



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.

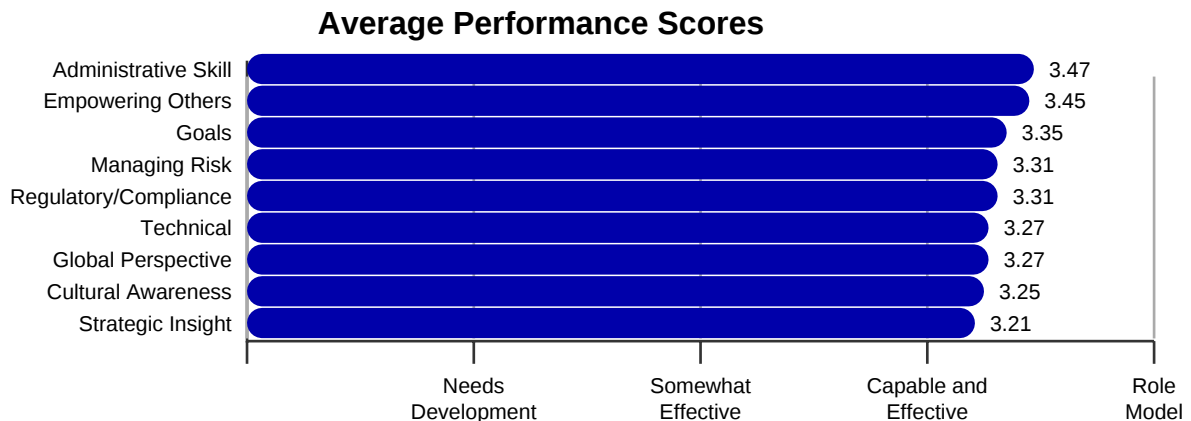
What to Do with Your Feedback

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

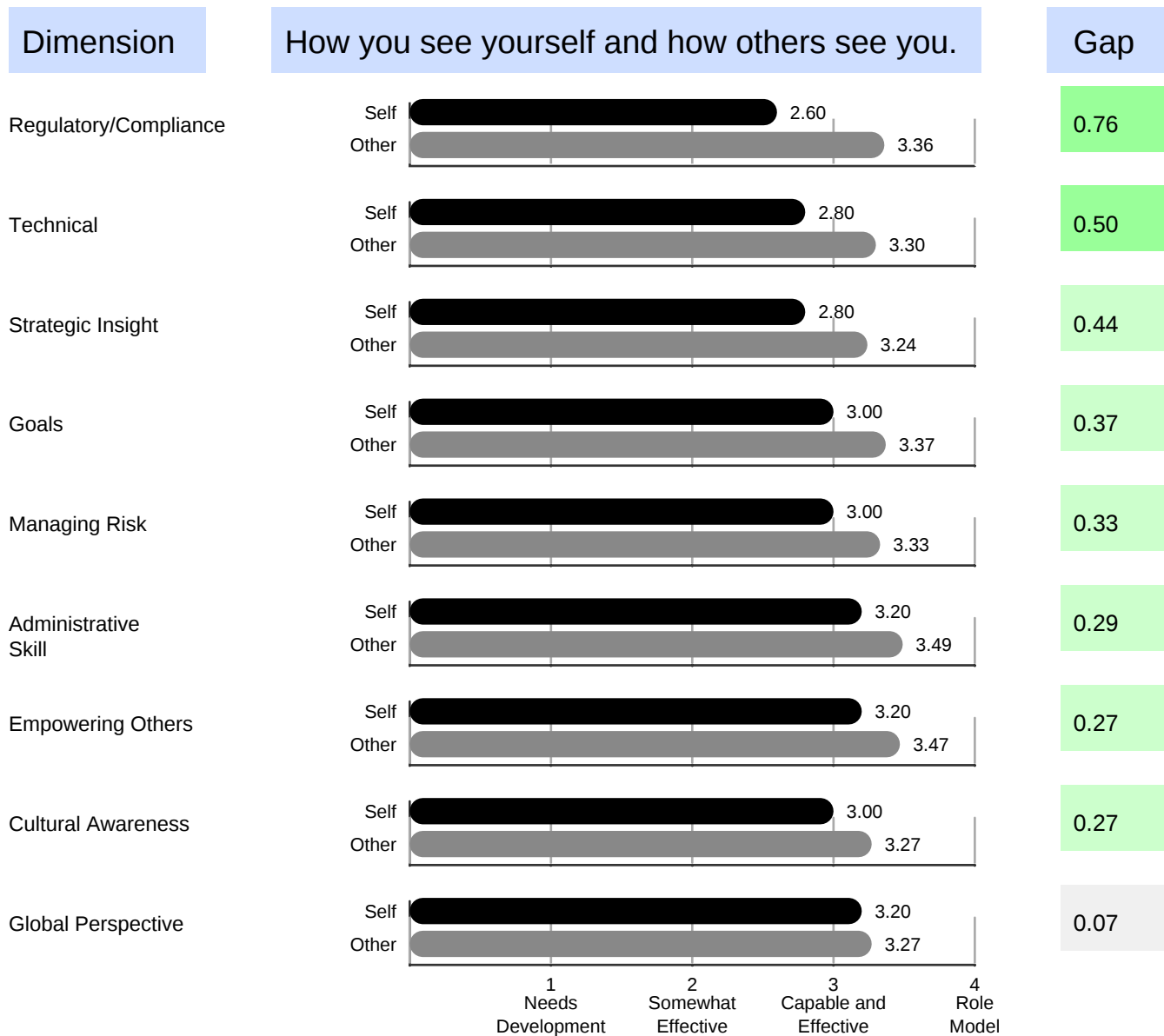
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Follows company guidelines, policies, regulations, procedures, and work ethics.	15	3.20	93.3	7%	67%		27%
2. Screens calls.	15	3.87	100.0	13%	87%		
3. Uses best practices for handling sensitive or confidential materials.	15	3.33	93.3	7%	53%		40%
4. Maintains good interpersonal skills to work with supervisors, customers, colleagues, and stakeholders.	15	3.60	93.3	7%	27%	67%	
5. Uses automated and manual records management systems.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

