



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.

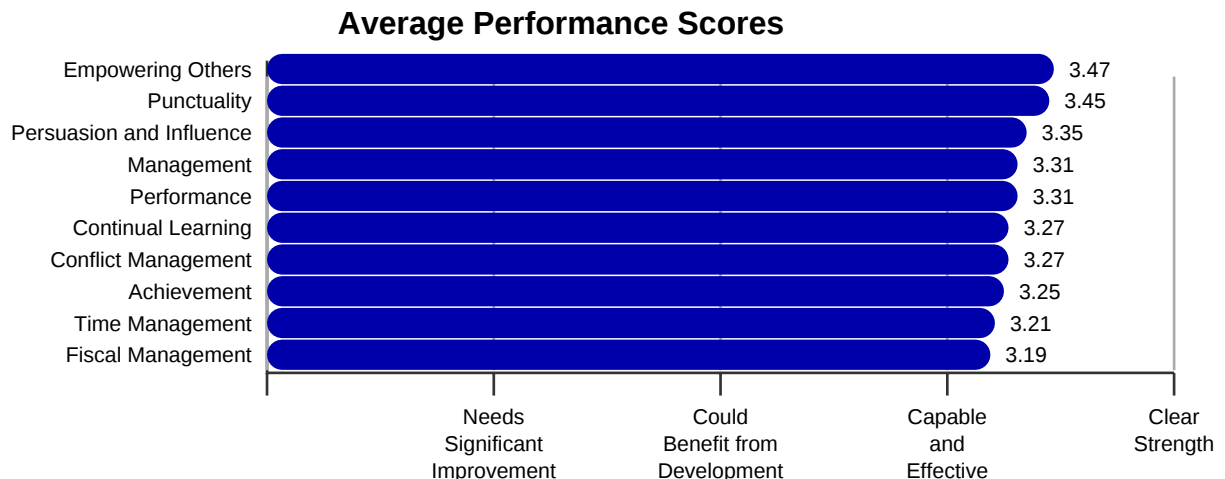
What to Do with Your Feedback

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Values the expertise that others bring to the team.	15	3.20	93.3	7%	67%		27%
2. Encourages independent, original thinking and creative problem-solving.	15	3.87	100.0	13%	87%		
3. Allows employees to take on more responsibilities.	15	3.33	93.3	7%	53%		40%
4. Includes others in the decision making process.	15	3.60	93.3	7%	27%	67%	
5. Recognizes the accomplishments of employees when they complete important assignments.	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. Values the expertise that others bring to the team.	3.29	3.20	-0.09 ▼
2. Encourages independent, original thinking and creative problem-solving.	3.65	3.87	+0.22 ▲
3. Allows employees to take on more responsibilities.	3.18	3.33	+0.16 ▲
4. Includes others in the decision making process.	3.41	3.60	+0.19 ▲
5. Recognizes the accomplishments of employees when they complete important assignments.	3.24	3.33	+0.10 ▲

Comments:

- ___ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- ___ delegates very effectively.
- I appreciate her perspective and guidance on a variety of things.
- 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 fantastic leader who understands her team and can engage and motivate them towards organizational objectives.

Persuasion and Influence

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
6. Uses clear examples and measurable results to support arguments, making complex issues more tangible.	15	3.20	93.3	7%	60%		33%
7. Obtains the support of others to accomplish goals.	15	3.20	86.7	13%	53%		33%
8. Designs communication strategies that sequence information logically, building understanding and commitment step by step.	15	3.40	93.3	7%	47%		47%
9. Monitors cues - verbal, nonverbal, and organizational - to adjust strategy in real time.	15	3.47	93.3	7%	40%		53%
10. Uses public methods of communication to impact the greatest number of individuals.	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. Uses clear examples and measurable results to support arguments, making complex issues more tangible.	3.24	3.20	-0.04 ▼
7. Obtains the support of others to accomplish goals.	3.41	3.20	-0.21 ▼
8. Designs communication strategies that sequence information logically, building understanding and commitment step by step.	3.24	3.40	+0.16 ▲
9. Monitors cues - verbal, nonverbal, and organizational - to adjust strategy in real time.	3.18	3.47	+0.29 ▲
10. Uses public methods of communication to impact the greatest number of individuals.	3.35	3.47	+0.11 ▲

Comments:

- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- ___ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- She has been both a great co-worker and mentor to me.
- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.

Continual Learning

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Seeks opportunities to grow in skills and knowledge.	15	3.53	100.0	47%	53%		
12. Is open to new ideas and concepts.	15	3.27	100.0	73%	27%		
13. Pursues self-improvement through continual learning.	15	3.33	100.0	67%	33%		
14. Grasps new ideas, concepts, technical, or business knowledge.	15	3.13	86.7	13%	60%	27%	
15. Pursues professional development opportunities when they arise.	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. Seeks opportunities to grow in skills and knowledge.	3.47	3.53	+0.06 ▲
12. Is open to new ideas and concepts.	3.47	3.27	-0.20 ▼
13. Pursues self-improvement through continual learning.	3.35	3.33	-0.02 ▼
14. Grasps new ideas, concepts, technical, or business knowledge.	3.18	3.13	-0.04 ▼
15. Pursues professional development opportunities when they arise.	3.00	3.07	+0.07 ▲

Comments:

- ___ does an amazing job of keeping us well informed of changes, and consistently asking us if we understand our roles and responsibilities and if there is anything we need to fulfill our position.
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- Always has a positive, cheerful, and strong attitude.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- ___ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.

Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Assesses the resource demands of the organization/department.	15	3.40	93.3	7%	47%	47%	
17. Connects individual responsibilities to broader organizational objectives.	15	3.27	93.3	7%	60%	33%	
18. Defines the scope of requirements for the current and future resources and competences of the organization.	14	3.00	92.9	7%	79%	14%	
19. Encourages employees to avoid distractions from personal phone or other personal devices.	15	3.47	100.0		53%	47%	
20. Makes decisions that deliver immediate value while advancing long-term strategic goals.	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. Assesses the resource demands of the organization/department.	3.65	3.40	-0.25 ▼
17. Connects individual responsibilities to broader organizational objectives.	3.47	3.27	-0.20 ▼
18. Defines the scope of requirements for the current and future resources and competences of the organization.	3.12	3.00	-0.12 ▼
19. Encourages employees to avoid distractions from personal phone or other personal devices.	3.59	3.47	-0.12 ▼
20. Makes decisions that deliver immediate value while advancing long-term strategic goals.	3.29	3.40	+0.11 ▲

Comments:

- ___ established an environment in which teamwork and creativity flourished.
- I look to her for guidance and support. It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- She's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).
- She looks for ways to improve processes, involves her team in the process improvements, and shares with others what her team has accomplished.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.

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
21. ...Overall Performance	15	3.53	100.0	47%		53%	
22. Effective in performing his/her job.	15	3.00	80.0	20%	60%		20%
23. Has great overall performance	15	2.87	80.0	20%	73%		7%
24. Able to organize work.	15	3.47	100.0	53%		47%	
25. Listens and responds to issues and problems	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. ...Overall Performance	3.35	3.53	+0.18 ▲
22. Effective in performing his/her job.	3.00	3.00	
23. Has great overall performance	2.88	2.87	-0.02 ▼
24. Able to organize work.	3.00	3.47	+0.47 ▲
25. Listens and responds to issues and problems	3.76	3.67	-0.10 ▼

Comments:

- She always takes the time to listen to all of us and never gives you the impression that she's rushing you. She doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that she will really HEAR YOU!
- ___ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- I am impressed with her commitment to task and job knowledge.
- Communication to entire team is excellent and helps engage all staff. ___'s visibility to her team has been very positive.
- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.

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
26. Starts meetings on time.	15	3.40	93.3	7%	47%	47%	
27. Responds to requests for information in a timely manner.	15	3.33	93.3	7%	53%	40%	
28. Starts the workday when scheduled.	15	3.53	100.0		47%	53%	
29. Maintains an efficient schedule of activities.	15	3.67	100.0		33%	67%	
30. Avoids making personal phone calls during working hours.	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. Starts meetings on time.	3.53	3.40	-0.13 ▼
27. Responds to requests for information in a timely manner.	3.12	3.33	+0.22 ▲
28. Starts the workday when scheduled.	3.41	3.53	+0.12 ▲
29. Maintains an efficient schedule of activities.	3.59	3.67	+0.08 ▲
30. Avoids making personal phone calls during working hours.	3.41	3.33	-0.08 ▼

Comments:

- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- Positive energy and a team player.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.
- She is fully engaged in her work and shares her professional goals and projects so her team is aware of what she is working on and how the work of each team members fits within the departmental goals.
- ___ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- ___ 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.

Time Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Implements automation wherever possible.	15	3.20	86.7	13%	53%	33%	
32. Delegates with clarity, providing direction and expectations to ensure successful follow-through.	15	3.40	100.0		60%	40%	
33. Emphasizes punctuality in the department and makes sure employees know they are expected to be on time.	15	3.20	86.7	13%	53%	33%	
34. Allows for time buffers between tasks so that the schedule does not become delayed due to unforeseen circumstances.	15	3.27	93.3	7%	60%	33%	
35. Is concerned about adhering to the schedule.	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. Implements automation wherever possible.	3.18	3.20	+0.02 ▲
32. Delegates with clarity, providing direction and expectations to ensure successful follow-through.	3.35	3.40	+0.05 ▲
33. Emphasizes punctuality in the department and makes sure employees know they are expected to be on time.	3.18	3.20	+0.02 ▲
34. Allows for time buffers between tasks so that the schedule does not become delayed due to unforeseen circumstances.	2.88	3.27	+0.38 ▲
35. Is concerned about adhering to the schedule.	3.18	3.00	-0.18 ▼

Comments:

- ___ has also attended many off-site events to show her support to department staff.
- I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- Provide regular updates on the progress of work/tasks/projects.
- She is very professional and caring in her job
- She has taken the proverbial "ball" and ran with it in a way that shows excellence in her endeavor.
- I appreciate the straight forward style of leadership ___ uses.

