



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.

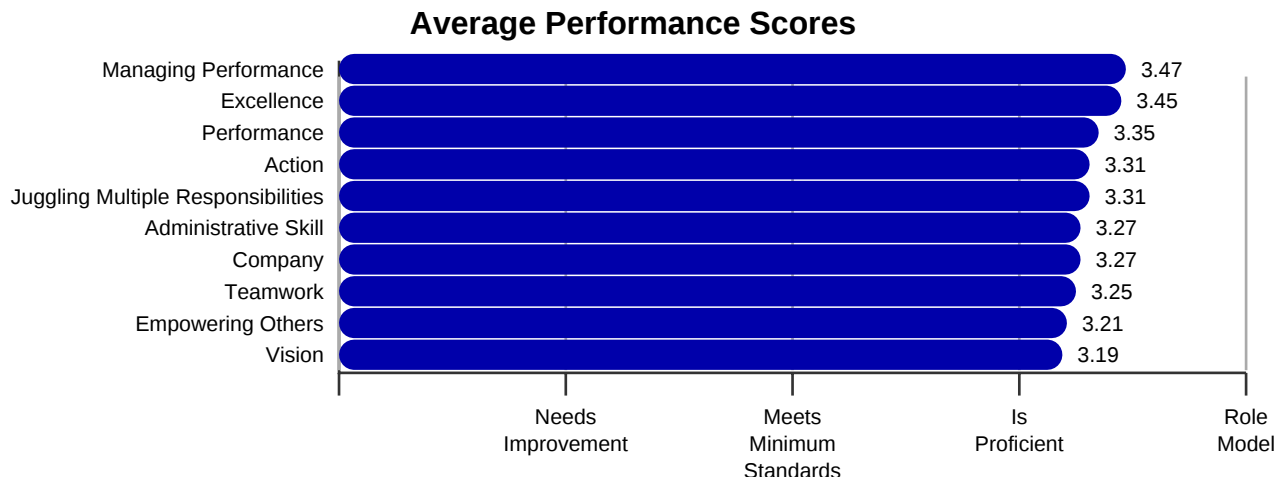
What to Do with Your Feedback

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.



Managing Performance

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. I conduct objectives and key results (OKR) assessments on a quarterly basis.	15	3.20	93.3	7%	67%		27%
2. You require employees to participate in additional job training as part of a remediation program.	15	3.87	100.0	13%	87%		
3. I stress the importance of meeting production quotas.	15	3.33	93.3	7%	53%		40%
4. I recognize people who provide outstanding leadership in planning, organizing.	15	3.60	93.3	7%	27%	67%	
5. You align individual and team goals with the organization's goals and objectives.	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. I conduct objectives and key results (OKR) assessments on a quarterly basis.	3.29	3.20	-0.09 ▼
2. You require employees to participate in additional job training as part of a remediation program.	3.65	3.87	+0.22 ▲
3. I stress the importance of meeting production quotas.	3.18	3.33	+0.16 ▲
4. I recognize people who provide outstanding leadership in planning, organizing.	3.41	3.60	+0.19 ▲
5. You align individual and team goals with the organization's goals and objectives.	3.24	3.33	+0.10 ▲

Comments:

- ___ is a valued member of the department.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- I trust that I can go to her in confidence and she will really listen to what I am saying.
- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- ___ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.

Performance

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. You are able to organize work.	15	3.20	93.3	7%	60%		33%
7. You are effective in performing your job.	15	3.20	86.7	13%	53%		33%
8. You work well in this position.	15	3.40	93.3	7%	47%		47%
9. You effectively organize resources and plans	15	3.47	93.3	7%	40%		53%
10. You produce quality	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. You are able to organize work.	3.24	3.20	-0.04 ▼
7. You are effective in performing your job.	3.41	3.20	-0.21 ▼
8. You work well in this position.	3.24	3.40	+0.16 ▲
9. You effectively organize resources and plans	3.18	3.47	+0.29 ▲
10. You produce quality	3.35	3.47	+0.11 ▲

Comments:

- ___ gives me feedback good and indifferent.
- ___ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- ___ always has the customer at the center of focus.
- I really enjoy working with ___. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.

Administrative Skill

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. I have effective oral and written communication skills.	15	3.53	100.0		47%	53%	
12. You use procedures to identify potential accounting/transaction errors.	15	3.27	100.0		73%		27%
13. You are effective at scheduling project activities and assignments.	15	3.33	100.0		67%		33%
14. I proofread and revise documents to enhance clarity, professionalism, and alignment with client expectations.	15	3.13	86.7	13%	60%		27%
15. You use proper spelling, capitalization, punctuation, and grammar in written documents.	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. I have effective oral and written communication skills.	3.47	3.53	+0.06 ▲
12. You use procedures to identify potential accounting/transaction errors.	3.47	3.27	-0.20 ▼
13. You are effective at scheduling project activities and assignments.	3.35	3.33	-0.02 ▼
14. I proofread and revise documents to enhance clarity, professionalism, and alignment with client expectations.	3.18	3.13	-0.04 ▼
15. You use proper spelling, capitalization, punctuation, and grammar in written documents.	3.00	3.07	+0.07 ▲

Comments:

- She is all the above and more, have never worked with a more engaged leader. Her shoes will be difficult to fill.
- ___ has a calm and professional style.
- she understands where our opportunities for savings in the employee benefits plan may be.
- ___'s goes above and beyond in the areas of Professional Growth and Professionalism.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.

