



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.

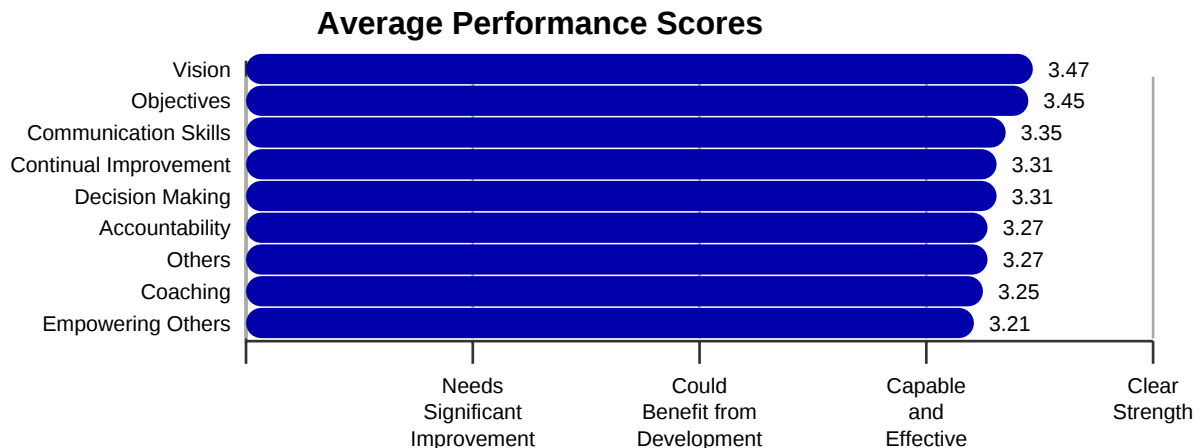
What to Do with Your Feedback

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

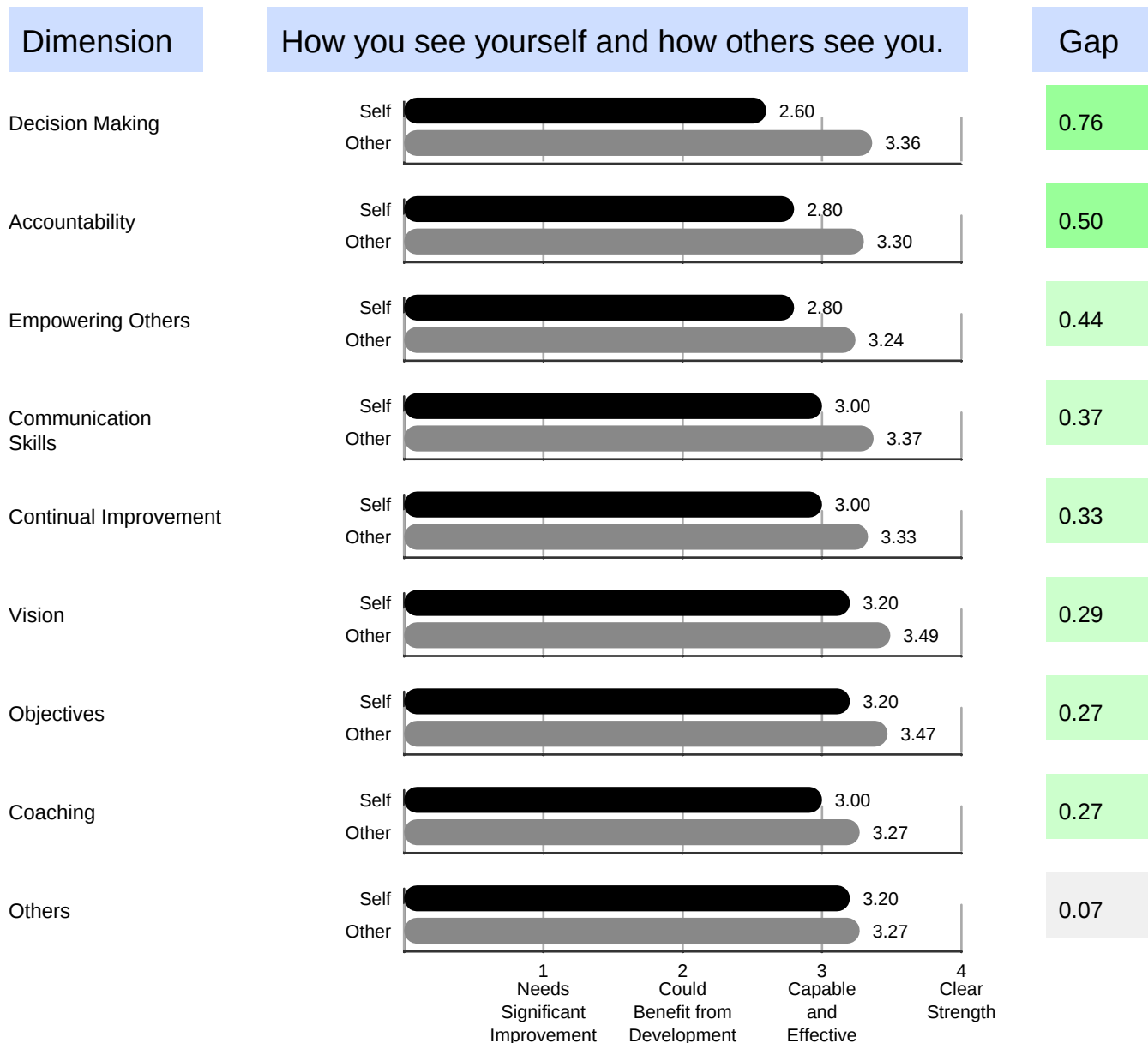
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Creates a vision to align corporate strategies with the organization's value system.	15	3.20	93.3	7%	67%		27%
2. Establishes a clear vision for where the company should be heading.	15	3.87	100.0	13%	87%		
3. Connects team achievements and challenges back to the vision to reinforce relevance.	15	3.33	93.3	7%	53%		40%
4. Charts a bold course for the department's evolution.	15	3.60	93.3	7%	27%	67%	
5. Recognizes potential challenges and devises comprehensive strategies to navigate and mitigate these difficulties.	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. Creates a vision to align corporate strategies with the organization's value system.	3.29	3.20	-0.09 ▼
2. Establishes a clear vision for where the company should be heading.	3.65	3.87	+0.22 ▲
3. Connects team achievements and challenges back to the vision to reinforce relevance.	3.18	3.33	+0.16 ▲
4. Charts a bold course for the department's evolution.	3.41	3.60	+0.19 ▲
5. Recognizes potential challenges and devises comprehensive strategies to navigate and mitigate these difficulties.	3.24	3.33	+0.10 ▲

