



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.

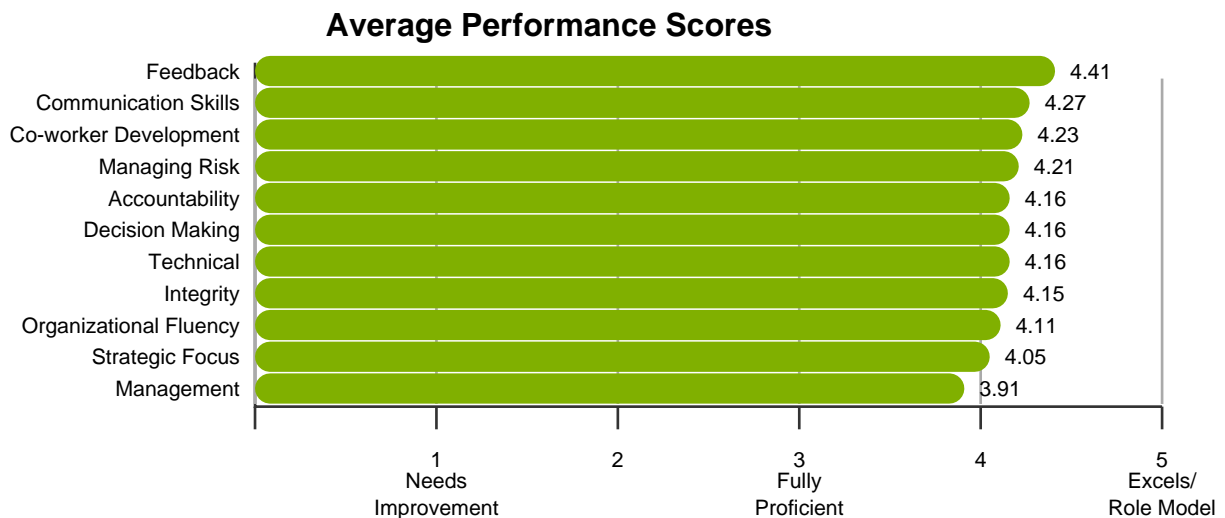
What to Do with Your Feedback

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

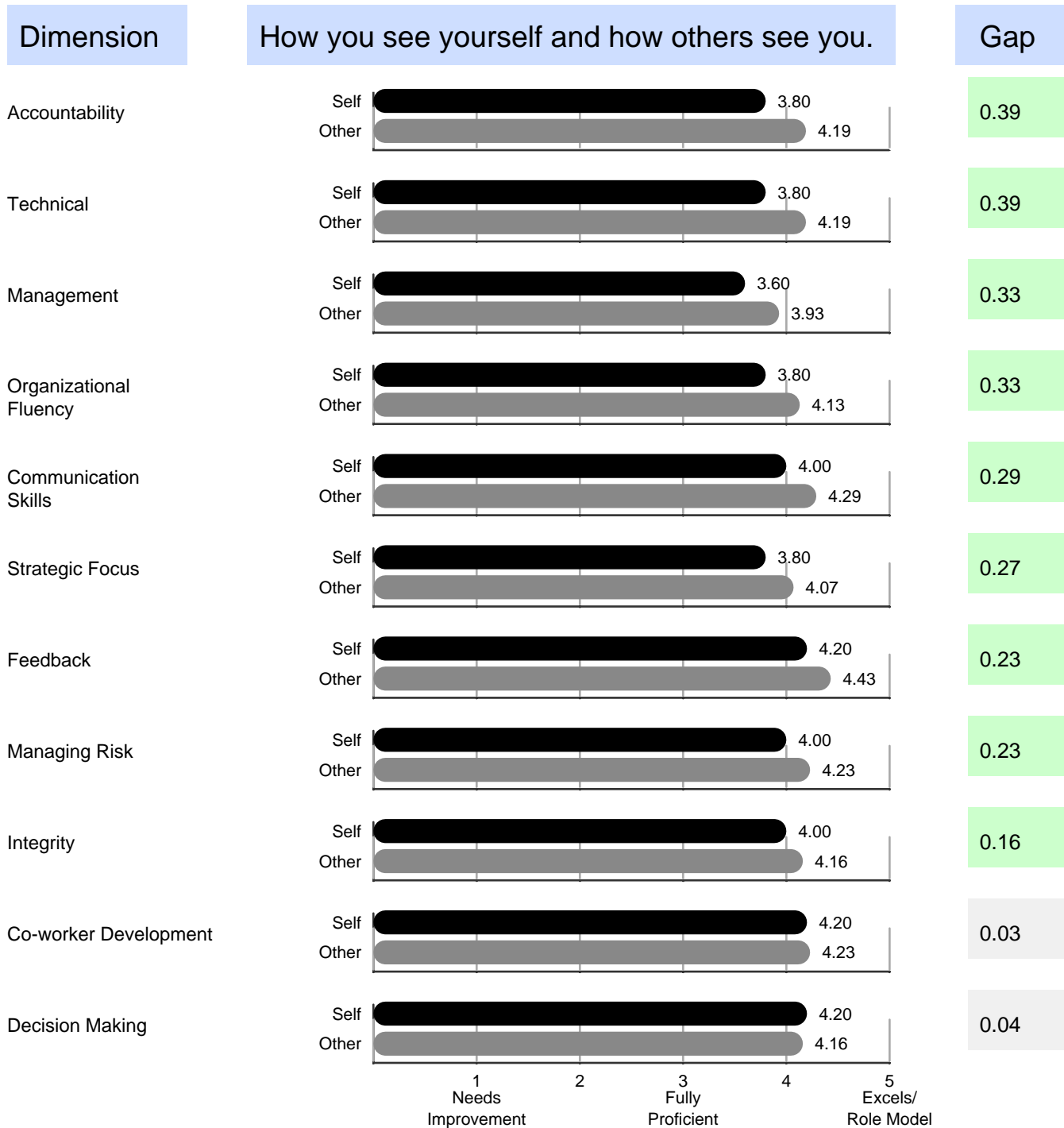
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