Achievement

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	15	3.20	93.3	7%	67%		27%
37. Rapidly completes tasks and assignments.	15	3.27	93.3	7%	60%		33%
38. Takes immediate action of projects that fall behind schedule.	15	3.27	86.7	13%	47%		40%
39. Moves decisively in high-risk situations to secure long-term achievements.	15	3.13	86.7	13%	60%		27%
40. Maintains a disciplined and strategic approach to goal achievement, ensuring efficiency and effectiveness.	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. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	3.18	3.20	+0.02 ▲
37. Rapidly completes tasks and assignments.	3.35	3.27	-0.09 ▼
38. Takes immediate action of projects that fall behind schedule.	3.24	3.27	+0.03 ▲
39. Moves decisively in high-risk situations to secure long-term achievements.	3.59	3.13	-0.45 ▼
40. Maintains a disciplined and strategic approach to goal achievement, ensuring efficiency and effectiveness.	3.29	3.40	+0.11 ▲

Comments:

- ___ has nothing but [CompanyName]'s best interest at heart.
- ___ excels at customer service and keeping our team focused on the customer.
- She knows her material and obviously loves the continued learning that defines best practices.
- Cannot think of anything
- ___ is a strong advocate for both the customer and staff.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.

Conflict Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Promotes mutual compromise to achieve conflict resolution.	15	3.33	93.3	7%	53%	40%	
42. Persuades individuals to alter their underlying work behaviors which may have led to the conflict.	15	3.33	93.3	7%	53%	40%	
43. Empowers employees to take ownership of conflict outcomes, fostering a sense of agency and continuous improvement.	15	3.13	86.7	13%	60%	27%	
44. Demonstrates empathy and insight by recognizing what's driving the conflict beneath the surface.	15	3.00	86.7	13%	73%	13%	
45. Promotes a culture where conflicts are seen as opportunities for change, not threats.	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. Promotes mutual compromise to achieve conflict resolution.	3.29	3.33	+0.04 ▲
42. Persuades individuals to alter their underlying work behaviors which may have led to the conflict.	3.41	3.33	-0.08 ▼
43. Empowers employees to take ownership of conflict outcomes, fostering a sense of agency and continuous improvement.	3.35	3.13	-0.22 ▼
44. Demonstrates empathy and insight by recognizing what's driving the conflict beneath the surface.	3.18	3.00	-0.18 ▼
45. Promotes a culture where conflicts are seen as opportunities for change, not threats.	3.35	3.53	+0.18 ▲

Comments:

- ___ 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.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- ___ leads by example. Great Employee engagement.
- I really appreciate her as a member of the team.
- She's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).
- ___ is a great team member who cares about her team, the quality of her work, and the organization.

Fiscal Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Monitors spending.	15	3.00	86.7	13%	73%		13%
47. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.20	93.3	7%	60%		33%
48. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.20	93.3	7%	67%		27%
49. Develops budgets and plans for various programs and initiatives.	15	3.40	93.3	7%	47%		47%
50. Keeps excellent records for financial transparency.	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. Monitors spending.	3.24	3.00	-0.24 ▼
47. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.00	3.20	+0.20 ▲
48. Ensures others follow the correct rules and regulations on fiscal matters.	3.18	3.20	+0.02 ▲
49. Develops budgets and plans for various programs and initiatives.	3.35	3.40	+0.05 ▲
50. Keeps excellent records for financial transparency.	3.29	3.13	-0.16 ▼

Comments:

- I have never known ___ to not hire for talent.
- ___ has done tremendous work this past year in the Finance team.
- I her role as a director, I have seen ___ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- As mentioned above, good collaboration.
- ___ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- ___ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.

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?

- ___ leads by example. Great Employee engagement.
- Takes complete ownership of role and looks for ways to assist teammates.
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- ___ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- She strives for self improvement and is heavily invested in the same for others.
- Has the experience needed.

What do you like best about working with this individual?

- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- ___ has shown tremendous leadership. Always approachable and encourages her staff to provide feedback to better the organization.
- I feel as though I have a shared decision making relationship with ___ which makes me feel valued. She supports me and values my opinion.
- I would encourage her to share with others the work going on in her area in this regard. It deserves to be recognized and shared.
- She encourages staff skill development and input to improve department processes
- ___ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.

What do you like least about working with this individual?

- Communicate regularly with the whole company, not just one department.
- Great year of growth!
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position
- ___ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- Please know that stress can occasionally slow down progress.

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

- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- ___ is very supportive to staff and offers many opportunities for staff to grow.
- She holds everyone to such a high standard, you don't want to disappoint her.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- She allows self-starter employees to take ownership of tasks/improvements and doesn't hover, but is available when you need her. She has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- ___ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about ___ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.

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

- It doesn't feel like ___'s been at her best this year. She seems disconnected from the work of her group.
- ___ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- ___ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- Our organization is a better place because of her and her future focus.
- She involves our team and holds us accountable out of respect.
- I look to her for guidance and support. It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.

Any final comments?

- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.
- ___ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- ___ is always looking for ways to improve our workflow and values input from the team members. On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- ___'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.