Comments:

- ___ is very approachable and ensures the best for all employees in the department.
- Demonstrates a focus on the business goals through task prioritization.
- She is excellent at helping/coaching/problem-solving with others.
- She interacts effectively with our most difficult customers.
- ___ is extremely supportive of her 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. She supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- ___ does an excellent job of assessing processes to determine if they are working or not working and helping the team to identify issues, barriers and solutions to move our practices forward.

Communication Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Receives and answers questions - on the spot. S/he has a willingness to address the tough questions.	15	3.20	93.3	7%	60%		33%
7. Provides follow-up information and seeks to avoid misunderstandings.	15	3.20	86.7	13%	53%		33%
8. Welcomes input and suggestions from others.	15	3.40	93.3	7%	47%		47%
9. Keeps open and regular communication with others.	15	3.47	93.3	7%	40%		53%
10. Delivers messages with energy, enthusiasm, and conviction.	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. Receives and answers questions - on the spot. S/he has a willingness to address the tough questions.	3.24	3.20	-0.04 ▼
7. Provides follow-up information and seeks to avoid misunderstandings.	3.41	3.20	-0.21 ▼
8. Welcomes input and suggestions from others.	3.24	3.40	+0.16 ▲
9. Keeps open and regular communication with others.	3.18	3.47	+0.29 ▲
10. Delivers messages with energy, enthusiasm, and conviction.	3.35	3.47	+0.11 ▲

Comments:

- While encouraging folks to continue with their education, she is also continuing with her education.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- ___ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- ___ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Exhibits good governance in their role as an executive.	15	3.53	100.0	47%	53%		
12. Works hard to ensure the success of the department.	15	3.27	100.0	73%	27%		
13. Exhibits a sense of ownership of outcomes and results.	15	3.33	100.0	67%	33%		
14. Handles sensitive information with discretion and confidentiality.	15	3.13	86.7	13%	60%	27%	
15. Acknowledges errors and takes the steps necessary to rectify them.	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. Exhibits good governance in their role as an executive.	3.47	3.53	+0.06 ▲
12. Works hard to ensure the success of the department.	3.47	3.27	-0.20 ▼
13. Exhibits a sense of ownership of outcomes and results.	3.35	3.33	-0.02 ▼
14. Handles sensitive information with discretion and confidentiality.	3.18	3.13	-0.04 ▼
15. Acknowledges errors and takes the steps necessary to rectify them.	3.00	3.07	+0.07 ▲

Comments:

- In the area of 'Communication skills' I would like to see ___ be more direct in her oral delivery.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- ___ is a tremendous leader in our organization.
- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- ___ has very quickly re-invented the Technical Services division. She is now aggressively moving the team to become more mature and service oriented. Throughout this transition, ___ has been very successful in managing this difficult change.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.

