



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.

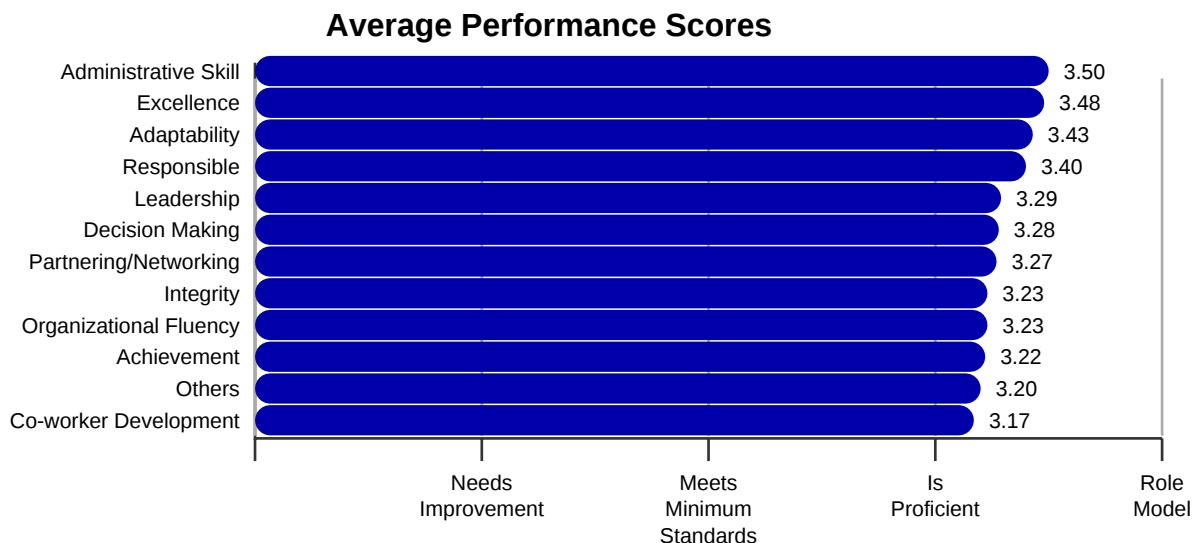
What to Do with Your Feedback

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

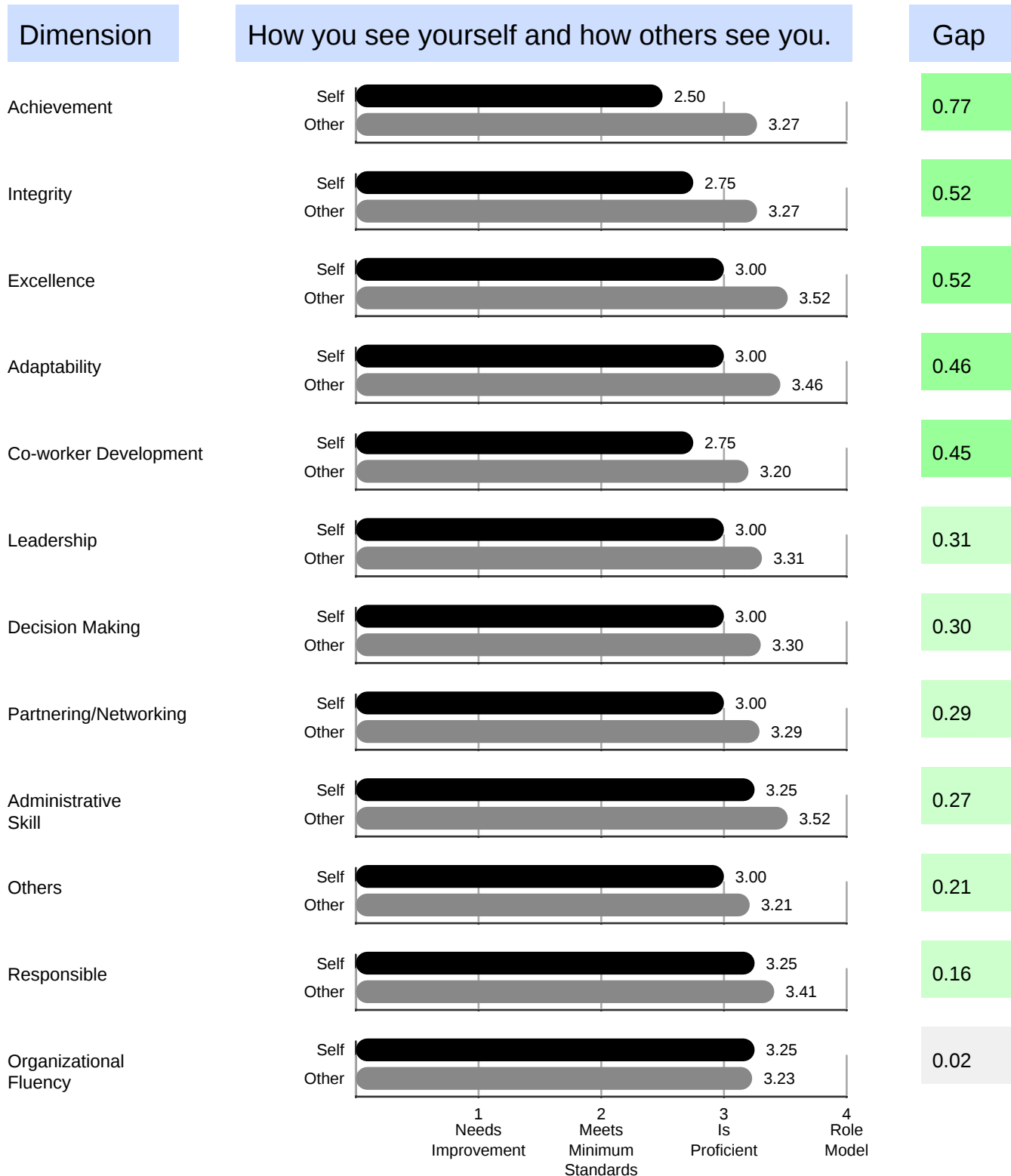
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