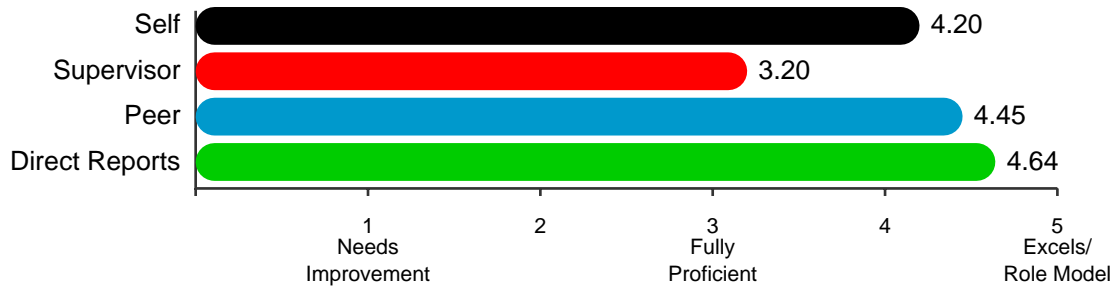
Gap Analysis

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

Summary Scores



1. Helps employees to thoroughly understand the feedback they receive, identifying key takeaways, and determining specific steps they can take to address any areas for improvement.



2. Avoids becoming defensive or taking feedback personally, understanding that the purpose of feedback is to improve performance or behavior.



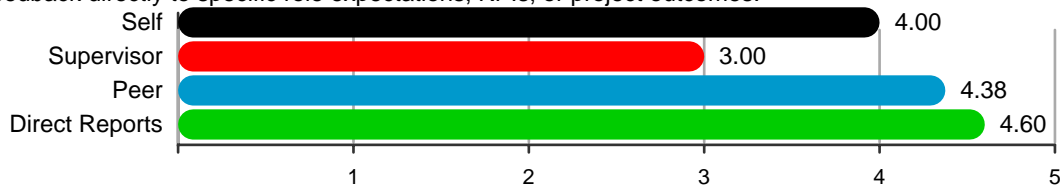
3. Summarizes or paraphrases the feedback to confirm your understanding.



4. Shares past experiences with others as learning opportunities.



5. Links feedback directly to specific role expectations, KPIs, or project outcomes.



Level of Skill

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

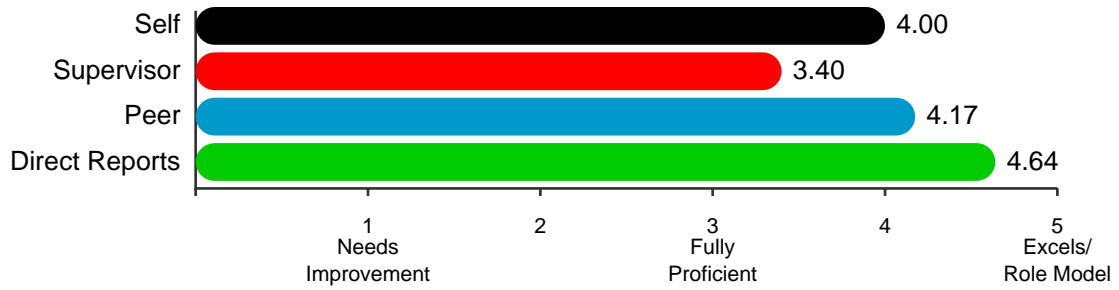
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Helps employees to thoroughly understand the feedback they receive, identifying key takeaways, and determining specific steps they can take to address any areas for improvement.	15	4.20	93.3	7%	67%	27%
2. Avoids becoming defensive or taking feedback personally, understanding that the purpose of feedback is to improve performance or behavior.	15	4.87	100.0	13%	87%	
3. Summarizes or paraphrases the feedback to confirm your understanding.	15	4.27	93.3	7%	60%	33%
4. Shares past experiences with others as learning opportunities.	15	4.40	86.7	13%	33%	53%
5. Links feedback directly to specific role expectations, KPIs, or project outcomes.	15	4.33	93.3	7%	53%	40%

Comments:

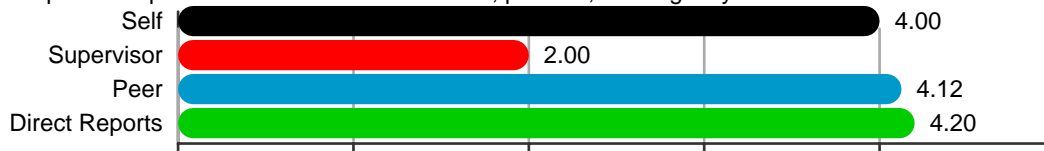
- Has the experience needed.
- _____ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- He provides essential data in order to help explain decisions.
- _____ pulls from the strengths of each of his staff. He utilizes them to the benefit of the department and to empower his employees to stay engaged and feel valued.
- _____ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad _____ has joined the team.
- Our organization is a better place because of his and his future focus.