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

Item	2024	2025	Change
1. Follows company guidelines, policies, regulations, procedures, and work ethics.	3.29	3.20	-0.09 ▼
2. Screens calls.	3.65	3.87	+0.22 ▲
3. Uses best practices for handling sensitive or confidential materials.	3.18	3.33	+0.16 ▲
4. Maintains good interpersonal skills to work with supervisors, customers, colleagues, and stakeholders.	3.41	3.60	+0.19 ▲
5. Uses automated and manual records management systems.	3.24	3.33	+0.10 ▲

Comments:

- I will always be grateful that he made a very unpleasant re-organization experience much less painful for me.
- _____ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develop and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- There are two items above that will be part of my goals for the coming year.
- He is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- _____ sometimes uses an intense lecturing style with colleagues which is not effective.
- _____ 's engagement scores for his direct reports are some of the highest in all of [CompanyName]. He deserves recognition for this.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Establishes and documents goals and objectives.	15	3.20	93.3	7%	60%		33%
7. Establishes a clear link between shorter, task-specific goals and overarching, long-term performance goals.	15	3.20	86.7	13%	53%		33%
8. Ensures that all tasks and milestones are completed within the designated time frame.	15	3.40	93.3	7%	47%		47%
9. Establishes goals that guide towards continuous growth and improvement.	15	3.47	93.3	7%	40%		53%
10. Tracks quarterly and annual performance figures by comparing them to the previous year.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item

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

Item	2024	2025	Change
6. Establishes and documents goals and objectives.	3.24	3.20	-0.04 ▼
7. Establishes a clear link between shorter, task-specific goals and overarching, long-term performance goals.	3.41	3.20	-0.21 ▼
8. Ensures that all tasks and milestones are completed within the designated time frame.	3.24	3.40	+0.16 ▲
9. Establishes goals that guide towards continuous growth and improvement.	3.18	3.47	+0.29 ▲
10. Tracks quarterly and annual performance figures by comparing them to the previous year.	3.35	3.47	+0.11 ▲

Comments:

- _____ is a strong leader and continues to grow in his role. _____ is approachable even if he does not have time. Team members enjoy his great attitude and his non stop energy. Some things that _____ does especially well and seems to do with ease are bulleted below.
- I observe him coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- Appreciate _____'s willingness to participate on leadership in expanding research activity.
- _____ is very good at reading people which enables him to respond quickly and appropriately.
- I think he is the kind of manager our department has needed and will continue to need.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.

Technical

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.53	100.0	47%		53%	
12. Demonstrates mastery of the technical competencies required in his/her work.	15	3.27	100.0	73%			27%
13. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	3.33	100.0	67%			33%
14. Willingly shares his/her technical expertise; sought out as resource by others	15	3.13	86.7	13%	60%		27%
15. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.07	80.0	20%	53%		27%

Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
11. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.47	3.53	+0.06 ▲
12. Demonstrates mastery of the technical competencies required in his/her work.	3.47	3.27	-0.20 ▼
13. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	3.35	3.33	-0.02 ▼
14. Willingly shares his/her technical expertise; sought out as resource by others	3.18	3.13	-0.04 ▼
15. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.00	3.07	+0.07 ▲

Comments:

- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to _____ last month.
- _____ leads by example.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize his knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.
- Has a "go getter" attitude!
- Manager engages in all categories described above as marked.