Administrative Skill

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 take responsibility for decisions.	15	3.20	93.3	7%	67%		27%
2. You prepare invoices, reports, memos, letters, financial statements, and other documents, using word processing, spreadsheet, database, or presentation software.	15	3.87	100.0	13%	87%		
3. You accurately perform data entry.	15	3.33	93.3	7%	53%		40%
4. I format and produce a variety of business relate documents/reports.	15	3.60	93.3	7%	27%	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
1. You take responsibility for decisions.	3.29	3.20	-0.09 ▼
2. You prepare invoices, reports, memos, letters, financial statements, and other documents, using word processing, spreadsheet, database, or presentation software.	3.65	3.87	+0.22 ▲
3. You accurately perform data entry.	3.18	3.33	+0.16 ▲
4. I format and produce a variety of business relate documents/reports.	3.41	3.60	+0.19 ▲

Comments:

- It's been great working with her.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- ___ does a great job in supporting and engaging all of her employees.
- 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.
- ___ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.

Decision Making

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
5. I align choices with organizational goals by calculate expected value and costs.	15	3.33	93.3	7%	53%		40%
6. You are willing to consider information from other sources.	15	3.20	93.3	7%	60%		33%
7. I invite input from peers or stakeholders to understand the impact and improve decision-making processes.	15	3.20	86.7	13%	53%		33%
8. You clearly explain the reason behind decisions, include the costs incurred and benefits expected.	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
5. I align choices with organizational goals by calculate expected value and costs.	3.24	3.33	+0.10 ▲
6. You are willing to consider information from other sources.	3.24	3.20	-0.04 ▼
7. I invite input from peers or stakeholders to understand the impact and improve decision-making processes.	3.41	3.20	-0.21 ▼
8. You clearly explain the reason behind decisions, include the costs incurred and benefits expected.	3.24	3.40	+0.16 ▲

Comments:

- Dedicated to the customer and community, she is worth her weight in gold.
- Improvement should come over time. There is potential which is present.
- Expectations are not always clearly communicated/outlined.
- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- 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.
- I enjoy working with ___ very much.

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
9. You are effective in working with different personnel of the team.	15	3.47	93.3	7%	40%	53%	
10. I adapt leadership style to meet the needs create by changes in personnel of the department.	15	3.47	93.3	7%	40%	53%	
11. You adjust strategy when new information is presented.	15	3.53	100.0		47%	53%	
12. You are able to adjusts tactics when things are not working as expected.	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
9. You are effective in working with different personnel of the team.	3.18	3.47	+0.29 ▲
10. I adapt leadership style to meet the needs create by changes in personnel of the department.	3.35	3.47	+0.11 ▲
11. You adjust strategy when new information is presented.	3.47	3.53	+0.06 ▲
12. You are able to adjusts tactics when things are not working as expected.	3.47	3.27	-0.20 ▼

Comments:

- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- Improvement should come over time. There is potential which is present.
- More opportunities to share knowledge with the team.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- 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.
- She has a vast storehouse of knowledge about the facility and our policies.

