



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

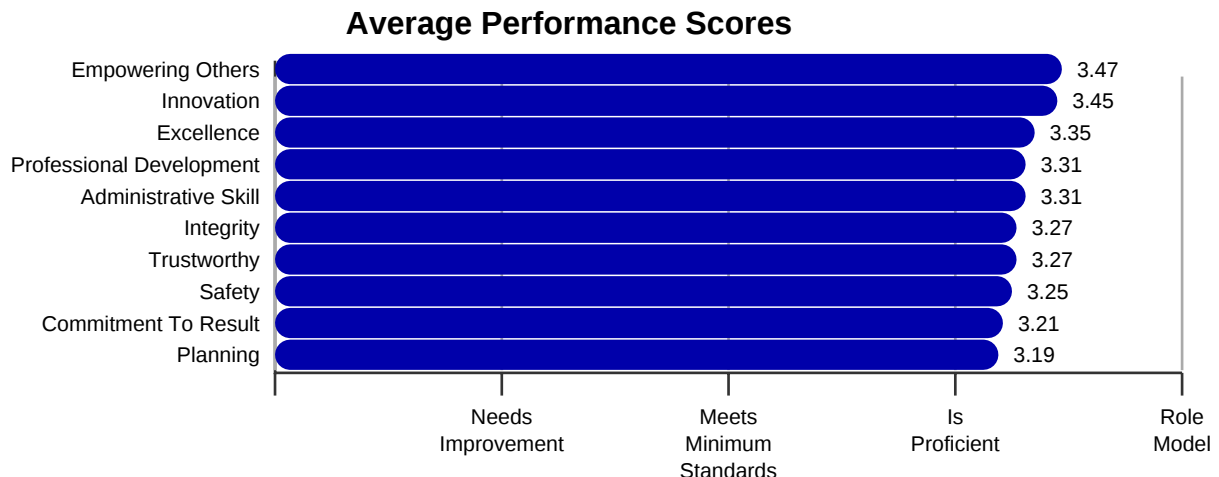
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Lets employees complete tasks according to their methods.	15	3.20	93.3	7%	67%		27%
2. Allows employees to take ownership of their work.	15	3.87	100.0	13%	87%		
3. Includes others in the decision making process.	15	3.33	93.3	7%	53%		40%
4. Enables team members to make their own decisions on the project.	15	3.60	93.3	7%	27%	67%	
5. Values the input from others.	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. Lets employees complete tasks according to their methods.	3.29	3.20	-0.09 ▼
2. Allows employees to take ownership of their work.	3.65	3.87	+0.22 ▲
3. Includes others in the decision making process.	3.18	3.33	+0.16 ▲
4. Enables team members to make their own decisions on the project.	3.41	3.60	+0.19 ▲
5. Values the input from others.	3.24	3.33	+0.10 ▲

Comments:

- _____'s office staff each have their own personalities and he effectively communicates with all of them.
- _____ is highly professional in his everyday work.
- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- I believe I need to give him a chance to get into his position.
- I think he is an asset to the department.
- He make sure the team effort not only succeed on paper.

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
6. Can be counted on to add value wherever they are involved.	15	3.20	93.3	7%	60%		33%
7. Demonstrates the analytical skills to do their job.	15	3.20	86.7	13%	53%		33%
8. Produces high quality work.	15	3.40	93.3	7%	47%		47%
9. Is planful and organized.	15	3.47	93.3	7%	40%		53%
10. Takes a lot of pride in their work.	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. Can be counted on to add value wherever they are involved.	3.24	3.20	-0.04 ▼
7. Demonstrates the analytical skills to do their job.	3.41	3.20	-0.21 ▼
8. Produces high quality work.	3.24	3.40	+0.16 ▲
9. Is planful and organized.	3.18	3.47	+0.29 ▲
10. Takes a lot of pride in their work.	3.35	3.47	+0.11 ▲

Comments:

- My only constructive feedback would be for him to continue to be aware of how his personal style when he has strong feelings about something can, at times, shut down contrary views/opinions from the group. He may want to consider open ended questions from others to draw out their thoughts and then sharing his perspective as a balance.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, he always ensures there is a purpose behind the work that's being accomplished.
- _____ has improved on his quick assessment of situations and as a result it has helped me improve also
- Does well in most technical skills and is willing to learn anything that is new
- He leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- One of the best supervisors that I have had.