Managing Risk

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Takes steps to contain the costs of responding to such events.	15	3.40	93.3	7%	47%	47%	
17. Takes steps to minimize the impact/damage of the risk events.	15	3.27	93.3	7%	60%	33%	
18. Promotes risk management competence throughout the organization.	14	3.00	92.9	7%	79%	14%	
19. Creates a risk profile for projects and teams.	15	3.47	100.0		53%	47%	
20. Perceives the risks of different work tasks and activities.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

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

The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
16. Takes steps to contain the costs of responding to such events.	3.65	3.40	-0.25 ▼
17. Takes steps to minimize the impact/damage of the risk events.	3.47	3.27	-0.20 ▼
18. Promotes risk management competence throughout the organization.	3.12	3.00	-0.12 ▼
19. Creates a risk profile for projects and teams.	3.59	3.47	-0.12 ▼
20. Perceives the risks of different work tasks and activities.	3.29	3.40	+0.11 ▲

Comments:

- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- Having a routine for schedule and coming to office more frequently
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Coordinates internal and external audit procedures.	15	3.53	100.0	47%	53%		
22. Is professional and courteous in interactions with auditors and regulators.	15	3.00	80.0	20%	60%	20%	
23. Maintains a compliance data recordkeeping system.	15	2.87	80.0	20%	73%	7%	
24. Ensures the company is in compliance with industry specifications, standards, and applicable laws.	15	3.47	100.0	53%	47%		
25. Understands the applicable regulations and laws that impact our business.	15	3.67	100.0	33%	67%		

Time Comparisons by Item

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

Item	2024	2025	Change
21. Coordinates internal and external audit procedures.	3.35	3.53	+0.18 ▲
22. Is professional and courteous in interactions with auditors and regulators.	3.00	3.00	
23. Maintains a compliance data recordkeeping system.	2.88	2.87	-0.02 ▼
24. Ensures the company is in compliance with industry specifications, standards, and applicable laws.	3.00	3.47	+0.47 ▲
25. Understands the applicable regulations and laws that impact our business.	3.76	3.67	-0.10 ▼

Comments:

- Increase business knowledge relating to overall strategic plan and the day to day operations.
- _____ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- I truly enjoy working with _____. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.
- He is very customer focused and this reflects in his division leadership and performance.
- He communicates clearly and responds to request without unnecessary delay.
- Great addition to our team!

Empowering 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. Recognizes and rewards employees who make important decisions and take action when necessary.	15	3.40	93.3	7%	47%	47%	
27. Encourages independent, original thinking and creative problem-solving.	15	3.33	93.3	7%	53%	40%	
28. Allows the employees to have flexible work schedules.	15	3.53	100.0		47%	53%	
29. Recognizes the expertise that employees have in certain areas and allows them the freedom to operate as they see fit.	15	3.67	100.0		33%	67%	
30. Values the expertise that others bring to the team.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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

Item	2024	2025	Change
26. Recognizes and rewards employees who make important decisions and take action when necessary.	3.53	3.40	-0.13 ▼
27. Encourages independent, original thinking and creative problem-solving.	3.12	3.33	+0.22 ▲
28. Allows the employees to have flexible work schedules.	3.41	3.53	+0.12 ▲
29. Recognizes the expertise that employees have in certain areas and allows them the freedom to operate as they see fit.	3.59	3.67	+0.08 ▲
30. Values the expertise that others bring to the team.	3.41	3.33	-0.08 ▼

Comments:

- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- _____ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- _____ has certainly done great things at [CompanyName]. He was the perfect match for the community and the staff. He has built a strong team at [CompanyName] and their work has continued to be outstanding after he added [CompanyName] to his responsibilities. I like working with _____ at [CompanyName] and appreciate his support and leadership.. _____ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken hold but I am confident it will with time. He has been great at diagnosing the problems and finding solutions. He is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- He is a fantastic resource.
- _____ continually is analyzing our current states and identifying areas that we can improve.
- Additional feedback and communication.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. Maintains knowledge of current trends in the industry.	15	3.20	86.7	13%	53%		33%
32. Identifies potential problems before they become critical incidents.	15	3.40	100.0		60%		40%
33. Observes stakeholder sentiment and engagement levels through direct and indirect feedback channels.	15	3.20	86.7	13%	53%		33%
34. Strategically aligns projects to the goals of the company.	15	3.27	93.3	7%	60%		33%
35. Detects possible misalignments between team activities and strategic goals by regularly reviewing outputs against KPIs.	15	3.00	80.0	20%	60%		20%

Time Comparisons by Item

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

Item	2024	2025	Change
31. Maintains knowledge of current trends in the industry.	3.18	3.20	+0.02 ▲
32. Identifies potential problems before they become critical incidents.	3.35	3.40	+0.05 ▲
33. Observes stakeholder sentiment and engagement levels through direct and indirect feedback channels.	3.18	3.20	+0.02 ▲
34. Strategically aligns projects to the goals of the company.	2.88	3.27	+0.38 ▲
35. Detects possible misalignments between team activities and strategic goals by regularly reviewing outputs against KPIs.	3.18	3.00	-0.18 ▼

Comments:

- I think he is an asset to the department.
- I love how he is always open to approach with any questions I have, no matter the hour.
- This has been a challenging year for _____ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.
- Difficult to reach sometimes and often does not respond to messages at all.
- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he leads and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.