Integrity

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 follow ethical standards and principles, regardless of the situation.	15	3.33	100.0		67%		33%
14. You are willing to issue product recalls if necessary.	15	3.13	86.7	13%	60%		27%
15. You maintain high standard of excellence when dealing with ethical, legal, or regulatory issues.	15	3.07	80.0	20%	53%		27%
16. You own up to mistake without the need to be asked.	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
13. You follow ethical standards and principles, regardless of the situation.	3.35	3.33	-0.02 ▼
14. You are willing to issue product recalls if necessary.	3.18	3.13	-0.04 ▼
15. You maintain high standard of excellence when dealing with ethical, legal, or regulatory issues.	3.00	3.07	+0.07 ▲
16. You own up to mistake without the need to be asked.	3.65	3.40	-0.25 ▼

Comments:

- ____ is smart, detailed and committed. I appreciate having her on our team.
- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate her candor and feedback.
- 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.
- She collaborates with all departments and operates under shared governance.
- She has a style that is intimidating to some and thus she needs to be (and is) aware of her effect on the room when she walks in.
- ____ would be my choice for permanent manager of the department.

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
17. You solicit performance feedback from others.	15	3.27	93.3	7%	60%		33%
18. You hold others accountable for your actions.	14	3.00	92.9	7%	79%		14%
19. You help employees to focus on the tasks that need to be completed.	15	3.47	100.0		53%		47%
20. You have the trust and support of the supervisor and district core teams	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
17. You solicit performance feedback from others.	3.47	3.27	-0.20 ▼
18. You hold others accountable for your actions.	3.12	3.00	-0.12 ▼
19. You help employees to focus on the tasks that need to be completed.	3.59	3.47	-0.12 ▼
20. You have the trust and support of the supervisor and district core teams	3.29	3.40	+0.11 ▲

Comments:

- It's been great working with her.
- ____ 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.
- You could check for clarity in expectations more frequently.
- ____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- I think we have a great team. ____ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- She also sees herself as a problem solver. The staff, however, experience being inundated with ideas and solutions that she presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. You take reasonable risks to achieve desired results.	15	3.53	100.0	47%	53%		
22. You turn strategic goals into swift action.	15	3.00	80.0	20%	60%		20%
23. You complete work to given time frame and to budget	15	2.87	80.0	20%	73%		7%
24. You make use of talents of others to help achieve a high level of performance.	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
21. You take reasonable risks to achieve desired results.	3.35	3.53	+0.18 ▲
22. You turn strategic goals into swift action.	3.00	3.00	
23. You complete work to given time frame and to budget	2.88	2.87	-0.02 ▼
24. You make use of talents of others to help achieve a high level of performance.	3.00	3.47	+0.47 ▲

Comments:

- I really appreciate her.
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.
- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.
- She is professional, reliable, ethical, and thoroughly engaged. She demonstrates this by showing up every day, providing feedback and stewardship for all her reports.
- ___ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.

Excellence

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 demonstrate the functional or technical skills necessary to do your job.	15	3.67	100.0	33%	67%		
26. You are planful and organized.	15	3.40	93.3	7%	47%	47%	
27. You produce high quality work.	15	3.33	93.3	7%	53%	40%	
28. You can be counted on to add value wherever you are involved.	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
25. You demonstrate the functional or technical skills necessary to do your job.	3.76	3.67	-0.10 ▼
26. You are planful and organized.	3.53	3.40	-0.13 ▼
27. You produce high quality work.	3.12	3.33	+0.22 ▲
28. You can be counted on to add value wherever you are involved.	3.41	3.53	+0.12 ▲

Comments:

- ___ has the talent to use different Leadership styles to fit the situation.
- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
29. You work in a way that makes others want to work with you.	15	3.67	100.0	33%	67%		
30. Your behavior is ethical and honest.	15	3.33	100.0		67%		33%
31. You set a good example	15	3.20	86.7	13%	53%		33%
32. You take personal responsibility for results.	15	3.40	100.0		60%		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
29. You work in a way that makes others want to work with you.	3.59	3.67	+0.08 ▲
30. Your behavior is ethical and honest.	3.41	3.33	-0.08 ▼
31. You set a good example	3.18	3.20	+0.02 ▲
32. You take personal responsibility for results.	3.35	3.40	+0.05 ▲

Comments:

- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- 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.
- ___ is a great team player for our organization as a whole and for the Department itself.
- ___ is very process oriented. She has streamlined/improved several processes in the lab.
- ___ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- I have observed ___ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. ___ does take action when there are employees who do not fit with the organization mission and values.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
33. You give others development opportunities through project assignments and increased job responsibilities	15	3.20	86.7	13%	53%		33%
34. You take immediate action on poor performance	15	3.27	93.3	7%	60%		33%
35. You set and clearly communicate expectations, performance goals, and measurements to others	15	3.00	80.0	20%	60%		20%
36. You provide ongoing feedback to co-workers on your development progress	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
33. You give others development opportunities through project assignments and increased job responsibilities	3.18	3.20	+0.02 ▲
34. You take immediate action on poor performance	2.88	3.27	+0.38 ▲
35. You set and clearly communicate expectations, performance goals, and measurements to others	3.18	3.00	-0.18 ▼
36. You provide ongoing feedback to co-workers on your development progress	3.18	3.20	+0.02 ▲

Comments:

- ___ offers a wealth of experience in the area of hematology and is willing and able to offer her advice and support.
- ___ takes pride in her department. Her follow through is excellent. ___ leads by example.
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly define outcomes and expectations.
- She is decisive about budgets, emergency preparedness, and safety.
- She has been a great addition to the company.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.