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
11. Is consistent in ethical behavior, demonstrating professionalism and a commitment to the company's values.	15	3.53	100.0	47%	53%		
12. Always exhibits a high standard of ethics and integrity	15	3.27	100.0	73%	27%		
13. Does the right thing even when negative consequence may result.	15	3.33	100.0	67%	33%		
14. Pays attention to the "little things" to help maintain a positive reputation.	15	3.13	86.7	13%	60%	27%	
15. Willing to issue product recalls if necessary.	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. Is consistent in ethical behavior, demonstrating professionalism and a commitment to the company's values.	3.47	3.53	+0.06 ▲
12. Always exhibits a high standard of ethics and integrity	3.47	3.27	-0.20 ▼
13. Does the right thing even when negative consequence may result.	3.35	3.33	-0.02 ▼
14. Pays attention to the "little things" to help maintain a positive reputation.	3.18	3.13	-0.04 ▼
15. Willing to issue product recalls if necessary.	3.00	3.07	+0.07 ▲

Comments:

- Appreciate _____'s dedication to making the facilities cleaner. Results are evident.
- _____ is very cognizant of areas for improvement. He has made a huge impact on how the department functions.
- _____ is very supportive of my thoughts and ideas. He provides me with clear and concise feedback so that I can improve and grow.
- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- He is decisive about budgets, emergency preparedness, and safety.
- Balancing a demanding work load for his staff, he has always allocated great resources to get our work moving forward. He is a real pro.

Professional 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
16. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	3.40	93.3	7%	47%	47%	
17. Contributing fully to the extent of their skills	15	3.27	93.3	7%	60%	33%	
18. Allows employees to fully participate in employee training and professional development.	14	3.00	92.9	7%	79%	14%	
19. Seeks opportunities for continuous learning.	15	3.47	100.0		53%	47%	
20. Keep themselves up-to-date of technical/professional issues	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. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.65	3.40	-0.25 ▼
17. Contributing fully to the extent of their skills	3.47	3.27	-0.20 ▼
18. Allows employees to fully participate in employee training and professional development.	3.12	3.00	-0.12 ▼
19. Seeks opportunities for continuous learning.	3.59	3.47	-0.12 ▼
20. Keep themselves up-to-date of technical/professional issues	3.29	3.40	+0.11 ▲

Comments:

- Is sincerely a role model for everything one would look for in a role model as a team member.
- He has never said he was too busy for me or stated come back later. I think [CompanyName] is very lucky to have him as a manager.
- _____ should consider continuing to expand his technical expertise and understanding of Epic beyond his comfort zone.
- _____ is a good leader because he gives examples through his own behavior.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- I am having a hard time evaluating the last four. _____ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.

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
21. Processes payroll information.	15	3.53	100.0	47%	53%		
22. Displays a professional presence when interacting with others.	15	3.00	80.0	20%	60%	20%	
23. Books travel arrangements by purchasing tickets for transportation and securing accommodations.	15	2.87	80.0	20%	73%	7%	
24. Maintains a clear and positive tone when speaking avoiding mumbling or use of slang terms.	15	3.47	100.0	53%	47%		
25. Implements and uses performance measures.	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. Processes payroll information.	3.35	3.53	+0.18 ▲
22. Displays a professional presence when interacting with others.	3.00	3.00	
23. Books travel arrangements by purchasing tickets for transportation and securing accommodations.	2.88	2.87	-0.02 ▼
24. Maintains a clear and positive tone when speaking avoiding mumbling or use of slang terms.	3.00	3.47	+0.47 ▲
25. Implements and uses performance measures.	3.76	3.67	-0.10 ▼

Comments:

- I appreciate his helpful and cheerful outlook!
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- He is respectful of the people he works with regardless of the level in the organization.
- I know that _____ would want me to include suggestions on how he could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what he could do differently to improve as a leader. Maybe allow Christmas decor before December?
- Communication to staff has greatly improved.
- _____ always put our customers first. This is very appropriate and in line with our mission and executive communications.