Cultural Awareness

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. Is aware of differences in how individuals from other cultures greet one another.	15	3.20	93.3	7%	67%		27%
37. Encourages recognition of diverse perspectives in performance reviews and goal-setting.	15	3.27	93.3	7%	60%		33%
38. Encourages respectful dialogue around cultural differences and similarities.	15	3.27	86.7	13%	47%		40%
39. Helps other employees to become more culturally sensitive.	15	3.13	86.7	13%	60%		27%
40. Maintains professional decorum and avoids culturally insensitive language or behavior.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2024	2025	Change
36. Is aware of differences in how individuals from other cultures greet one another.	3.18	3.20	+0.02 ▲
37. Encourages recognition of diverse perspectives in performance reviews and goal-setting.	3.35	3.27	-0.09 ▼
38. Encourages respectful dialogue around cultural differences and similarities.	3.24	3.27	+0.03 ▲
39. Helps other employees to become more culturally sensitive.	3.59	3.13	-0.45 ▼
40. Maintains professional decorum and avoids culturally insensitive language or behavior.	3.29	3.40	+0.11 ▲

Comments:

- He always makes a point to make sure he has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- His skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- _____ takes people where they want to go and pushes them to be their own success.
- _____ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- One of the things that I most appreciate about _____ is his willingness to mentor and grow new talent.
- He demonstrates a high level of personal integrity in his daily work and is honest and ethical in interactions.

Global Perspective

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
41. Works well with others from different cultural backgrounds.	15	3.33	93.3	7%	53%	40%	
42. Sets the example for team on importance of cultural awareness.	15	3.33	93.3	7%	53%	40%	
43. Considers customers point of view when making decisions.	15	3.13	86.7	13%	60%	27%	
44. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	15	3.00	86.7	13%	73%	13%	
45. Analyzes global issues/problems that are having a large impact on the Company.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

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

Item	2024	2025	Change
41. Works well with others from different cultural backgrounds.	3.29	3.33	+0.04 ▲
42. Sets the example for team on importance of cultural awareness.	3.41	3.33	-0.08 ▼
43. Considers customers point of view when making decisions.	3.35	3.13	-0.22 ▼
44. Develops both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	3.18	3.00	-0.18 ▼
45. Analyzes global issues/problems that are having a large impact on the Company.	3.35	3.53	+0.18 ▲

Comments:

- _____ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- Takes complete ownership of role and looks for ways to assist teammates.
- He is a natural and perfect fit for the CFO position.
- I can give concrete examples of how _____ actually exceeds -all- of the other elements of this performance review.
- _____ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. _____ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. _____ is a great mentor and example to those he supervises.
- _____ is able to problem solve very well.

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?

- _____'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate _____'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- I appreciate _____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- Again, _____ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- _____ has been an effective leader for me. He encourages me to develop and knows what my strengths are. He assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- He sees things that others don't and always have valuable feedback for whomever he is talking/working with.
- He could benefit from becoming more comfortable challenging others.

What do you like best about working with this individual?

- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- He is very supportive of cross training and learning new skills.
- _____ does not shy away from making the tough calls and is respected by many members of our team.
- He had done amazingly well considering all of the global threats to the product line.

What do you like least about working with this individual?

- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- _____ is passionate about his role and does a fantastic job of working with other departments to improve process flows.
- He has been a great addition to the department in this area.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- His leadership skills make me jealous and consider him a mentor on how I would want to be in that position
- _____ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.

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

- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- From what I can see _____ meets or exceeds all of these leadership roles but remember he is not my manager.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.
- _____ would be my choice for permanent manager of the department.
- _____ makes a concerted effort to ensure that the right people are in the right jobs.

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

- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- _____ has an open door policy, when in the office, and encourages staff to set up appointments with him when he has many meetings throughout his week.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- He is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.

Any final comments?

- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.
- _____ is a rock amongst the management at [CompanyName].
- _____ has a great strength in process improvement-maybe even more than people around him realize. He has kind of a quiet strength in this area.
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.
- _____ is a very clear communicator. He approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. He engages his team in decisions and also encourages cross departmental communication.
- _____ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.