



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.

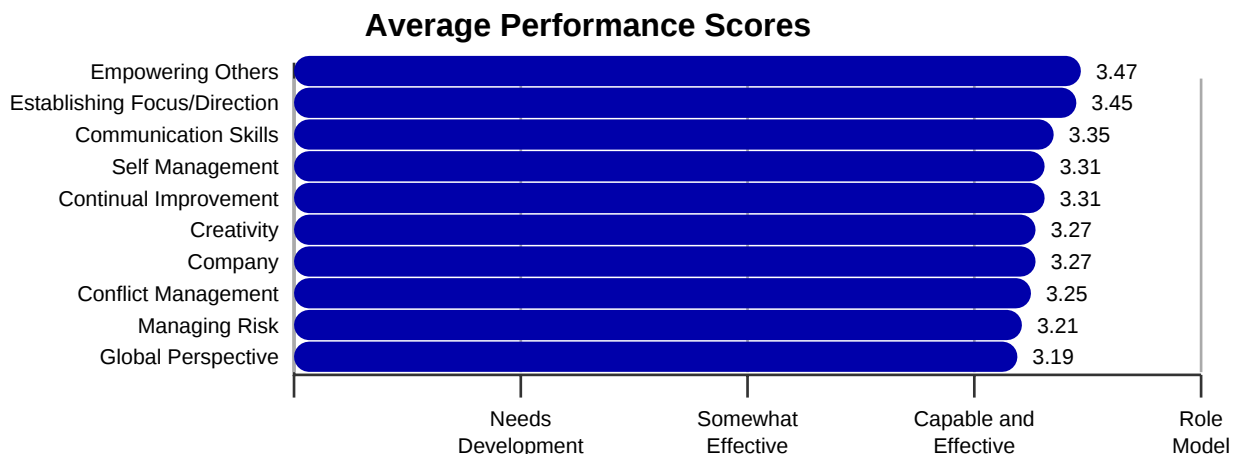
What to Do with Your Feedback

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

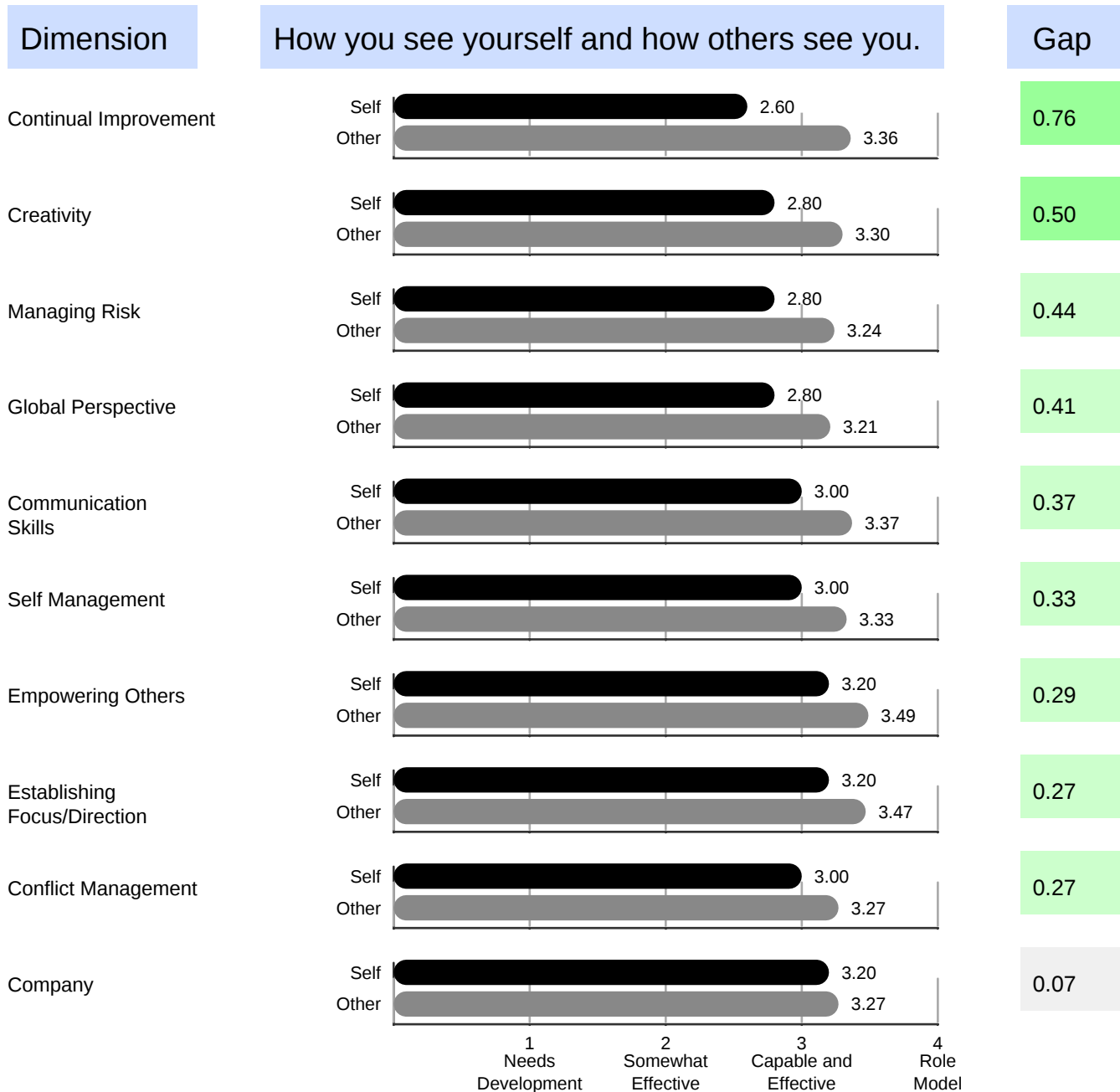
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Supports the decisions of others.	15	3.20	93.3	7%	67%		27%
2. Provides support and resources needed to accomplish goals.	15	3.87	100.0	13%	87%		
3. Gives employees important tasks to expand their career options.	15	3.33	93.3	7%	53%		40%
4. Delegates authority to employees and allows them to make their own decisions.	15	3.60	93.3	7%	27%	67%	
5. Allows subordinates to perform mission critical tasks.	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. Supports the decisions of others.	3.29	3.20	-0.09 ▼
2. Provides support and resources needed to accomplish goals.	3.65	3.87	+0.22 ▲
3. Gives employees important tasks to expand their career options.	3.18	3.33	+0.16 ▲
4. Delegates authority to employees and allows them to make their own decisions.	3.41	3.60	+0.19 ▲
5. Allows subordinates to perform mission critical tasks.	3.24	3.33	+0.10 ▲

