



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.

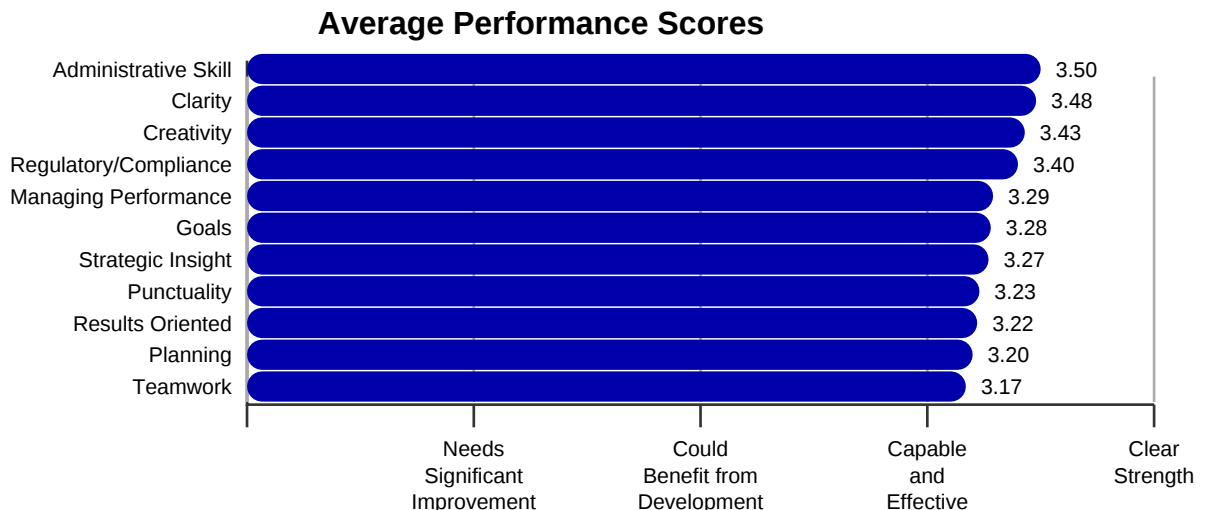
What to Do with Your Feedback

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.



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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Follows company guidelines, policies, regulations, procedures, and work ethics.	15	3.20	93.3	7%	67%		27%
2. Plans, develops, and delivers presentations.	15	3.87	100.0	13%	87%		
3. Organizes documents in a visually appealing and consistent manner, following company standards or branding guidelines.	15	3.33	93.3	7%	53%		40%
4. Implements appropriate budget controls.	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. Follows company guidelines, policies, regulations, procedures, and work ethics.	3.29	3.20	-0.09 ▼
2. Plans, develops, and delivers presentations.	3.65	3.87	+0.22 ▲
3. Organizes documents in a visually appealing and consistent manner, following company standards or branding guidelines.	3.18	3.33	+0.16 ▲
4. Implements appropriate budget controls.	3.41	3.60	+0.19 ▲

Comments:

- Closes off discussions with action plans.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- ___ is a pleasure to work with.
- She is, quite simply, the best boss I've ever had.
- She's a good and reliable team member.
- ___ gives me feedback good and indifferent.

Goals

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
5. Defines goals to reduce operational costs and measures attainment by comparing current to previous expenses.	15	3.33	93.3	7%	53%	40%	
6. Maintains a clear overview of each goal's requirements and deadlines.	15	3.20	93.3	7%	60%	33%	
7. Monitors the completion of tasks and milestones against the timeline.	15	3.20	86.7	13%	53%	33%	
8. Clearly conveys to staff the significance of each goal, emphasizing their priorities.	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. Defines goals to reduce operational costs and measures attainment by comparing current to previous expenses.	3.24	3.33	+0.10 ▲
6. Maintains a clear overview of each goal's requirements and deadlines.	3.24	3.20	-0.04 ▼
7. Monitors the completion of tasks and milestones against the timeline.	3.41	3.20	-0.21 ▼
8. Clearly conveys to staff the significance of each goal, emphasizing their priorities.	3.24	3.40	+0.16 ▲

Comments:

- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- I appreciate ___'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].
- ___ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- She keeps focused on things that are important for her department to run smoothly.
- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally received.
- Completes variance analysis and identifies corrective actions.

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
9. Mentors individuals to expand their creative confidence and skillset.	15	3.47	93.3	7%	40%	53%	
10. Scans the external environment for creative practices and emerging trends.	15	3.47	93.3	7%	40%	53%	
11. Consistently brings fresh, unconventional ideas to the table.	15	3.53	100.0		47%	53%	
12. Quickly pivots between ideas in order to explore creative alternatives.	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. Mentors individuals to expand their creative confidence and skillset.	3.18	3.47	+0.29 ▲
10. Scans the external environment for creative practices and emerging trends.	3.35	3.47	+0.11 ▲
11. Consistently brings fresh, unconventional ideas to the table.	3.47	3.53	+0.06 ▲
12. Quickly pivots between ideas in order to explore creative alternatives.	3.47	3.27	-0.20 ▼

Comments:

- I appreciate ___'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].
- She is very relatable and I believe it helps with the initial contact with the prospects.
- She not only clearly communicates her desired outcomes but also follows up with her team members to ensure they understand. She is open for questions or feedback by everyone.
- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!
- ___ is friendly to myself and other staff members. I believe she is very knowledgeable in the role of controller. She continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for her to complete work needed from her.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.