Communication Skills

Summary Scores



6. Conveys important reports with a sense of excitement, passion, and urgency.



7. Welcomes input and suggestions from others.



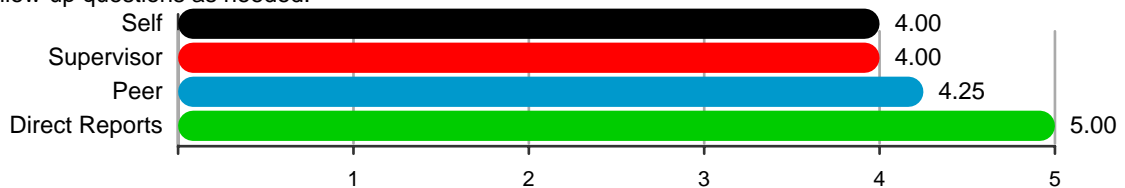
8. Recaps action steps from meetings to ensure clarity and execution.



9. Deconstructs complex issues into understandable segments.



10. Asks follow-up questions as needed.



Level of Skill

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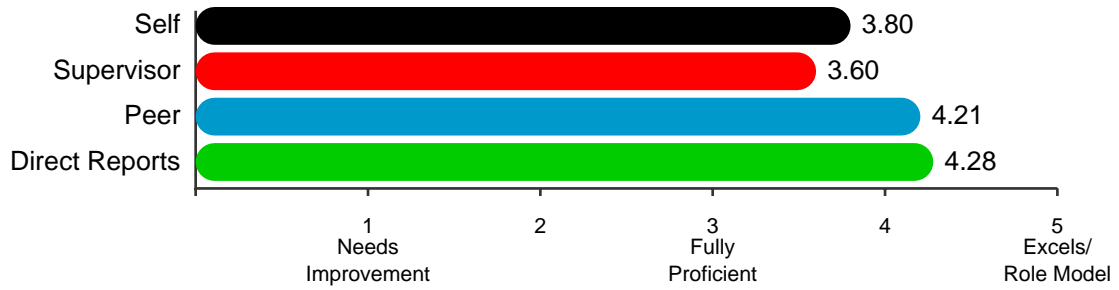
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
6. Conveys important reports with a sense of excitement, passion, and urgency.	15	4.00	80.0	7%	13%	53%		27%
7. Welcomes input and suggestions from others.	15	4.07	80.0		20%	53%		27%
8. Recaps action steps from meetings to ensure clarity and execution.	15	4.33	93.3	7%		47%		47%
9. Deconstructs complex issues into understandable segments.	15	4.47	93.3	7%		40%		53%
10. Asks follow-up questions as needed.	15	4.47	93.3	7%		40%		53%

Comments:

- Demonstrates a focus on the business goals through task prioritization.
- _____ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- _____ has excellent communication skills with both staff and his management team.
- You can count on _____ to give you the most honest feedback even if it is information you may not want to hear.
- He demonstrates a high level of personal integrity in his daily work and is honest and ethical in interactions.
- He is very professional and caring in his job

Accountability

Summary Scores



11. Takes responsibility for seeing the project through to completion.



12. Willing to answer for their own actions and performance.



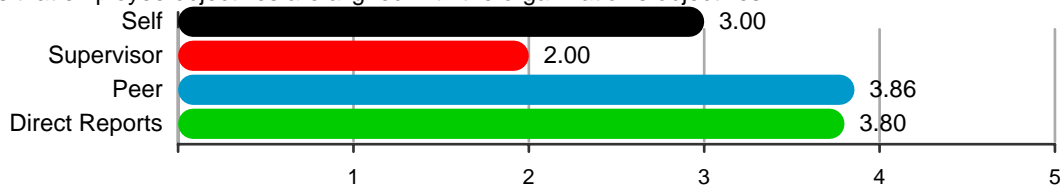
13. Takes responsibility for errors in the production line.



14. Takes responsibility for results.



15. Ensures that employee objectives are aligned with the organization's objectives.



Level of Skill

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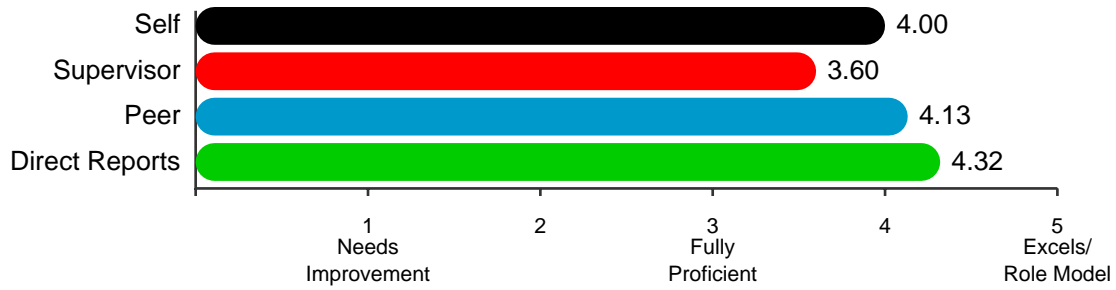
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Takes responsibility for seeing the project through to completion.	15	4.60	100.0	40%	60%	
12. Willing to answer for their own actions and performance.	15	4.27	100.0	73%		27%
13. Takes responsibility for errors in the production line.	15	4.33	100.0	67%		33%
14. Takes responsibility for results.	15	3.93	73.3	27%	53%	20%
15. Ensures that employee objectives are aligned with the organization's objectives.	14	3.64	57.1	14%	29%	36%
						21%

Comments:

- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- _____ has excellent communication skills.
- _____ is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.
- I have also had the pleasure of partnering with _____ in our Core Competency leader learning. _____ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- He could help teammates by becoming more proficient in some areas.
- _____ has a way of bringing out the best in people, by modeling how to be a hard worker who knows his stuff and is supportive of his colleagues and able to create a fun atmosphere that makes us all want to work hard.