Comments:

- ___ has been a consistent resource to the Operations teams as we work in improving our scores.
- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- 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.
- The few problems we have experienced during these changes is a reflection of ___'s leadership.
- I think that ___ is making good strides in setting expectations through clear communication.
- As a new Manager to the area, ___ was subjected to a review of department services. This was tough on her, but she did very well with it.

Communication Skills

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. Conducts regular performance feedback discussions with individuals and teams	15	3.20	93.3	7%	60%		33%
7. Updates others on changes or progress in plans and goals.	15	3.20	86.7	13%	53%		33%
8. Implements performance appraisals focused on employee development using SMART criteria	15	3.40	93.3	7%	47%		47%
9. Checks for understanding throughout conversations or group presentations/discussions	15	3.47	93.3	7%	40%		53%
10. Confidently interacts with all tiers of the organization.	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. Conducts regular performance feedback discussions with individuals and teams	3.24	3.20	-0.04 ▼
7. Updates others on changes or progress in plans and goals.	3.41	3.20	-0.21 ▼
8. Implements performance appraisals focused on employee development using SMART criteria	3.24	3.40	+0.16 ▲
9. Checks for understanding throughout conversations or group presentations/discussions	3.18	3.47	+0.29 ▲
10. Confidently interacts with all tiers of the organization.	3.35	3.47	+0.11 ▲

Comments:

- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.
- The role of interim director is new to ___ and since she is still learning that, it impacts her ability to make sound judgements in her daily work.
- ___ is very clear about her expectations and I appreciate this.
- ___ is a valued member of the department.
- Dependability, with whatever is needed.
- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.

Creativity

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Connects with peers across functions to spark new thinking.	15	3.53	100.0	47%		53%	
12. Creatively solves difficult problems.	15	3.27	100.0	73%			27%
13. Breaks from the familiar patterns to uncover radically different possibilities.	15	3.33	100.0	67%			33%
14. Creates new product lines.	15	3.13	86.7	13%	60%		27%
15. Reflects on new learning to inspire imaginative thinking.	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. Connects with peers across functions to spark new thinking.	3.47	3.53	+0.06 ▲
12. Creatively solves difficult problems.	3.47	3.27	-0.20 ▼
13. Breaks from the familiar patterns to uncover radically different possibilities.	3.35	3.33	-0.02 ▼
14. Creates new product lines.	3.18	3.13	-0.04 ▼
15. Reflects on new learning to inspire imaginative thinking.	3.00	3.07	+0.07 ▲

Comments:

- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- ___ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- ___ 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 she supervises.
- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- She is very collaborative and always attempts to work with others.

