



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.

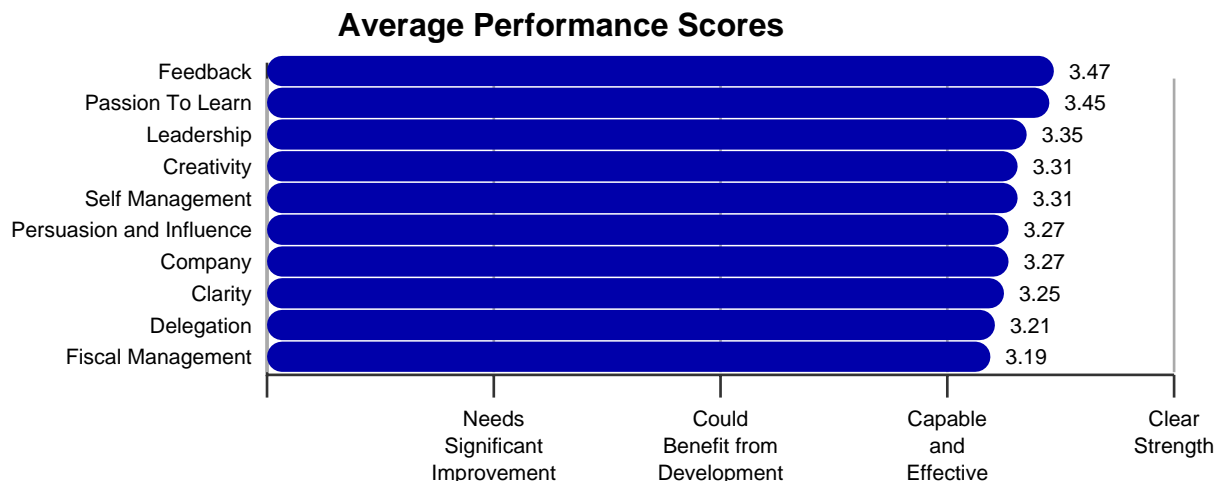
What to Do with Your Feedback

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.



Feedback

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. Implements concrete solutions to address issues identified via feedback.	15	3.20	93.3	7%	67%		27%
2. Actively seeks feedback from others.	15	3.87	100.0	13%	87%		
3. Addresses specific actions or behaviors, rather than making it about the person's character.	15	3.33	93.3	7%	53%		40%
4. Involves external stakeholders, such as customers, partners, and industry experts, to bring in fresh perspectives and innovative ideas.	15	3.60	93.3	7%	27%	67%	
5. Addresses specific issues and provides constructive advice, feedback, and helps individuals improve their performance.	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. Implements concrete solutions to address issues identified via feedback.	3.29	3.20	-0.09 ▼
2. Actively seeks feedback from others.	3.65	3.87	+0.22 ▲
3. Addresses specific actions or behaviors, rather than making it about the person's character.	3.18	3.33	+0.16 ▲
4. Involves external stakeholders, such as customers, partners, and industry experts, to bring in fresh perspectives and innovative ideas.	3.41	3.60	+0.19 ▲
5. Addresses specific issues and provides constructive advice, feedback, and helps individuals improve their performance.	3.24	3.33	+0.10 ▲

Comments:

- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- ___ is an excellent manager.
- She has been both a great co-worker and mentor to me.
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- ___ has made good judgements in hiring top notch employees.
- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.

Leadership

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. Performs effectively, even under frustrating or challenging work conditions	15	3.20	93.3	7%	60%	33%	
7. Acts decisively in implementing decisions.	15	3.20	86.7	13%	53%	33%	
8. Inspires a sense of pride and shared ownership.	15	3.40	93.3	7%	47%	47%	
9. Responds to performance feedback, identifying development opportunities (i.e., training) related to current job	15	3.47	93.3	7%	40%	53%	
10. Actively seeks input from employees and incorporates their ideas into decision-making.	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. Performs effectively, even under frustrating or challenging work conditions	3.24	3.20	-0.04 ▼
7. Acts decisively in implementing decisions.	3.41	3.20	-0.21 ▼
8. Inspires a sense of pride and shared ownership.	3.24	3.40	+0.16 ▲
9. Responds to performance feedback, identifying development opportunities (i.e., training) related to current job	3.18	3.47	+0.29 ▲
10. Actively seeks input from employees and incorporates their ideas into decision-making.	3.35	3.47	+0.11 ▲

Comments:

- She is friendly, courteous, and kind all while being very professional.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- ___ has also attended many off-site events to show her support to department staff.
- ___ is very clear about her expectations and I appreciate this.
- Job performance is excellent. Lucky to have ___ on our team.