Action

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. I determine the best person for a specific task within the team.	15	3.40	93.3	7%	47%	47%	
17. You ensure timely completion of tasks.	15	3.27	93.3	7%	60%		33%
18. You are driven to complete a high amount of work.	14	3.00	92.9	7%	79%		14%
19. You avoid procrastinating.	15	3.47	100.0		53%	47%	
20. You take advantage of opportunities to move the organization forward.	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. I determine the best person for a specific task within the team.	3.65	3.40	-0.25 ▼
17. You ensure timely completion of tasks.	3.47	3.27	-0.20 ▼
18. You are driven to complete a high amount of work.	3.12	3.00	-0.12 ▼
19. You avoid procrastinating.	3.59	3.47	-0.12 ▼
20. You take advantage of opportunities to move the organization forward.	3.29	3.40	+0.11 ▲

Comments:

- I have only worked under ____ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- I feel safe and comfortable going to her for any reason. I am very glad to have her for a Director, and also as a partner and teammate.
- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- ____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- Her years of experience and wisdom are generously shared and appreciated.

Juggling Multiple Responsibilities

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. You begin tasks as soon as possible.	15	3.53	100.0	47%	53%		
22. You organize tasks for the most efficient order of completion.	15	3.00	80.0	20%	60%	20%	
23. You assess current capabilities before committing to new requests from customers.	15	2.87	80.0	20%	73%	7%	
24. You integrate developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	3.47	100.0	53%	47%		
25. You rank the importance of tasks to make sure critical tasks are completed first.	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. You begin tasks as soon as possible.	3.35	3.53	+0.18 ▲
22. You organize tasks for the most efficient order of completion.	3.00	3.00	
23. You assess current capabilities before committing to new requests from customers.	2.88	2.87	-0.02 ▼
24. You integrate developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	3.00	3.47	+0.47 ▲
25. You rank the importance of tasks to make sure critical tasks are completed first.	3.76	3.67	-0.10 ▼

Comments:

- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.
- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.
- ___ always goes above and beyond in her daily work.
- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.

Excellence

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. You produce high quality work.	15	3.40	93.3	7%	47%	47%	
27. You demonstrate the analytical skills to do your job.	15	3.33	93.3	7%	53%	40%	
28. You can be counted on to add value wherever you are involved.	15	3.53	100.0		47%	53%	
29. You are planful and organized.	15	3.67	100.0		33%	67%	
30. You keep yourself and others focused on constant improvement.	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. You produce high quality work.	3.53	3.40	-0.13 ▼
27. You demonstrate the analytical skills to do your job.	3.12	3.33	+0.22 ▲
28. You can be counted on to add value wherever you are involved.	3.41	3.53	+0.12 ▲
29. You are planful and organized.	3.59	3.67	+0.08 ▲
30. You keep yourself and others focused on constant improvement.	3.41	3.33	-0.08 ▼

Comments:

- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- She leads by example, not reputation.
- ____ is a great director to work with because she listens to understand and she balances the business and the HR needs before making decisions or rushing to a judgment.
- ____ is a great manager. Very supportive of her staff.
- She sets a good example for personal growth.

Empowering Others

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. You distribute the workload to subordinates.	15	3.20	86.7	13%	53%		33%
32. I encourage employees to expand their skills in order to take on greater responsibilities.	15	3.40	100.0		60%		40%
33. I recognize the expertise that employees have in certain areas and allow them the freedom to operate as they see fit.	15	3.20	86.7	13%	53%		33%
34. I include others in the decision making process.	15	3.27	93.3	7%	60%		33%
35. I allow for flexibility in the working hours.	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. You distribute the workload to subordinates.	3.18	3.20	+0.02 ▲
32. I encourage employees to expand their skills in order to take on greater responsibilities.	3.35	3.40	+0.05 ▲
33. I recognize the expertise that employees have in certain areas and allow them the freedom to operate as they see fit.	3.18	3.20	+0.02 ▲
34. I include others in the decision making process.	2.88	3.27	+0.38 ▲
35. I allow for flexibility in the working hours.	3.18	3.00	-0.18 ▼

Comments:

- She is such a positive person and always willing to pitch in where help is needed.
- 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.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way ____ can.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- She can ask a question and truly listen to the answer before giving feedback.

