



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.

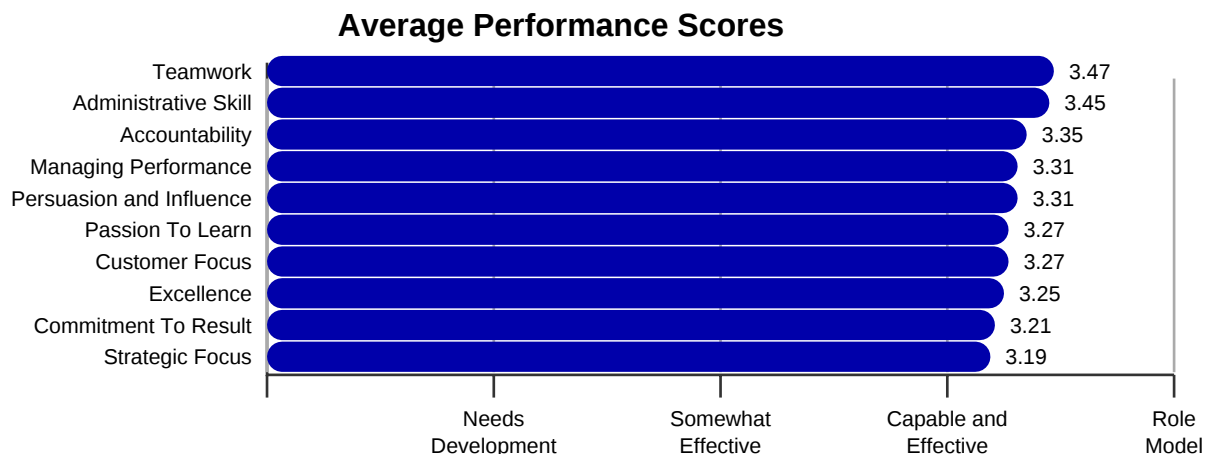
What to Do with Your Feedback

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

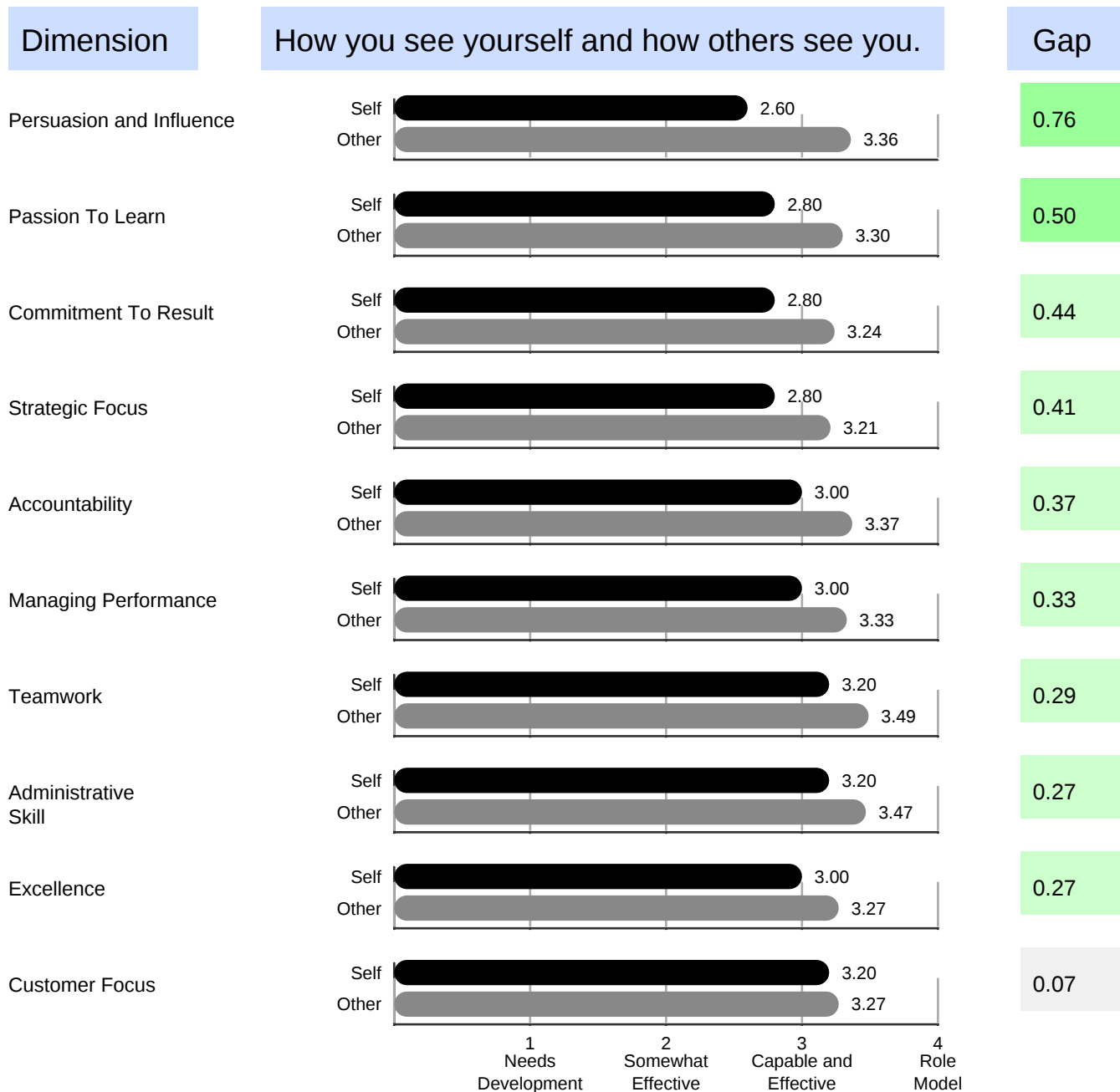
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. I help the team make good decisions even under conditions of uncertainty.	15	3.20	93.3	7%	67%		27%
2. I build strong relationships with team members.	15	3.87	100.0	13%	87%		
3. You let team members know when they have done well.	15	3.33	93.3	7%	53%		40%
4. You work cooperatively with others to solve problems.	15	3.60	93.3	7%	27%	67%	
5. I listen carefully to other team members.	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 help the team make good decisions even under conditions of uncertainty.	3.29	3.20	-0.09 ▼
2. I build strong relationships with team members.	3.65	3.87	+0.22 ▲
3. You let team members know when they have done well.	3.18	3.33	+0.16 ▲
4. You work cooperatively with others to solve problems.	3.41	3.60	+0.19 ▲
5. I listen carefully to other team members.	3.24	3.33	+0.10 ▲

Comments:

- _____ needs no improvement
- _____ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.
- _____ is able to manage an ever-changing work load. His time management has improved over the last year, to promote a work-life balance.
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- _____ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- His focus is for quality that is customer centered.

Accountability