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
11. Gains participation by others to accomplish goals.	15	3.53	100.0	47%	53%		
12. Obtains the support of others to accomplish goals.	15	3.27	100.0		73%		27%
13. Creates a compelling message that is persuasive.	15	3.33	100.0		67%		33%
14. Works to persuade others.	15	3.13	86.7	13%	60%		27%
15. Frames proposals in terms of shared benefits, linking outcomes to what matters most to the audience.	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. Gains participation by others to accomplish goals.	3.47	3.53	+0.06 ▲
12. Obtains the support of others to accomplish goals.	3.47	3.27	-0.20 ▼
13. Creates a compelling message that is persuasive.	3.35	3.33	-0.02 ▼
14. Works to persuade others.	3.18	3.13	-0.04 ▼
15. Frames proposals in terms of shared benefits, linking outcomes to what matters most to the audience.	3.00	3.07	+0.07 ▲

Comments:

- I think ___ has improved in her communication style and leadership style. Where I would suggest improvement is she can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- Provide more frequent development feedback.
- I feel as though ___ is still getting to know her management team and employees. She has only been overseeing our area for a little over 6 months. I am confident that the more we work with one another the better she will be able to acknowledge our strengths and assign responsibilities to best use those strengths. She is an excellent role model, I look forward to learning from her.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- ___ is always working to include staff in a shared decision making processes.

Creativity

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Introduces creative practices that elevate team collaboration and morale.	15	3.40	93.3	7%	47%	47%	
17. Creates a lot of new ideas.	15	3.27	93.3	7%	60%	33%	
18. Develops imaginative approaches that better serve stakeholder needs.	14	3.00	92.9	7%	79%	14%	
19. Is open to creative ideas.	15	3.47	100.0		53%	47%	
20. Regularly asks probing questions to uncover deeper possibilities.	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. Introduces creative practices that elevate team collaboration and morale.	3.65	3.40	-0.25 ▼
17. Creates a lot of new ideas.	3.47	3.27	-0.20 ▼
18. Develops imaginative approaches that better serve stakeholder needs.	3.12	3.00	-0.12 ▼
19. Is open to creative ideas.	3.59	3.47	-0.12 ▼
20. Regularly asks probing questions to uncover deeper possibilities.	3.29	3.40	+0.11 ▲

Comments:

- She is excellent at helping/coaching/problem-solving with others.
- She holds everyone to such a high standard, you don't want to disappoint her.
- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- I had the opportunity to work very closely with ___ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.
- She is a great leader.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.53	100.0	47%	53%		
22. Analyzes interpersonal problems instead of reacting to them.	15	3.00	80.0	20%	60%	20%	
23. Uses patience and self-control in working with customers and associates.	15	2.87	80.0	20%	73%	7%	
24. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.47	100.0	53%	47%		
25. Steps away from a situation to process appropriate response.	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. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.35	3.53	+0.18 ▲
22. Analyzes interpersonal problems instead of reacting to them.	3.00	3.00	
23. Uses patience and self-control in working with customers and associates.	2.88	2.87	-0.02 ▼
24. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.00	3.47	+0.47 ▲
25. Steps away from a situation to process appropriate response.	3.76	3.67	-0.10 ▼

Comments:

- Sometimes difficult to understand what is being asked. Provide more clarity.
- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- I'm not sure if management is ___'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.
- While encouraging folks to continue with their education, she is also continuing with her education.
- Don't work with her enough to observe the vast majority of these items.
- ___ delegates very effectively.

Passion To Learn

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. Enjoys learning new skills and techniques.	15	3.40	93.3	7%	47%	47%	
27. Takes initiative for own learning and development.	15	3.33	93.3	7%	53%	40%	
28. Holds self and associates accountable for goal achievement.	15	3.53	100.0		47%	53%	
29. Embraces new technology and procedures.	15	3.67	100.0		33%	67%	
30. Will participate in training classes even if offered outside of normal 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. Enjoys learning new skills and techniques.	3.53	3.40	-0.13 ▼
27. Takes initiative for own learning and development.	3.12	3.33	+0.22 ▲
28. Holds self and associates accountable for goal achievement.	3.41	3.53	+0.12 ▲
29. Embraces new technology and procedures.	3.59	3.67	+0.08 ▲
30. Will participate in training classes even if offered outside of normal working hours.	3.41	3.33	-0.08 ▼

Comments:

- I have been most impressed by ___ in the last year. Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from ___.
- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ___ does a good job.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- I respect ___ and have turned to her for advice.

Delegation

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. Keeps employees informed of any changes to plans.	15	3.20	86.7	13%	53%	33%	
32. Avoids an arbitrary delegation of duties, which can lead to inefficiencies or frustration.	15	3.40	100.0		60%	40%	
33. Encourages the employee to take ownership of the responsibility.	15	3.20	86.7	13%	53%	33%	
34. Ensures delegated tasks are completed on time.	15	3.27	93.3	7%	60%	33%	
35. Holds employees accountable for assigned tasks.	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. Keeps employees informed of any changes to plans.	3.18	3.20	+0.02 ▲
32. Avoids an arbitrary delegation of duties, which can lead to inefficiencies or frustration.	3.35	3.40	+0.05 ▲
33. Encourages the employee to take ownership of the responsibility.	3.18	3.20	+0.02 ▲
34. Ensures delegated tasks are completed on time.	2.88	3.27	+0.38 ▲
35. Holds employees accountable for assigned tasks.	3.18	3.00	-0.18 ▼

Comments:

- Each member feels they are a part of the team and knows their contribution is valued.
- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- I really appreciate and respect ___'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- ___ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.