Integrity

Summary Scores



16. Shows respect for individuals by addressing any concerns or feedback directly with them rather than discussing them behind their backs.



17. Maintains consistency in ethical behavior to foster an environment of mutual trust.



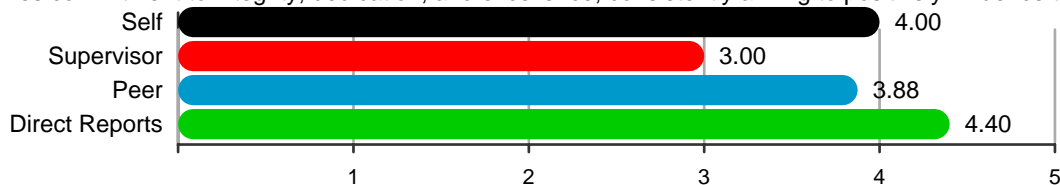
18. Delivers on all promises.



19. Consistently delivers on promises reinforcing a pattern of trustworthy behavior.



20. Exemplifies commitment to integrity, dedication, and excellence, consistently aiming to positively influence the department.



Level of Skill

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

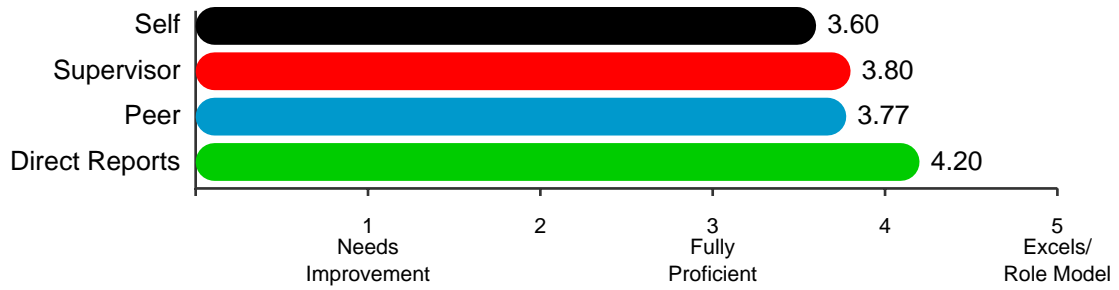
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Shows respect for individuals by addressing any concerns or feedback directly with them rather than discussing them behind their backs.	15	4.33	86.7	13%		40%	47%
17. Maintains consistency in ethical behavior to foster an environment of mutual trust.	15	4.27	93.3	7%		60%	33%
18. Delivers on all promises.	14	4.00	92.9	7%		86%	7%
19. Consistently delivers on promises reinforcing a pattern of trustworthy behavior.	14	4.14	85.7	7%	7%	50%	36%
20. Exemplifies commitment to integrity, dedication, and excellence, consistently aiming to positively influence the department.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- I think he is doing really good work and I found that to be one area I could list that might help.
- Takes complete ownership of role and looks for ways to assist teammates.
- _____ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition he has maintained an open line of communication and remained available to staff who have voiced concerns.
- _____ is doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!
- _____ always remembers the customer is at the center of what we do.
- _____ is a role model of a leader and I feel privileged to have _____ as a leader and a mentor.

Management

Summary Scores



21. Empowers employees to make their own decisions in the field.



22. Shares information openly and honestly, modeling transparency and trustworthiness.



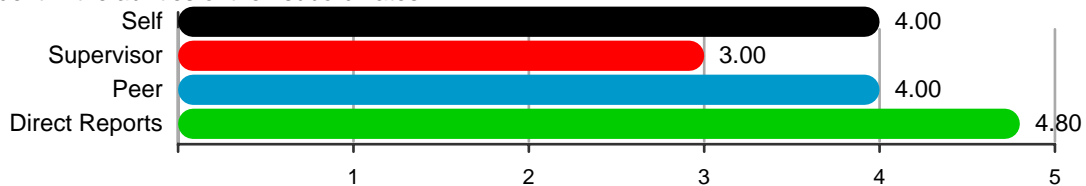
23. Recognizes and addresses power dynamics that may hinder fair conflict resolution.