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. I ensure that employees are compensated fairly and in accordance with established policies.	15	3.20	93.3	7%	60%		33%
7. I will commit to leading the initiatives to solving critical issues.	15	3.20	86.7	13%	53%		33%
8. You handle sensitive information with discretion and confidentiality.	15	3.40	93.3	7%	47%		47%
9. You establish performance standards for the team/department.	15	3.47	93.3	7%	40%		53%
10. I review performance to determine areas for improvement.	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. I ensure that employees are compensated fairly and in accordance with established policies.	3.24	3.20	-0.04 ▼
7. I will commit to leading the initiatives to solving critical issues.	3.41	3.20	-0.21 ▼
8. You handle sensitive information with discretion and confidentiality.	3.24	3.40	+0.16 ▲
9. You establish performance standards for the team/department.	3.18	3.47	+0.29 ▲
10. I review performance to determine areas for improvement.	3.35	3.47	+0.11 ▲

Comments:

- _____ is very knowledgeable, honest, and consistent in his leadership decisions.
- Norm made an excellent choice by selecting _____ to lead [CompanyName].
- He is an excellent teammate, great attitude, effort, and energy.
- _____ is an outstanding leader. He offers great communication and staff allows know what is expected of them.
- _____ is highly professional in his everyday work.
- You have really improved at not letting overwhelming feelings halt your progress. Keep it up!