Teamwork

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. You let team members know when they have done well.	15	3.20	93.3	7%	67%		27%
37. You emphasize the importance of getting individuals to work as a team	15	3.27	93.3	7%	60%		33%
38. You show respect for other team members.	15	3.27	86.7	13%	47%		40%
39. You encourage dialog between team members.	15	3.13	86.7	13%	60%		27%
40. You foster respect and understanding among team members	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. You let team members know when they have done well.	3.18	3.20	+0.02 ▲
37. You emphasize the importance of getting individuals to work as a team	3.35	3.27	-0.09 ▼
38. You show respect for other team members.	3.24	3.27	+0.03 ▲
39. You encourage dialog between team members.	3.59	3.13	-0.45 ▼
40. You foster respect and understanding among team members	3.29	3.40	+0.11 ▲

Comments:

- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- Works hard to build a team environment.
- ___ makes great hiring choices. she is clear on what needs to be done.
- ___ is a very positive addition to our Management team.
- I like ___, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- ___ 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.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. I define clear roles and responsibilities to reduce friction and enhance coordination	15	3.33	93.3	7%	53%		40%
42. I implement an EEO policy ensuring that all employees are treated fairly and without discrimination.	15	3.33	93.3	7%	53%		40%
43. You work effectively across different departments at the company.	15	3.13	86.7	13%	60%		27%
44. You create teams with high morale.	15	3.00	86.7	13%	73%		13%
45. You effectively represent the department in company gatherings.	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. I define clear roles and responsibilities to reduce friction and enhance coordination	3.29	3.33	+0.04 ▲
42. I implement an EEO policy ensuring that all employees are treated fairly and without discrimination.	3.41	3.33	-0.08 ▼
43. You work effectively across different departments at the company.	3.35	3.13	-0.22 ▼
44. You create teams with high morale.	3.18	3.00	-0.18 ▼
45. You effectively represent the department in company gatherings.	3.35	3.53	+0.18 ▲

Comments:

- Is dedicated, selfless, trustworthy and focused on the big picture.
- ___ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- ___'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in her new position.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- ___ models teamwork; she is always willing to go the extra mile to assist on a project or help a co-worker.

Vision

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. You channel team activities towards the vision's core aspects.	15	3.00	86.7	13%	73%		13%
47. You develop and execute a strategic vision for the organization.	15	3.20	93.3	7%	60%		33%
48. I articulate the vision in a way that resonates with diverse stakeholders, adapting language to audience needs.	15	3.20	93.3	7%	67%		27%
49. I create a clear and inspiring vision statement that outlines the desired future for the company.	15	3.40	93.3	7%	47%		47%
50. I create and execute a strategic vision that drives the company's growth forward.	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. You channel team activities towards the vision's core aspects.	3.24	3.00	-0.24 ▼
47. You develop and execute a strategic vision for the organization.	3.00	3.20	+0.20 ▲
48. I articulate the vision in a way that resonates with diverse stakeholders, adapting language to audience needs.	3.18	3.20	+0.02 ▲
49. I create a clear and inspiring vision statement that outlines the desired future for the company.	3.35	3.40	+0.05 ▲
50. I create and execute a strategic vision that drives the company's growth forward.	3.29	3.13	-0.16 ▼

Comments:

- I believe she is a great asset to [CompanyName] and she has grown quickly in a short period of time.
- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- ___'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase her strengths and [CompanyName] has not capitalized on them.
- ___ is very sharp and plays a vital role in this organization
- ___ teams with others to improve communication and process.

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?

- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- ___ has extremely strong communication skills and is able to work in a wide variety of settings.
- I have felt her support since the minute I came to [CompanyName] and appreciate her more every day.
- Manager routinely demonstrates all of the above characteristics, as marked
- ___ offers support to her managers in a style that is engaging, consistent, and motivating.
- 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.

What do you like best about working with this individual?

- ___ has the ability to recognize an individuals talent and utilize their skills. She moves at a fast pace and oversee's a large volume of work/projects. To accomplish this she knows she needs a top notch team.
- 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.
- ___ is consistent in her messaging about how we best serve the customers.
- She is sensitive to her employees needs and is creative in accommodating their needs.
- ___ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. ___ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. ___ is a role model for communication with staff, customers as well as community members.
- ___ has stepped into the role of director and has provided great support to her managers and supervisors, not shying away from issues which need to be addressed.

What do you like least about working with this individual?

- I appreciate ___'s willingness to share her knowledge with our team.
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- ___ has an incredible vision for our organization's strategy and improvement efforts.
- She not only clearly communicates her desired outcomes but also follows up with her team members to ensure they understand. She is open for questions or feedback by everyone.
- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- She is open to feedback and actively tries to improve.

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

- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.
- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- she is open and willing to share her vision for the team.
- Under her leadership, the department teams have become very cohesive.
- ___ is very sharp and plays a vital role in this organization
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.

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

- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- She is a strong leader complemented with sound judgement
- ___ is great about approaching and including staff input with decision making within the department.
- ___ treats all employees with respect and in a very professional manner.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- She gives you confidence knowing she always has your back.

Any final comments?

- I have only worked under ___ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- She is very astute, proactive in problem solving, and a great team member.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.