24. Provides regular updates on project status, challenges, and achievements to stakeholders.



25. Is confident in the abilities of their subordinates.



Level of Skill

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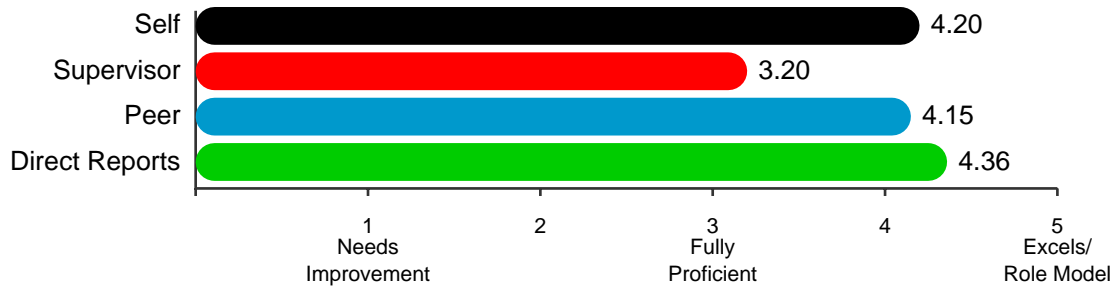
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
21. Empowers employees to make their own decisions in the field.	15	4.00	66.7	13%	20%	20%	47%
22. Shares information openly and honestly, modeling transparency and trustworthiness.	15	3.47	53.3	13%	33%	47%	7%
23. Recognizes and addresses power dynamics that may hinder fair conflict resolution.	15	3.60	66.7	13%	20%	60%	7%
24. Provides regular updates on project status, challenges, and achievements to stakeholders.	15	4.27	86.7	7%	7%	40%	47%
25. Is confident in the abilities of their subordinates.	15	4.20	80.0	7%	13%	33%	47%

Comments:

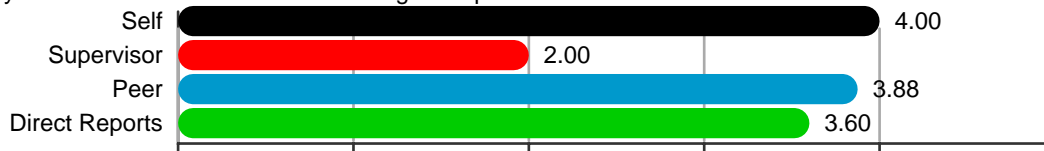
- I feel confident as if he treats us all as equals.
- I appreciate his dedication to the department employees.
- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- _____ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.

Decision Making

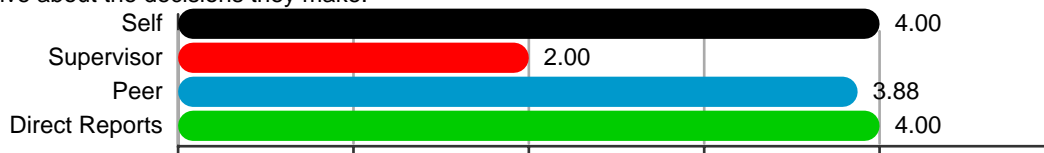
Summary Scores



26. Carefully evaluates information before making an important decision.



27. Is creative about the decisions they make.



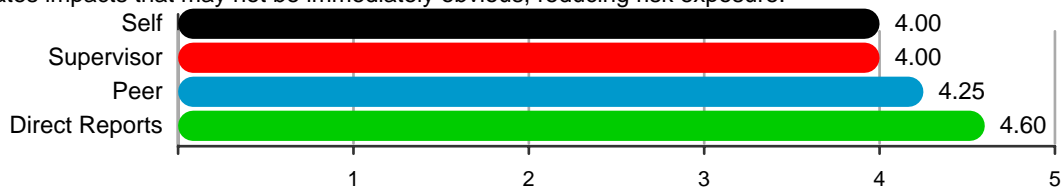
28. Stays focused on the main objective when making decisions.



29. Willing to consider information from other sources.



30. Anticipates impacts that may not be immediately obvious, reducing risk exposure.



Level of Skill

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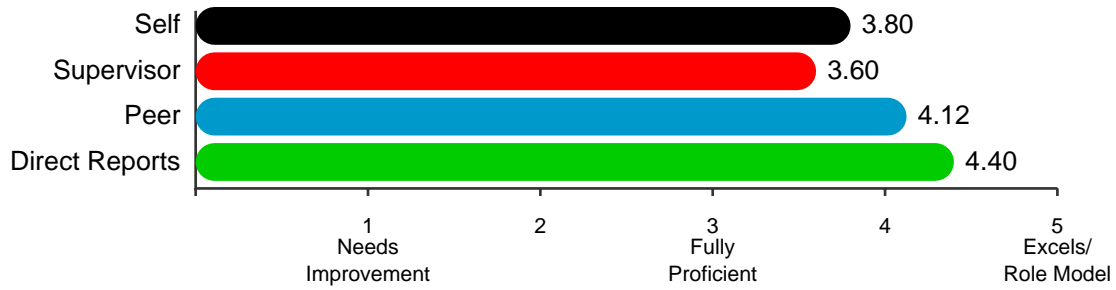
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
26. Carefully evaluates information before making an important decision.	15	3.67	66.7	20%	13%	47%		20%
27. Is creative about the decisions they make.	15	3.80	73.3	20%	7%	47%		27%
28. Stays focused on the main objective when making decisions.	15	4.33	86.7		13%	40%		47%
29. Willing to consider information from other sources.	15	4.67	100.0			33%		67%
30. Anticipates impacts that may not be immediately obvious, reducing risk exposure.	15	4.33	100.0			67%		33%

Comments:

- I think _____ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when _____ took over and I feel _____ has risen to the occasion and handled himself well.
- 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.
- _____ does not always follow through with things (ordering equipment).
- _____ has a great strength in process improvement-maybe even more than people around his realize. He has kind of a quiet strength in this area.
- Timeliness and accountability of projects.
- He's very good at his job, Service and relationship development are talents at which he excels. My constructive feedback would be for _____ to speak up more in meetings and be more forthcoming in groups and with other leaders with his thoughts and opinions. I know he has them as he does share them with me aside, but but I would encourage him to share them more broadly.