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. You enroll in continuing education courses.	15	3.53	100.0	47%	53%		
12. You enhance your value to the company through additional training and development.	15	3.27	100.0	73%	27%		
13. You exhibit willingness to upgrade skills through additional training and education.	15	3.33	100.0	67%	33%		
14. You set achievable learning goals to develop new skills.	15	3.13	86.7	13%	60%	27%	
15. You are committed to enhancing your own knowledge and skills.	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. You enroll in continuing education courses.	3.47	3.53	+0.06 ▲
12. You enhance your value to the company through additional training and development.	3.47	3.27	-0.20 ▼
13. You exhibit willingness to upgrade skills through additional training and education.	3.35	3.33	-0.02 ▼
14. You set achievable learning goals to develop new skills.	3.18	3.13	-0.04 ▼
15. You are committed to enhancing your own knowledge and skills.	3.00	3.07	+0.07 ▲

Comments:

- There are two items above that will be part of my goals for the coming year.
- He encourages teammates more as a peer than a coach.
- He is always asking for input and feedback. His understanding of the Core measures role was little to start, but he has become incredibly savvy at understanding the issues and barriers that impact my role. He does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- _____ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.
- Transparency and honesty is important early in the process.
- I think _____ works really hard to engage with everyone of us.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. You recognize and value good performance.	15	3.40	93.3	7%	47%	47%	
17. I hold the team leader accountable for the team meeting key performance responsibilities.	15	3.27	93.3	7%	60%		33%
18. I record production quotas on a daily basis.	14	3.00	92.9	7%	79%		14%
19. I convey expectations for meeting performance metrics.	15	3.47	100.0		53%	47%	
20. You align individual and team goals with the organization's goals and objectives.	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. You recognize and value good performance.	3.65	3.40	-0.25 ▼
17. I hold the team leader accountable for the team meeting key performance responsibilities.	3.47	3.27	-0.20 ▼
18. I record production quotas on a daily basis.	3.12	3.00	-0.12 ▼
19. I convey expectations for meeting performance metrics.	3.59	3.47	-0.12 ▼
20. You align individual and team goals with the organization's goals and objectives.	3.29	3.40	+0.11 ▲

Comments:

- He is a high energy individual, with a level of integrity that goes above and beyond.
- _____ always stays customer and community focused. He's also an excellent collaborator and always supportive and positive with others.
- _____ is a great manager, committed to each employee in our department.
- _____ is very reliable and collaborates well on projects.
- He has positive energy, leads by example, and cares about teammates.
- He is a team player and willing to help other departments and staff when needed.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. I know how to win an argument.	15	3.53	100.0	47%	53%		
22. You build trust by framing negotiations around share goals and mutual value, not just positional wins.	15	3.00	80.0	20%	60%	20%	
23. You work to persuade others.	15	2.87	80.0	20%	73%	7%	
24. You use knowledge and charisma rather than position, power, or coercion to influence others.	15	3.47	100.0	53%	47%		
25. You champion change by framing it as an opportunity to lead, not just adapt.	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. I know how to win an argument.	3.35	3.53	+0.18 ▲
22. You build trust by framing negotiations around share goals and mutual value, not just positional wins.	3.00	3.00	
23. You work to persuade others.	2.88	2.87	-0.02 ▼
24. You use knowledge and charisma rather than position, power, or coercion to influence others.	3.00	3.47	+0.47 ▲
25. You champion change by framing it as an opportunity to lead, not just adapt.	3.76	3.67	-0.10 ▼

Comments:

- _____ is a knowledgeable professional committed to improvement and quality. _____ shows his expertise in meetings and conversations, is helpful and solves problems effectively.
- _____ 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.
- I am confident that whenever I need to talk with _____, he is honest and direct and provides good guidance for my professional growth.
- _____ does an exceptional job at running the department.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- _____ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. I greet visitors and determine whether they should be given access to specific individuals.	15	3.40	93.3	7%	47%	47%	
27. You operate various telecommunications devices.	15	3.33	93.3	7%	53%	40%	
28. I maintain good interpersonal skills to work with supervisors, customers, colleagues, and stakeholders.	15	3.53	100.0		47%	53%	
29. I conduct research, compile data, and prepare papers for consideration and presentation by executives, committees, and boards of directors.	15	3.67	100.0	33%		67%	
30. I collect relevant information, such as pricing, technical details, project timelines, and past performance metrics, to include in the response.	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. I greet visitors and determine whether they should be given access to specific individuals.	3.53	3.40	-0.13 ▼
27. You operate various telecommunications devices.	3.12	3.33	+0.22 ▲
28. I maintain good interpersonal skills to work with supervisors, customers, colleagues, and stakeholders.	3.41	3.53	+0.12 ▲
29. I conduct research, compile data, and prepare papers for consideration and presentation by executives, committees, and boards of directors.	3.59	3.67	+0.08 ▲
30. I collect relevant information, such as pricing, technical details, project timelines, and past performance metrics, to include in the response.	3.41	3.33	-0.08 ▼

Comments:

- The progress with customer satisfaction within the division exemplifies _____'s leadership style. The Department has come a long way with _____ as manager and I admire the way _____ and _____ work together. _____ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. He is pushing himself to learn and grow at all times.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- _____ manages quite effectively by allowing his supervisors to manage the day to day operations rather than doing it for them.
- _____ is someone I feel I can talk to about any problem or situation and I value his opinion.
- _____ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.

Commitment To Result

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.20	86.7	13%	53%		33%
32. You are willing to do whatever it takes-not afraid to have to put in extra effort.	15	3.40	100.0		60%		40%
33. You are able to focus on a task even when working alone.	15	3.20	86.7	13%	53%		33%
34. You coordinate all department activities into a cohesive team effort.	15	3.27	93.3	7%	60%		33%
35. You are committed to the team.	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 convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.18	3.20	+0.02 ▲
32. You are willing to do whatever it takes-not afraid to have to put in extra effort.	3.35	3.40	+0.05 ▲
33. You are able to focus on a task even when working alone.	3.18	3.20	+0.02 ▲
34. You coordinate all department activities into a cohesive team effort.	2.88	3.27	+0.38 ▲
35. You are committed to the team.	3.18	3.00	-0.18 ▼

Comments:

- _____ is an effective leader and it shows with the annual score of departments he leads, resulting in upward trends of grand mean and Q1.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, _____ fits the leadership role well.
- I would encourage _____ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- _____ is a role model of a leader and I feel privileged to have _____ as a leader and a mentor.
- When dealing with HR issues my HR business partner is always involved.
- _____ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. You demonstrate the analytical skills to do your job.	15	3.20	93.3	7%	67%		27%
37. You are planful and organized.	15	3.27	93.3	7%	60%		33%
38. You demonstrate the functional or technical skills necessary to do your job.	15	3.27	86.7	13%	47%		40%
39. You can be counted on to add value wherever you are involved.	15	3.13	86.7	13%	60%		27%
40. You keep yourself and others focused on constant improvement.	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 demonstrate the analytical skills to do your job.	3.18	3.20	+0.02 ▲
37. You are planful and organized.	3.35	3.27	-0.09 ▼
38. You demonstrate the functional or technical skills necessary to do your job.	3.24	3.27	+0.03 ▲
39. You can be counted on to add value wherever you are involved.	3.59	3.13	-0.45 ▼
40. You keep yourself and others focused on constant improvement.	3.29	3.40	+0.11 ▲

Comments:

- His professionalism is beyond reproach and he is fair and just.
- I truly enjoy working with _____ on a daily basis.
- _____ always remembers the customer is at the center of what we do.
- _____ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- _____ has a calm and professional style.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.