Punctuality

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
13. Conducts appointments at scheduled start time.	15	3.33	100.0		67%		33%
14. Starts the workday when scheduled.	15	3.13	86.7	13%	60%		27%
15. Maintains an efficient schedule of activities.	15	3.07	80.0	20%	53%		27%
16. Arrives to meetings on time.	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. Conducts appointments at scheduled start time.	3.35	3.33	-0.02 ▼
14. Starts the workday when scheduled.	3.18	3.13	-0.04 ▼
15. Maintains an efficient schedule of activities.	3.00	3.07	+0.07 ▲
16. Arrives to meetings on time.	3.65	3.40	-0.25 ▼

Comments:

- She is strong and firm in her decisions, but involves her entire team in those decisions.
- She is open to new ideas and ways to improve the service we provide.
- ___ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- It shows that ___ takes pride in making her direct reports feel like they are doing good work and are valued members of the team.
- I cannot say if she challenges others.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
17. Administers the performance rewards program in a fair and equitable manner.	15	3.27	93.3	7%	60%		33%
18. Monitors progress to ensure performance goals are being met.	14	3.00	92.9	7%	79%		14%
19. Uses established criteria for measuring job performance.	15	3.47	100.0		53%		47%
20. Determines the operational standards needed for performance of the job.	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. Administers the performance rewards program in a fair and equitable manner.	3.47	3.27	-0.20 ▼
18. Monitors progress to ensure performance goals are being met.	3.12	3.00	-0.12 ▼
19. Uses established criteria for measuring job performance.	3.59	3.47	-0.12 ▼
20. Determines the operational standards needed for performance of the job.	3.29	3.40	+0.11 ▲

Comments:

- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- Always appreciate ___'s organized approach to coordinating service opportunities between departments
- I so appreciate that ___ is so on top of everything that we do in payroll.
- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- She's a good and reliable team member.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.

Results Oriented

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. Completes urgent tasks first.	15	3.53	100.0	47%	53%		
22. Strives to achieve high volume of output.	15	3.00	80.0	20%	60%	20%	
23. Makes changes to the plans if it will result in increased output.	15	2.87	80.0	20%	73%	7%	
24. Celebrates team achievements to reinforce a culture of excellence.	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. Completes urgent tasks first.	3.35	3.53	+0.18 ▲
22. Strives to achieve high volume of output.	3.00	3.00	
23. Makes changes to the plans if it will result in increased output.	2.88	2.87	-0.02 ▼
24. Celebrates team achievements to reinforce a culture of excellence.	3.00	3.47	+0.47 ▲

Comments:

- ___ supports each security officer in such a way that you want to grow and improve in what you do.
- Has the experience needed.
- ___ is the consummate professional and pleasure to work with.
- She often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- She walks the walk and talks the talk.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.

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
25. Checks details thoroughly.	15	3.67	100.0	33%	67%		
26. Clarifies problems and their causes to help employees correct them.	15	3.40	93.3	7%	47%	47%	
27. Seeks to reduce ambiguity in messaging and documents.	15	3.33	93.3	7%	53%	40%	
28. Is clear about the roles and duties of team members.	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. Checks details thoroughly.	3.76	3.67	-0.10 ▼
26. Clarifies problems and their causes to help employees correct them.	3.53	3.40	-0.13 ▼
27. Seeks to reduce ambiguity in messaging and documents.	3.12	3.33	+0.22 ▲
28. Is clear about the roles and duties of team members.	3.41	3.53	+0.12 ▲

Comments:

- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- ___ is very good at reading people which enables her to respond quickly and appropriately.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.
- ___ is a great team player for our organization as a whole and for the Department itself.
- ___ has many responsibilities and at times needed direction is delayed as she sorts through her priorities. Responses via email can be slow, delaying action on my part while I wait direction.

Regulatory/Compliance

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
29. Interacts with auditors and regulators on a professional basis.	15	3.67	100.0	33%	67%		
30. Investigates risk mitigation strategies.	15	3.33	100.0		67%		33%
31. Uses operational compliance reports to evaluate the effectiveness of internal processes.	15	3.20	86.7	13%	53%		33%
32. Reviews the compliance program and recommends changes based on new industry trends.	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. Interacts with auditors and regulators on a professional basis.	3.59	3.67	+0.08 ▲
30. Investigates risk mitigation strategies.	3.41	3.33	-0.08 ▼
31. Uses operational compliance reports to evaluate the effectiveness of internal processes.	3.18	3.20	+0.02 ▲
32. Reviews the compliance program and recommends changes based on new industry trends.	3.35	3.40	+0.05 ▲

Comments:

- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- ___ has a strong knowledge base and willingly shares information.
- She works diligently with our supplier to ensure the inventory is cost effective.
- ___ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.
- ___ enjoys sharing knowledge and teaching her subordinates about their roles in the department. She regularly would spend 30 minutes sharing her insights on a topic. She also facilitated numerous training sessions when I started my job a year ago.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
33. Expresses appreciation for the work of other team members.	15	3.20	86.7	13%	53%	33%	
34. Works cooperatively with others to solve problems.	15	3.27	93.3	7%	60%	33%	
35. Helps other team members to research solutions to a problem.	15	3.00	80.0	20%	60%	20%	
36. Supports open communication between team members.	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. Expresses appreciation for the work of other team members.	3.18	3.20	+0.02 ▲
34. Works cooperatively with others to solve problems.	2.88	3.27	+0.38 ▲
35. Helps other team members to research solutions to a problem.	3.18	3.00	-0.18 ▼
36. Supports open communication between team members.	3.18	3.20	+0.02 ▲

Comments:

- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.
- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- ___ demonstrates her passion of taking great care of the customers and focuses her team to ensure they are demonstrating excellent customer service.
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.

Strategic Insight

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
37. Inspires employees to adopt the strategic plan.	15	3.27	93.3	7%	60%		33%
38. Creates a mission statement describing the purpose for the organization.	15	3.27	86.7	13%	47%		40%
39. Creates a vision for the organization based on insights gathered from other companies in the industry.	15	3.13	86.7	13%	60%		27%
40. Detects possible misalignments between team activities and strategic goals by regularly reviewing outputs against KPIs.	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. Inspires employees to adopt the strategic plan.	3.35	3.27	-0.09 ▼
38. Creates a mission statement describing the purpose for the organization.	3.24	3.27	+0.03 ▲
39. Creates a vision for the organization based on insights gathered from other companies in the industry.	3.59	3.13	-0.45 ▼
40. Detects possible misalignments between team activities and strategic goals by regularly reviewing outputs against KPIs.	3.29	3.40	+0.11 ▲

Comments:

- She offers up ideas of how I could have handled something differently in a constructive manner.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- She communicates with the people involved to resolve the issue. She shows effort to understand each employee's workflow by asking questions. She shares her calendar to us (her subordinates) and tell us that we can talk to her if we have questions or issues to talk about.
- ___ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- She also has always been thankful for any help that I have given her.
- I may not know all that is going on behind the scenes, however there are times when she may need to take more action with some employees to help provide a more positive environment overall for the entire team.

Planning

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. Purchases equipment and software that will be needed in the future.	15	3.33	93.3	7%	53%	40%	
42. Able to balance the needs of multiple stakeholders in developing the plan for the division.	15	3.33	93.3	7%	53%	40%	
43. Ensures staff have the supplies and resources necessary to enact the plan.	15	3.13	86.7	13%	60%	27%	
44. Creates a timeline for events and monitors progress.	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. Purchases equipment and software that will be needed in the future.	3.29	3.33	+0.04 ▲
42. Able to balance the needs of multiple stakeholders in developing the plan for the division.	3.41	3.33	-0.08 ▼
43. Ensures staff have the supplies and resources necessary to enact the plan.	3.35	3.13	-0.22 ▼
44. Creates a timeline for events and monitors progress.	3.18	3.00	-0.18 ▼

Comments:

- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- Her quality of work is good.
- 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].
- ____ has a strong work ethic and is consistently working with the mindset that customers come first.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- ____ is an effective, responsive leader and embodies the core values of the organization. Furthermore, she is clearly advocating for customers' best interest at all times.

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?

- ___ 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.
- ___ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ___ continues to work to improve her departments and improve the engagement of her employees.
- ___ is a outstanding manager.
- 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.
- She cares deeply for what she does and it shows.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.

What do you like best about working with this individual?

- ___ is a wonderful collaborator and leader. It is a treat to be able to work with her.
- ___ is a good leader because she gives examples through her own behavior.
- She is well respected by her peers and it is clear to see why.
- Sometimes her decisions aren't thought through from a financial perspective.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.

What do you like least about working with this individual?

- Has one of the strongest work ethics I've ever encountered in a team member.
- She encourages teammates more as a peer than a coach.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- I know I can always count of ___ to offer her true opinion and be supportive in any efforts or initiatives I'm passionate about.
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- I think at times her dedicaton to her team can sometimes come off like she is not thinking about a system perspective, I know that ___ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.

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

- ___ does not always follow through with things (ordering equipment).
- ___ At all times involved not only the employee but different perspectives in her work, so important in our role, to understand the customer's perspectives.
- It's been a pleasure to work for her.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- ___ is a great team player with an employee safety and satisfaction focus.
- ___ is a great partner in Systems Implementation.

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

- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- ____ is a great manager, committed to each employee in our department.
- You could check for clarity in expectations more frequently.
- I know that ____ cares about me as a total individual not just as a professional.
- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.
- She is eager to learn and eager to share knowledge.

Any final comments?

- Appreciate ____'s calm approach
- ____ takes some time to process new ideas and often reacts before considering the facts. Once ____ has had time to think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.
- ____ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- Before ____ came into the position it seemed that the department was a dump.
- Good Team Player! Good decision making skills. A hard worker.
- ____ analyzes all situations before making a decision.