Technical

Summary Scores



31. Willingly shares his/her technical expertise; sought out as resource by others



32. Is knowledgeable of procedures or systems necessary for the job.



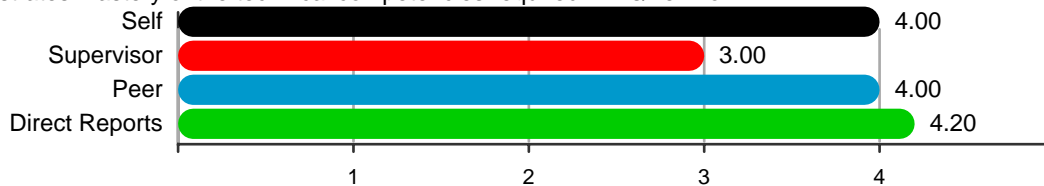
33. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



34. Seeks information from others as needed.



35. Demonstrates mastery of the technical competencies required in his/her work.



Level of Skill

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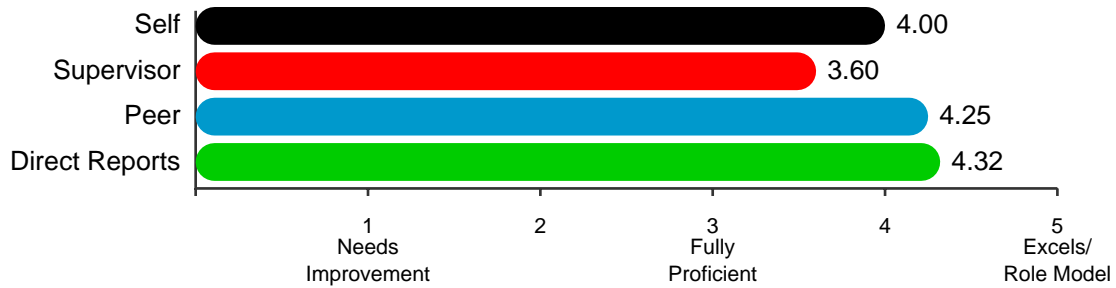
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Willingly shares his/her technical expertise; sought out as resource by others	15	4.07	80.0	20%	53%	27%
32. Is knowledgeable of procedures or systems necessary for the job.	15	4.47	100.0		53%	47%
33. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	4.13	80.0	20%	47%	33%
34. Seeks information from others as needed.	15	4.13	86.7	13%	60%	27%
35. Demonstrates mastery of the technical competencies required in his/her work.	15	4.00	80.0	20%	60%	20%

Comments:

- I appreciate that _____ reaches out to communicate expected changes and organizational impact.
- _____ does a great job in letting me know what is expected. He holds regular meetings to keep me on track and is helping to mentor me in my new role.
- _____ is very sharp and plays a vital role in this organization
- _____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- I value _____ for so much more than his negotiating skills which are outstanding.
- He communicates clearly and responds to request without unnecessary delay.

Managing Risk

Summary Scores



36. Seeks to add value to the company by embracing risk.



37. Ensures that any risky decisions taken are based on informed decision making.



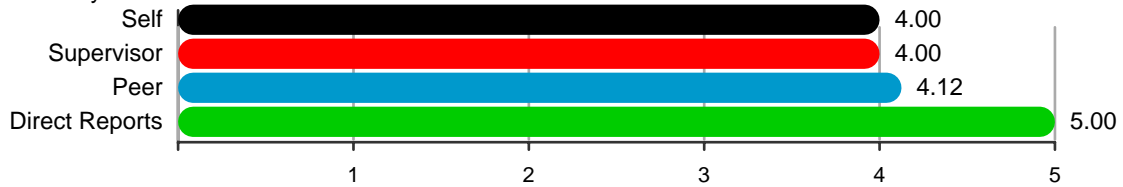
38. Determines the impact of specific risks on finances.



39. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.



40. Works effectively to avoid risk.



Level of Skill

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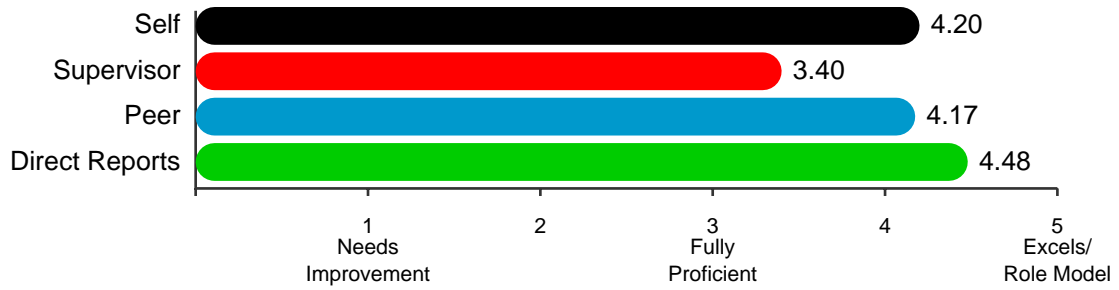
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
36. Seeks to add value to the company by embracing risk.	15	4.33	100.0			67%		33%
37. Ensures that any risky decisions taken are based on informed decision making.	15	3.93	80.0	13%	7%	53%		27%
38. Determines the impact of specific risks on finances.	15	4.27	86.7		13%	47%		40%
39. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	15	4.13	86.7		13%	60%		27%
40. Works effectively to avoid risk.	15	4.40	93.3		7%	47%		47%

Comments:

- I appreciate his commitment in this area.
- _____ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- He is detailed when presenting a plan.
- _____ excels at customer service and keeping our team focused on the customer.
- Willingness to help, patience in teaching.
- Based on his customer satisfaction scores it is clear he has a strong team in place.