Innovation

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
26. Challenges current procedures / processes to develop new solutions.	15	3.40	93.3	7%	47%	47%	
27. Utilizes disruptive innovation to help managers transform conventional business models, making products and services more accessible and affordable.	15	3.33	93.3	7%	53%	40%	
28. Explores new ways of doing things.	15	3.53	100.0		47%	53%	
29. Creates a safe environment for idea-sharing.	15	3.67	100.0		33%	67%	
30. Creates new programs and systems.	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. Challenges current procedures / processes to develop new solutions.	3.53	3.40	-0.13 ▼
27. Utilizes disruptive innovation to help managers transform conventional business models, making products and services more accessible and affordable.	3.12	3.33	+0.22 ▲
28. Explores new ways of doing things.	3.41	3.53	+0.12 ▲
29. Creates a safe environment for idea-sharing.	3.59	3.67	+0.08 ▲
30. Creates new programs and systems.	3.41	3.33	-0.08 ▼

Comments:

- He has made improvements in organizing my time and meeting deadlines. However, he still sometimes get bogged down in process and needs to just make decisions.
- Increase in confidence. Being willing to lean into the uncomfortable.
- Everyone who works with _____ knows he's results-oriented and has amazing insights into human behavior and its motivations.
- You can count on _____ to be honest and stay true to commitments.
- He has also greatly improved his communication.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.

Commitment To Result

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Able to focus on a task even when working alone.	15	3.20	86.7	13%	53%		33%
32. Maintains persistence and dedication to achieving results.	15	3.40	100.0		60%		40%
33. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	3.20	86.7	13%	53%		33%
34. Takes immediate action toward goals.	15	3.27	93.3	7%	60%		33%
35. Encourages commitment in others to obtain results.	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. Able to focus on a task even when working alone.	3.18	3.20	+0.02 ▲
32. Maintains persistence and dedication to achieving results.	3.35	3.40	+0.05 ▲
33. Willing to do whatever it takes-not afraid to have to put in extra effort.	3.18	3.20	+0.02 ▲
34. Takes immediate action toward goals.	2.88	3.27	+0.38 ▲
35. Encourages commitment in others to obtain results.	3.18	3.00	-0.18 ▼

Comments:

- I have witnessed his supporting and encouraging the strengths of his team while managing their weaknesses.
- One of the best supervisors that I have had.
- _____ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him with some feeling of success. While it is true that not everything can be important if everything is important, _____ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. _____ has a solid reputation for being a direct communicator and his opinion is respected in our group.
- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- _____ promotes and encourages teambuilding throughout the entire department.
- He has taken the proverbial "ball" and ran with it in a way that shows excellence in his endeavor.

Safety

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
36. Is not afraid to question a potential safety issue observed in the workplace.	15	3.20	93.3	7%	67%		27%
37. Identifies and addresses safety needs.	15	3.27	93.3	7%	60%		33%
38. Encourages others to attend safety training.	15	3.27	86.7	13%	47%		40%
39. Supports our company's safety programs.	15	3.13	86.7	13%	60%		27%
40. Works to implement corrective safety measures.	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 not afraid to question a potential safety issue observed in the workplace.	3.18	3.20	+0.02 ▲
37. Identifies and addresses safety needs.	3.35	3.27	-0.09 ▼
38. Encourages others to attend safety training.	3.24	3.27	+0.03 ▲
39. Supports our company's safety programs.	3.59	3.13	-0.45 ▼
40. Works to implement corrective safety measures.	3.29	3.40	+0.11 ▲

Comments:

- _____ has been a strong leader at [CompanyName] for many years, and he will be missed.
- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.
- Experience, mentoring and self-confidence.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- _____ offers support to his managers in a style that is engaging, consistent, and motivating.
- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.