Partnering/Networking

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 communicate with others in an open manner.	15	3.27	93.3	7%	60%		33%
38. I engage with partners that offer complementary services and competencies.	15	3.27	86.7	13%	47%		40%
39. You collaborate with others to accomplish goals and objectives.	15	3.13	86.7	13%	60%		27%
40. You develop internal alliances with others in the department.	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
37. You communicate with others in an open manner.	3.35	3.27	-0.09 ▼
38. I engage with partners that offer complementary services and competencies.	3.24	3.27	+0.03 ▲
39. You collaborate with others to accomplish goals and objectives.	3.59	3.13	-0.45 ▼
40. You develop internal alliances with others in the department.	3.29	3.40	+0.11 ▲

Comments:

- ___ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.
- Always approachable no matter how busy she is.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- ___ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- Take charge without being pushed to do so.
- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.

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
41. You support the efforts of other employees in implementing solutions to problems.	15	3.33	93.3	7%	53%		40%
42. You work effectively with people from other departments.	15	3.33	93.3	7%	53%		40%
43. You include others in the decision making processes.	15	3.13	86.7	13%	60%		27%
44. You constructively receive criticism and suggestions from others.	15	3.00	86.7	13%	73%		13%

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. You support the efforts of other employees in implementing solutions to problems.	3.29	3.33	+0.04 ▲
42. You work effectively with people from other departments.	3.41	3.33	-0.08 ▼
43. You include others in the decision making processes.	3.35	3.13	-0.22 ▼
44. You constructively receive criticism and suggestions from others.	3.18	3.00	-0.18 ▼

Comments:

- ___ is a strong leader and passionate about her customers, staff and safety.
- She always involves others in decisions ensuring a well rounded approach.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- ___ continues to be a great boss. She is available to us and always has time to help with anything.
- ___ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.

Organizational Fluency

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
45. You are able to deal with sensitive issues with tact and professionalism.	15	3.53	100.0		47%	53%	
46. You understand departmental policies and procedures.	15	3.00	86.7	13%	73%		13%
47. You are aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.20	93.3	7%	60%		33%
48. You are adept at navigating within the culture of the department.	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
45. You are able to deal with sensitive issues with tact and professionalism.	3.35	3.53	+0.18 ▲
46. You understand departmental policies and procedures.	3.24	3.00	-0.24 ▼
47. You are aware of other organizational cultures to compare/contrast with the current organizational culture.	3.00	3.20	+0.20 ▲
48. You are adept at navigating within the culture of the department.	3.18	3.20	+0.02 ▲

Comments:

- She recognizes strengths by allowing/encouraging her managers to form and shape their performance in accord with their talents.
- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- ___ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.
- ___ models teamwork; she is always willing to go the extra mile to assist on a project or help a co-worker.
- ___ is smart, detailed and committed. I appreciate having her on our team.
- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.

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 is a great leader.
- ___ 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.
- ___ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.
- Loyalty. Willingness to get it right.
- Is viewed by many as a strong organizational resource.
- She keeps focused on things that are important for her department to run smoothly.

What do you like best about working with this individual?

- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- ___ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- ___ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.
- ___ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- ___ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.

What do you like least about working with this individual?

- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring there is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- 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].
- I have not been directly involved in making hiring decisions with her, but I do know that she makes a point to ensure all stakeholders are involved in the process and decision.
- She is a great manager and person to work for/with.
- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.

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

- I appreciate her perspective and guidance on a variety of things.
- I cannot say if she challenges others.
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- She is an advocate for [CompanyName].
- I appreciate that as a new manager to this department ___ has sought to understand my work flow and process. She is actively learning more about our work processes and involved to determine needed resources.
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.

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

- She works diligently with our supplier to ensure the inventory is cost effective.
- Our team has gone through a lot of changes in the last year and ___ has demonstrated her ability to lead our team through challenges and to place employees in roles they will be successful in.
- She has taken her team to the next level.
- ___ supports each security officer in such a way that you want to grow and improve in what you do.
- She routinely demonstrates professionalism and her priority for service which is a model example for others.
- I would encourage her to rely on the documented minutes when she communicates decisions as a stop gap measure.

Any final comments?

- I have also had the pleasure of partnering with ___ in our Core Competency leader learning. ___ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- ___ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- Our department continues to have a very low loss rate.
- Everyone who works with ___ knows she's results-oriented and has amazing insights into human behavior and its motivations.