Co-worker Development

Summary Scores



41. Adapts coaching and mentoring approach to meet the style or needs of individuals



42. Sets and clearly communicates expectations, performance goals, and measurements to others



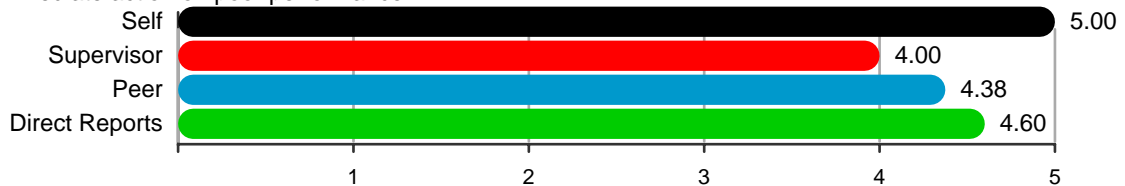
43. Provides ongoing feedback to co-workers on their development progress



44. Works to identify root causes of performance problems



45. Takes immediate action on poor performance



Level of Skill

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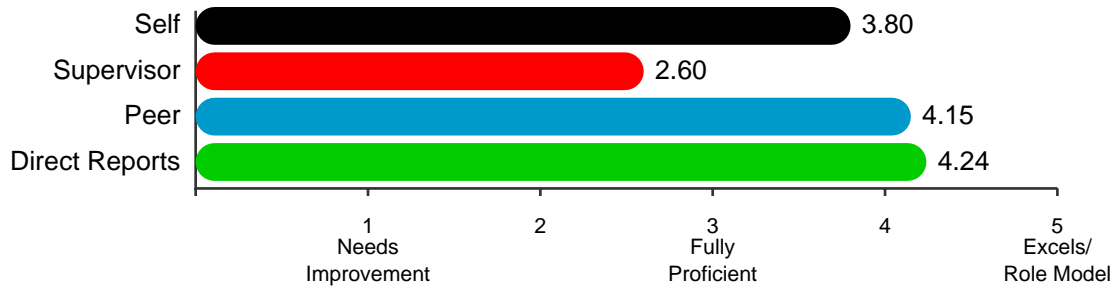
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
41. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	4.33	93.3	7%	53%	40%
42. Sets and clearly communicates expectations, performance goals, and measurements to others	15	4.20	80.0	20%	40%	40%
43. Provides ongoing feedback to co-workers on their development progress	15	4.13	86.7	13%	60%	27%
44. Works to identify root causes of performance problems	15	4.00	86.7	13%	73%	13%
45. Takes immediate action on poor performance	15	4.47	93.3	7%	40%	53%

Comments:

- I look to him for guidance and support. It seems his responsibilities and work load are not at a managerial level but Director. If he had the additional support of experienced employees this would help lighten his load.
- _____ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- He is a high energy individual, with a level of integrity that goes above and beyond.
- He is a strength that supports department morale and work flow.
- _____ is an experienced, skilled leader. He maintains focus on goals and core values in the most challenging situations. His extensive experience in operations has been a huge asset for the department. He has been a wonderful teacher for members of the team who lack management experience.
- _____ is an excellent employee, I do not know of any areas that need improvement.

Strategic Focus

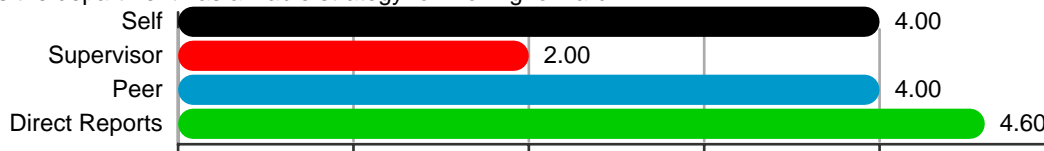
Summary Scores



46. Modifies strategic decisions depending on changes in the business environment.



47. Ensures the department has a viable strategy for moving forward.



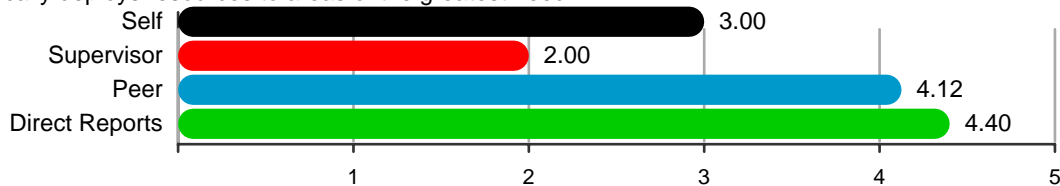
48. Identifies bottlenecks in the production process and develops strategies to correct these issues.