Self 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.40	93.3	7%	47%	47%	
17. Analyzes interpersonal problems instead of reacting to them.	15	3.27	93.3	7%	60%	33%	
18. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	14	3.00	92.9	7%	79%	14%	
19. Does not allow own emotions to interfere with the performance of others.	15	3.47	100.0		53%	47%	
20. Uses patience and self-control in working with customers and associates.	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. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.65	3.40	-0.25 ▼
17. Analyzes interpersonal problems instead of reacting to them.	3.47	3.27	-0.20 ▼
18. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.12	3.00	-0.12 ▼
19. Does not allow own emotions to interfere with the performance of others.	3.59	3.47	-0.12 ▼
20. Uses patience and self-control in working with customers and associates.	3.29	3.40	+0.11 ▲

Comments:

- ___ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. ___ has shown marked improvement in being present when needed in the department.
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.
- ___ handles every situation in a professional manner and she responds promptly to requests.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.
- ___ is an extremely effective leader.
- It has been a wonderful having ___ as our manager so far, the future looks brighter!

Continual Improvement

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. Promotes training and development opportunities to enhance job performance.	15	3.53	100.0	47%		53%	
22. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.00	80.0	20%	60%		20%
23. Open to the suggestions from others.	15	2.87	80.0	20%	73%		7%
24. Looks for ways to expand current job responsibilities.	15	3.47	100.0	53%		47%	
25. Looks for ways to improve work processes and procedures.	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. Promotes training and development opportunities to enhance job performance.	3.35	3.53	+0.18 ▲
22. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.00	3.00	
23. Open to the suggestions from others.	2.88	2.87	-0.02 ▼
24. Looks for ways to expand current job responsibilities.	3.00	3.47	+0.47 ▲
25. Looks for ways to improve work processes and procedures.	3.76	3.67	-0.10 ▼

Comments:

- She had done amazingly well considering all of the global threats to the product line.
- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!
- I think she is doing really good work and I found that to be one area I could list that might help.
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- She does not settle- but will continue a search until the right fit is found.
- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for ___ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.

Establishing Focus/Direction

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. Helps guide employees with prioritizing tasks.	15	3.40	93.3	7%	47%	47%	
27. Balances team workload by redistributing tasks when capacity or availability changes.	15	3.33	93.3	7%	53%	40%	
28. Analyzes metrics such as project completion rates, quality of work, or customer satisfaction scores.	15	3.53	100.0		47%	53%	
29. Sets expectations for acceptable job performance.	15	3.67	100.0		33%	67%	
30. Seeks to understand any external factors that might impact projects being worked on by the department.	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. Helps guide employees with prioritizing tasks.	3.53	3.40	-0.13 ▼
27. Balances team workload by redistributing tasks when capacity or availability changes.	3.12	3.33	+0.22 ▲
28. Analyzes metrics such as project completion rates, quality of work, or customer satisfaction scores.	3.41	3.53	+0.12 ▲
29. Sets expectations for acceptable job performance.	3.59	3.67	+0.08 ▲
30. Seeks to understand any external factors that might impact projects being worked on by the department.	3.41	3.33	-0.08 ▼

Comments:

- I have not seen a lot of shared decision making. What I have see is her telling them what she needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again she has not had a lot of time to do this.
- ___ sometimes struggles with clarity in her communication and her understanding of operational issues.
- ___ is an excellent employee, I do not know of any areas that need improvement.
- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- I admire her ability to think constructively and to always wanting to make sure what she is doing is the right thing and yet open to small tests of change, when warranted.
- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.

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
31. Turns risks into opportunities for advancement.	15	3.20	86.7	13%	53%	33%	
32. Accurately perceives potential risks in the workplace.	15	3.40	100.0		60%	40%	
33. Monitors enterprise risk management activities for their impact and effectiveness on mitigating risks.	15	3.20	86.7	13%	53%	33%	
34. Ensures all components of risk management are in place.	15	3.27	93.3	7%	60%	33%	
35. Conducts regular audit of the risk management framework.	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. Turns risks into opportunities for advancement.	3.18	3.20	+0.02 ▲
32. Accurately perceives potential risks in the workplace.	3.35	3.40	+0.05 ▲
33. Monitors enterprise risk management activities for their impact and effectiveness on mitigating risks.	3.18	3.20	+0.02 ▲
34. Ensures all components of risk management are in place.	2.88	3.27	+0.38 ▲
35. Conducts regular audit of the risk management framework.	3.18	3.00	-0.18 ▼

Comments:

- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- She is very collaborative and always attempts to work with others.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- She is a high energy individual, with a level of integrity that goes above and beyond.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. Examines differences and disagreements for creative and strategic resolutions.	15	3.20	93.3	7%	67%		27%
37. Translates abstract concerns into actionable steps, helping teams move from confusion to clarity.	15	3.27	93.3	7%	60%		33%
38. Quickly responds to important issues.	15	3.27	86.7	13%	47%		40%
39. Is open and honest to avoid misunderstandings.	15	3.13	86.7	13%	60%		27%
40. Crafts messages that resonate better with the parties involved, making it easier to convey concerns and perspectives in a constructive manner.	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. Examines differences and disagreements for creative and strategic resolutions.	3.18	3.20	+0.02 ▲
37. Translates abstract concerns into actionable steps, helping teams move from confusion to clarity.	3.35	3.27	-0.09 ▼
38. Quickly responds to important issues.	3.24	3.27	+0.03 ▲
39. Is open and honest to avoid misunderstandings.	3.59	3.13	-0.45 ▼
40. Crafts messages that resonate better with the parties involved, making it easier to convey concerns and perspectives in a constructive manner.	3.29	3.40	+0.11 ▲

Comments:

- ___ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.
- I admire ___ for showing courage, compassion and commitment during her recent team sessions.
- ___ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- 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.
- She knows what her customers needs and seeks to find the best individual to fill those roles.
- ___ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.

Company

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. Effectively represents the department in company gatherings.	15	3.33	93.3	7%	53%	40%	
42. Encourages employees to be proud to be part of the company.	15	3.33	93.3	7%	53%	40%	
43. Tracks and communicates the company's community contributions to reinforce accountability and pride.	15	3.13	86.7	13%	60%	27%	
44. Promotes a speak-up culture where ethical concerns are welcomed and addressed constructively.	15	3.00	86.7	13%	73%	13%	
45. Coordinates efforts with other teams to support enterprise-wide campaigns and goals.	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. Effectively represents the department in company gatherings.	3.29	3.33	+0.04 ▲
42. Encourages employees to be proud to be part of the company.	3.41	3.33	-0.08 ▼
43. Tracks and communicates the company's community contributions to reinforce accountability and pride.	3.35	3.13	-0.22 ▼
44. Promotes a speak-up culture where ethical concerns are welcomed and addressed constructively.	3.18	3.00	-0.18 ▼
45. Coordinates efforts with other teams to support enterprise-wide campaigns and goals.	3.35	3.53	+0.18 ▲

Comments:

- She provided coaching and support to improve this individual's performance.
- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.
- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- ___ is a great resource for the organization. She is very approachable and has many years of experience to offer the many [CompanyName] departments she works with. I am on a committee that she runs and she is an excellent meeting facilitator.
- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.
- She communicates clearly and responds to request without unnecessary delay.

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
46. Cooperates with others on a global scale.	15	3.00	86.7	13%	73%		13%
47. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	3.20	93.3	7%	60%		33%
48. Attends training seminars and conferences to increase skills in working with others globally.	15	3.20	93.3	7%	67%		27%
49. Engages in problem solving with individuals outside of the country.	15	3.40	93.3	7%	47%		47%
50. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	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. Cooperates with others on a global scale.	3.24	3.00	-0.24 ▼
47. Collaborates with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	3.00	3.20	+0.20 ▲
48. Attends training seminars and conferences to increase skills in working with others globally.	3.18	3.20	+0.02 ▲
49. Engages in problem solving with individuals outside of the country.	3.35	3.40	+0.05 ▲
50. Excellent communication skills to conduct effective business with individuals from different cultures and/or countries.	3.29	3.13	-0.16 ▼

Comments:

- She effectively communicates and her communications are always professional, maintain confidentiality, courteous and timely.
- ___ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- She is well respected.
- ___ has supported me through some tough contract negotiations and she is the consummate professional.
- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.

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?

- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- ___ excels at customer service and keeping our team focused on the customer.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with her. A pleasure to work with. A+
- She has done a very good job of engaging the team in the common goal of achieving high quality outcomes.
- She makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.

What do you like best about working with this individual?

- Our department continues to have a very low loss rate.
- Appreciate ___'s calm approach
- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- I know that ___ would want me to include suggestions on how she could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader. Maybe allow Christmas decor before December?
- ___ sometimes struggles with clarity in her communication and her understanding of operational issues.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.

What do you like least about working with this individual?

- She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- I have never known ___ to not hire for talent.
- She has the desire and effort to get it right and continuously improve self and culture.
- I think having ___ as a manager is one of the reasons I've been here 10 years. She has given me great space to grow -- to make mistakes and learn from them. She's taught me about budgets, evaluations, and policies, among other things. She's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when she's most engaged and focused on the specific issue before us.
- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.

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

- ___ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask ___ and get an honest response.
- ___ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- I find her to be a stellar asset to our team at [CompanyName].
- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- ___ is excellent at providing positive feedback in the moment while in meetings.
- She has been and is a mentor for me.

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

- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- ___ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- ___ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- She sees things that others don't and always have valuable feedback for whomever she is talking/working with.
- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.

Any final comments?

- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- ___ encourages our staff to strive to be the best that we can be.
- I would like to see her expand personal long-term goals at the company.
- People come and go in this organization and I can say with no reservation that ___ is a colleague I will miss the most when she retires.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.