Clarity

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Clearly defines work objectives for employees.	15	3.20	93.3	7%	67%	27%	
37. Makes sure employees understand why they were given certain assignments.	15	3.27	93.3	7%	60%	33%	
38. Checks details thoroughly.	15	3.27	86.7	13%	47%	40%	
39. Avoids stating unclear or conflicting goals.	15	3.13	86.7	13%	60%	27%	
40. Clarifies problems and their causes to help employees correct them.	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. Clearly defines work objectives for employees.	3.18	3.20	+0.02 ▲
37. Makes sure employees understand why they were given certain assignments.	3.35	3.27	-0.09 ▼
38. Checks details thoroughly.	3.24	3.27	+0.03 ▲
39. Avoids stating unclear or conflicting goals.	3.59	3.13	-0.45 ▼
40. Clarifies problems and their causes to help employees correct them.	3.29	3.40	+0.11 ▲

Comments:

- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.
- She values our feedback and takes our recommendations seriously.
- ___ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.
- She has deep technical expertise in a number of areas of human resource management.
- I have great respect and appreciation for ___. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.
- I have seen improvement and will try to encourage even more growth.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Defines clear roles and responsibilities to reduce friction and enhance coordination	15	3.33	93.3	7%	53%	40%	
42. Creates reasonable and timely policies regarding social media.	15	3.33	93.3	7%	53%	40%	
43. Paints a compelling picture of the company's future and inspires others to work toward it.	15	3.13	86.7	13%	60%	27%	
44. Works effectively across different departments at the company.	15	3.00	86.7	13%	73%	13%	
45. Encourages open dialogue and mutual support among team members.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

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

Item	2024	2025	Change
41. Defines clear roles and responsibilities to reduce friction and enhance coordination	3.29	3.33	+0.04 ▲
42. Creates reasonable and timely policies regarding social media.	3.41	3.33	-0.08 ▼
43. Paints a compelling picture of the company's future and inspires others to work toward it.	3.35	3.13	-0.22 ▼
44. Works effectively across different departments at the company.	3.18	3.00	-0.18 ▼
45. Encourages open dialogue and mutual support among team members.	3.35	3.53	+0.18 ▲

Comments:

- I think ___ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize her knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- Demonstrates an ability to remain focused on outcomes.
- Is reliable and keeps the team focused on the delivery of outcomes.

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. Provides budgeting and accounting support to the Company.	15	3.00	86.7	13%	73%		13%
47. Keeps excellent records for financial transparency.	15	3.20	93.3	7%	60%		33%
48. Develops budgets and plans for various programs and initiatives.	15	3.20	93.3	7%	67%		27%
49. Develops of the department's annual budget.	15	3.40	93.3	7%	47%		47%
50. Monitors expenses and verifies the need for items purchased.	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. Provides budgeting and accounting support to the Company.	3.24	3.00	-0.24 ▼
47. Keeps excellent records for financial transparency.	3.00	3.20	+0.20 ▲
48. Develops budgets and plans for various programs and initiatives.	3.18	3.20	+0.02 ▲
49. Develops of the department's annual budget.	3.35	3.40	+0.05 ▲
50. Monitors expenses and verifies the need for items purchased.	3.29	3.13	-0.16 ▼

Comments:

- ___ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- Employees were not encouraged to do anything besides come to work.
- Needs to have more face-to-face communications with other employees in the company.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- I honestly cannot think of anything that she could improve on.
- She can fall behind on projects without providing timely feedback.

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?

- ___ is very approachable and always willing to listen.
- Please know that stress can occasionally slow down progress.
- There have been many changes in management over the last 5 years. I can truly say that ___ is an exceptional manager. Our dept has made some truly good changes under ___.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- Management skills progressing well with experience.

What do you like best about working with this individual?

- ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- ___ has been using more shared decision making and has allowed the department to enact recommendations that she personally may not have agreed with. That gave her a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.
- As a co-worker in [CompanyName] I recognize the challenges in being an effective leader.
- She is determined to find the answer to any problem or obstacle in her way.
- ___ is a steady leader who maintains her objectivity during stressful times.

What do you like least about working with this individual?

- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate her candor and feedback.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- She is an outstanding manager.
- Her communication style can also come across as very directive at times to peers and subordinates.
- ___ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad ___ has joined the team.
- ___ involves the members of the team in the interview process whenever we need to hire a new team member. She has hired individuals who have proven by their talents and strengths to be the best candidate.

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

- She is a fantastic resource.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- ___'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- I've only had the pleasure of working with ___ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- ___ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- She includes appropriate people in her decisions and follows through on decisions made.

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

- ___ is very approachable and always willing to listen.
- ___ is always professional during interactions with staff.
- She is a very diligent hard worker.
- ___ has done a remarkable job managing the department.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- ___ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think she has helped us come through it standing upright!

Any final comments?

- I admire ___ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- Is very upbeat and quick to contribute to the team.
- Her positive attitude is constant.
- ___ is the consummate professional and pleasure to work with.
- ___ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].