49. Develops a strategic vision for the future.



50. Strategically deploys resources to areas of the greatest need.



Level of Skill

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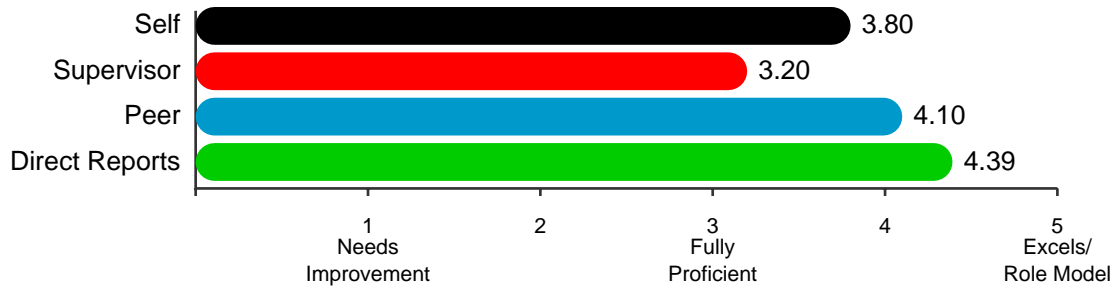
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
46. Modifies strategic decisions depending on changes in the business environment.	15	3.87	80.0	7%	13%	67%		13%
47. Ensures the department has a viable strategy for moving forward.	15	4.07	86.7	13%		53%		33%
48. Identifies bottlenecks in the production process and develops strategies to correct these issues.	15	4.13	86.7		13%	60%		27%
49. Develops a strategic vision for the future.	15	4.20	86.7	7%	7%	47%		40%
50. Strategically deploys resources to areas of the greatest need.	15	4.00	73.3	13%	13%	33%		40%

Comments:

- _____ is a valued peer. I can count on his as a sounding board and for his perspective on issues we are dealing with, either at the director level or with our department.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- _____ has been very helpful to me as a new manager this year.
- He truly is the best Manager I have ever had.
- _____ is a great team member. His technical skills are impeccable...great to see you in MBA program. Keep going.
- He correctly sets limits, and expectations of his managers.

Organizational Fluency

Summary Scores



51. Adept at navigating within the culture of the department.



52. Able to explain departmental policies and procedures to others.



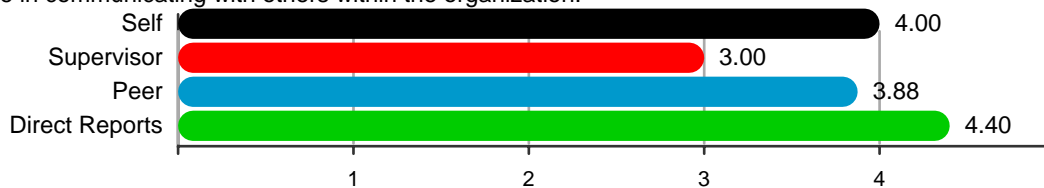
53. Understands the current organizational culture.



54. Able to deal with sensitive issues with tact and professionalism.



55. Effective in communicating with others within the organization.



Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
51. Adept at navigating within the culture of the department.	14	4.14	92.9	7%	71%	21%
52. Able to explain departmental policies and procedures to others.	14	4.21	85.7	14%	50%	36%
53. Understands the current organizational culture.	15	4.13	80.0	20%	47%	33%
54. Able to deal with sensitive issues with tact and professionalism.	15	4.07	80.0	20%	53%	27%
55. Effective in communicating with others within the organization.	15	4.00	80.0	20%	60%	20%

Comments:

- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see his in the rooms helping in the mornings. Well liked by staff.
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.
- Manager routinely demonstrates all of the above characteristics, as marked
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- He is an excellent Manager!

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 good at reading people which enables him to respond quickly and appropriately.
- He is passionate about providing the services necessary to meet the needs of our organization.
- _____ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- _____ is one of the most hones, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- His focus is for quality that is customer centered.

What do you like best about working with this individual?

- _____ is a great manager, committed to each employee in our department.
- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- He is admired for his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities.
- _____ sets high standards for those he works with and expects the same of herself.
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- He consistently conducts himself with professionalism and represents our unit well.

What do you like least about working with this individual?

- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- I think he is an asset to the department.
- _____ is a pleasure to work with. He takes the time to understand a situation before jumping in with a solution or answer. _____ continues to work to improve his departments and improve the engagement of his employees.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- This year _____ has completed his MBA degree and continues to be open to professional growth opportunities. He is receptive to any feedback that I have given him.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.

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

- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- He is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- _____ is very professional in dealing with his peers and the staff.
- I think _____ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower him and are willing to follow.
- He has been influential in our focus on the future.
- _____ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.

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

- He is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- _____ has excellent communication skills with both staff and his management team.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- He is friendly, courteous, and kind all while being very professional.
- _____ has been so helpful to me as a new manager.
- _____ delegates very effectively.

Any final comments?

- _____ communicates well and frequently with staff both face to face as well as daily and weekly e-mails.
- By applying vision, strategy and activation in his day to day decisions he inspires us to be the best leaders we can be.
- Knowledge, experience, and the will to help when help is needed.
- He does not settle- but will continue a search until the right fit is found.
- _____ is respected by the team and they openly seek out his advise or opinion.
- _____ has served as a valuable leader mentor to me. He is respectful of those he deals with and seeks to optimize others skills and strengths.