Trustworthy

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Is trustworthy; is someone I can trust.	15	3.33	93.3	7%	53%	40%	
42. Builds and maintains the trust of others.	15	3.33	93.3	7%	53%	40%	
43. Communicates an understanding of the other person's interests, needs and concerns.	15	3.13	86.7	13%	60%	27%	
44. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.00	86.7	13%	73%	13%	
45. Takes ownership, delivers on commitments	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. Is trustworthy; is someone I can trust.	3.29	3.33	+0.04 ▲
42. Builds and maintains the trust of others.	3.41	3.33	-0.08 ▼
43. Communicates an understanding of the other person's interests, needs and concerns.	3.35	3.13	-0.22 ▼
44. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.18	3.00	-0.18 ▼
45. Takes ownership, delivers on commitments	3.35	3.53	+0.18 ▲

Comments:

- Provide regular updates on the progress of work/tasks/projects.
- He has a calm demeanor and willingness to help with anything.
- Positive energy and a team player.
- _____ does an excellent job as a leader. He has been presented with many challenges in the last year and has remained positive for his staff.
- _____ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- _____ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Makes plans and follows through.	15	3.00	86.7	13%	73%		13%
47. Closely follows the plan established for the department.	15	3.20	93.3	7%	60%		33%
48. Determines what supplies/equipment will be needed for the job.	15	3.20	93.3	7%	67%		27%
49. Makes strategic and tactical decisions to guide the logistics process.	15	3.40	93.3	7%	47%		47%
50. Creates effective project plans.	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

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

Item	2024	2025	Change
46. Makes plans and follows through.	3.24	3.00	-0.24 ▼
47. Closely follows the plan established for the department.	3.00	3.20	+0.20 ▲
48. Determines what supplies/equipment will be needed for the job.	3.18	3.20	+0.02 ▲
49. Makes strategic and tactical decisions to guide the logistics process.	3.35	3.40	+0.05 ▲
50. Creates effective project plans.	3.29	3.13	-0.16 ▼

Comments:

- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.
- He is detailed when presenting a plan.
- _____ Communicated well with his staff, as we define our new roles _____ is always there to give us direction.
- _____ seems to excel in his perspective of the organization as a whole, and how his departments contribute and support the organization, as well as how the organization lends support to us.
- _____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- _____ excels at customer service and keeping our team focused on the customer.

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?

- _____ does a great job of keeping the lines of communication and this is appreciated.
- _____ is very sharp and plays a vital role in this organization
- _____ demonstrates daily his engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- He could benefit from becoming more comfortable challenging others.
- As a leader, I can clearly see that _____ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.
- He is very careful to choose someone that has the skills he desires and who will also be a good fit.

What do you like best about working with this individual?

- 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.
- One of the things that I most appreciate about _____ is his willingness to mentor and grow new talent.
- _____ exceeds all expectations in all aspects of his job and the jobs of others when helping on the floor.
- He holds everyone to such a high standard, you don't want to disappoint him.
- Before _____ came into the position it seemed that the department was a dump.
- The team should be able to function independently when he's not here, but his involvement in projects at the staff level prevents them from doing that because they feel they need his input, permission or approval before moving forward. If he left the day-to-day work to the director to handle, including management of the team, his role could be more focused on setting direction and a vision for the department vs. getting involved in daily or routine tasks.

What do you like least about working with this individual?

- _____ uses his available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- _____ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- _____ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- _____ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- _____ has improved in his interaction with other departments. But this is an area that he could continue to work on.

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

- _____ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- _____ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- He is very effective and he has learned so much about our product.
- _____ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- Sometimes it seems like _____'s priorities or expectations shift unexpectedly.
- _____ provides the appropriate amount of direction without being too hands-off or overbearing.

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

- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- _____ has been wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- _____ is such an inspiration and role model to me, I feel empowered by him to make sound decisions.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- _____'s priority is our customers and community.

Any final comments?

- _____ is a great role model and leader. Others could learn from his style.
- He has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping his attention on improving his department.
- _____ leads by example. Great Employee engagement.
- _____ is very reliable, respectful and ethical in his leadership.
- Experience, mentoring and self-confidence.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.