Customer Focus

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
41. You received good feedback from customers.	15	3.33	93.3	7%	53%	40%	
42. I am competent in managing customer projects.	15	3.33	93.3	7%	53%	40%	
43. I make sure team members understand the issues faced by the customer.	15	3.13	86.7	13%	60%	27%	
44. You anticipate customer needs.	15	3.00	86.7	13%	73%	13%	
45. I regularly received positive feedback from customers.	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. You received good feedback from customers.	3.29	3.33	+0.04 ▲
42. I am competent in managing customer projects.	3.41	3.33	-0.08 ▼
43. I make sure team members understand the issues faced by the customer.	3.35	3.13	-0.22 ▼
44. You anticipate customer needs.	3.18	3.00	-0.18 ▼
45. I regularly received positive feedback from customers.	3.35	3.53	+0.18 ▲

Comments:

- _____ is a great leader and understands when he is needed the most. He is fair in his changes and tries his hardest to be equal to everyone.
- He is organized, kind, and extremely approachable.
- _____ is very busy and it is sometimes difficult to find time with him to get the direction needed to move forward.
- _____ will sometimes delegate work while continuing to do his own work on the same project he delegated without including the employee he originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- 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.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.

Strategic Focus

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
46. I maintain a strategic focus on external factors impacting the success of the company.	15	3.00	86.7	13%	73%		13%
47. I create a vision for the organization based on how the organization should appear in the future.	15	3.20	93.3	7%	60%		33%
48. You turn strategic priorities into action plans.	15	3.20	93.3	7%	67%		27%
49. I align cross-functional teams to the strategic plan.	15	3.40	93.3	7%	47%		47%
50. You effectively translate strategy into operational decisions.	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. I maintain a strategic focus on external factors impacting the success of the company.	3.24	3.00	-0.24 ▼
47. I create a vision for the organization based on how the organization should appear in the future.	3.00	3.20	+0.20 ▲
48. You turn strategic priorities into action plans.	3.18	3.20	+0.02 ▲
49. I align cross-functional teams to the strategic plan.	3.35	3.40	+0.05 ▲
50. You effectively translate strategy into operational decisions.	3.29	3.13	-0.16 ▼

Comments:

- _____ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- _____ is a hands on leader in our program.
- He has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- He holds everyone to such a high standard, you don't want to disappoint him.
- _____ is an excellent Director.
- Again, _____ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.

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?

- _____ defines outcomes clearly and sets expectations/timelines with regards to results. He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. He is very customer and system focused.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what _____ has done with this but needs to be addressed and improved.
- He always involves others in decisions ensuring a well rounded approach.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- _____ does an excellent job in his role.
- _____ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. He has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.

What do you like best about working with this individual?

- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.
- Sometimes _____'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- _____ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- I am having a hard time evaluating the last four. _____ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- _____ is a great manager to work for.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.

What do you like least about working with this individual?

- he remained objective throughout the process and was willing to analyze any option suggested that would enable [CompanyName] to better serve our community.
- He provided coaching and support to improve this individual's performance.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- He is fair but firm, he sees the good/bad in people and knows how to handle situations appropriately.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- _____ is a outstanding manager.

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

- _____ is dedicated to this organization, our customers and the employee's he manages. He is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- He has been and is a mentor for me.
- _____ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- Improvement should come over time. There is potential which is present.
- He is also very enthusiastic and energetic.
- I garner ideas from his regularly and look to him as a mentor.

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

- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- I feel that _____ has skills that are underutilized because he is a content expert in one function of the organization; however, his skills are far beyond human resources and should be used to help push the organization forward.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however _____ surpasses anyone I met before.
- _____ is someone I have immense respect for. He is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask _____ and get an honest response.
- He makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.

Any final comments?

- He has confidence in leading and making decisions improving rapidly.
- He has been a great addition to the department in this area.
- _____ works with a very diverse group and treats everyone the same while respecting that diversity.
- He is always looking to and listening to the staff for their and needs.
- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.
- I enjoy working with _____. He is very responsive to questions. He seeks out advice or discussion with me at the appropriate times to make sure his projects are successful.