Continual Improvement

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Looks for ways to improve work processes and procedures.	15	3.40	93.3	7%	47%	47%	
17. Fosters a culture of open communication and continuous improvement.	15	3.27	93.3	7%	60%	33%	
18. Open to the suggestions from others.	14	3.00	92.9	7%	79%	14%	
19. Analyzes processes to determine areas for improvement.	15	3.47	100.0		53%	47%	
20. Promotes training and development opportunities to enhance job performance.	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. Looks for ways to improve work processes and procedures.	3.65	3.40	-0.25 ▼
17. Fosters a culture of open communication and continuous improvement.	3.47	3.27	-0.20 ▼
18. Open to the suggestions from others.	3.12	3.00	-0.12 ▼
19. Analyzes processes to determine areas for improvement.	3.59	3.47	-0.12 ▼
20. Promotes training and development opportunities to enhance job performance.	3.29	3.40	+0.11 ▲

Comments:

- ___ has good knowledge and awareness of the strengths and talents within the organization.
- In every interaction that I have had with ___, I have found her to be professional, reliable, and engaged in the process.
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- ___ has a lot of knowledge in competency models and is passing that on to her teams.
- Personality. Great Mentor and Leader. Talented.

Decision Making

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Establishes critical limits (such as budget, timeline, compliance, or resource availability) before evaluating alternatives.	15	3.53	100.0	47%	53%		
22. Decides which short- and long-term goals should be created.	15	3.00	80.0	20%	60%	20%	
23. Uses reasonable assumptions and logic to decide between alternate courses of action	15	2.87	80.0	20%	73%	7%	
24. Determines constraints that may impact what decisions are acceptable.	15	3.47	100.0	53%	47%		
25. Employs sound judgment and logical reasoning.	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. Establishes critical limits (such as budget, timeline, compliance, or resource availability) before evaluating alternatives.	3.35	3.53	+0.18 ▲
22. Decides which short- and long-term goals should be created.	3.00	3.00	
23. Uses reasonable assumptions and logic to decide between alternate courses of action	2.88	2.87	-0.02 ▼
24. Determines constraints that may impact what decisions are acceptable.	3.00	3.47	+0.47 ▲
25. Employs sound judgment and logical reasoning.	3.76	3.67	-0.10 ▼

Comments:

- Professionalism is an area where I feel ___ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.
- ___ has many responsibilities and at times needed direction is delayed as she sorts through her priorities. Responses via email can be slow, delaying action on my part while I wait direction.
- She is also quick to tap into her past experiences in attempting to find the best solution.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.
- ___ relies on her direct reports to solicit input and involve front line staff in everyday work.
- She has the desire and effort to get it right and continuously improve self and culture.

Objectives

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Organizes and schedules events, activities, and resources.	15	3.40	93.3	7%	47%	47%	
27. Encourages me to take on greater responsibility.	15	3.33	93.3	7%	53%		40%
28. Communicates goals and objectives to employees.	15	3.53	100.0		47%	53%	
29. Consistently provides me with timely feedback for improving my performance.	15	3.67	100.0		33%	67%	
30. Establishes goals and objectives.	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. Organizes and schedules events, activities, and resources.	3.53	3.40	-0.13 ▼
27. Encourages me to take on greater responsibility.	3.12	3.33	+0.22 ▲
28. Communicates goals and objectives to employees.	3.41	3.53	+0.12 ▲
29. Consistently provides me with timely feedback for improving my performance.	3.59	3.67	+0.08 ▲
30. Establishes goals and objectives.	3.41	3.33	-0.08 ▼

Comments:

- ___ is a strong leader and continues to grow in her role. ___ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that ___ does especially well and seems to do with ease are bulleted below.
- ___ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___ !
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- ___ is professional, collaborative. . . a great team member.
- ___ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about ___ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Values the opinions of others.	15	3.20	86.7	13%	53%	33%	
32. Enables team members to make their own decisions on the project.	15	3.40	100.0		60%	40%	
33. Allows employees to take ownership of their work.	15	3.20	86.7	13%	53%	33%	
34. Provides support and resources needed to accomplish goals.	15	3.27	93.3	7%	60%	33%	
35. Recognizes and rewards employees who make important decisions and take action when necessary.	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. Values the opinions of others.	3.18	3.20	+0.02 ▲
32. Enables team members to make their own decisions on the project.	3.35	3.40	+0.05 ▲
33. Allows employees to take ownership of their work.	3.18	3.20	+0.02 ▲
34. Provides support and resources needed to accomplish goals.	2.88	3.27	+0.38 ▲
35. Recognizes and rewards employees who make important decisions and take action when necessary.	3.18	3.00	-0.18 ▼

Comments:

- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- I respect ___'s focus and hard work to move this work forwards for the good of the organization and our customers, and without her personal efforts this project would not be underway.
- An all around great person who is knows smart, is not arrogant, willing to teach, and willing to give & receive honest feedback.
- ___ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- She encourages individual and professional improvement and provides educational opportunities.
- Overall, I think ___ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually involves ___ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.

Coaching

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Shows employees their areas of strengths.	15	3.20	93.3	7%	67%		27%
37. Is empathetic to the current workload and situation that the employee may be experiencing.	15	3.27	93.3	7%	60%		33%
38. Creates plans for achieving results that are specific, measurable and have target dates.	15	3.27	86.7	13%	47%		40%
39. Helps employees to view challenges as opportunities for personal and professional development.	15	3.13	86.7	13%	60%		27%
40. Effective at listening and allowing the employees to unlock their full potential.	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. Shows employees their areas of strengths.	3.18	3.20	+0.02 ▲
37. Is empathetic to the current workload and situation that the employee may be experiencing.	3.35	3.27	-0.09 ▼
38. Creates plans for achieving results that are specific, measurable and have target dates.	3.24	3.27	+0.03 ▲
39. Helps employees to view challenges as opportunities for personal and professional development.	3.59	3.13	-0.45 ▼
40. Effective at listening and allowing the employees to unlock their full potential.	3.29	3.40	+0.11 ▲

Comments:

- Confidence, Attitude, Desire to learn.
- ___ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.
- ___ is a valuable resource to the organization and the team.
- She is a great teammate!
- She knows her material and obviously loves the continued learning that defines best practices.
- ___ has a keen ability to focus in on what needs to be done and to drive for resolution. She is able to see new and innovative options for driving operational performance.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Treats others with respect and dignity.	15	3.33	93.3	7%	53%	40%	
42. Works effectively with people from other departments.	15	3.33	93.3	7%	53%	40%	
43. Respects the opinions of other employees.	15	3.13	86.7	13%	60%	27%	
44. Consistently demonstrates ability and willingness to trust others.	15	3.00	86.7	13%	73%	13%	
45. Able to see issues from others' perspectives.	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. Treats others with respect and dignity.	3.29	3.33	+0.04 ▲
42. Works effectively with people from other departments.	3.41	3.33	-0.08 ▼
43. Respects the opinions of other employees.	3.35	3.13	-0.22 ▼
44. Consistently demonstrates ability and willingness to trust others.	3.18	3.00	-0.18 ▼
45. Able to see issues from others' perspectives.	3.35	3.53	+0.18 ▲

Comments:

- ___ is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- ___ has not been afraid to make difficult decisions to improve customer service. She is keenly aware of the strengths of those around her and ensures a good fit between demonstrated performance and tasks.
- Having very minimum one-on-one discussion.
- ___ analyzes all situations before making a decision.

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 easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- ___ does not always follow through with things (ordering equipment).
- Please know that stress can occasionally slow down progress.
- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- Show others it is possible to understand both sides without having to agree all the time.
- ___ is a great leader and is committed to her role here at [CompanyName]!

What do you like best about working with this individual?

- She encourages individual and professional improvement and provides educational opportunities.
- ___ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.
- Ready to tackle any given problem and help others finish 1st
- ___ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- ___ encourages us as directors to go out with one voice and keeps us accountable.
- I think ___ is very good at identifying processes she observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.

What do you like least about working with this individual?

- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- ___ is a knowledgeable professional committed to improvement and quality. ___ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.
- ___ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- She has been a great addition to the department in this area.
- ___ does a great job investigating an issue thinking it through before she takes action.

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

- She is very responsive when asked for input or her assistance is requested.
- ___ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.
- She knows her material and obviously loves the continued learning that defines best practices.
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ___, your the best.
- Improve communication delivery. Acknowledge what others are saying.
- She has been a great addition to the department in this area.

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

- Her recent willingness to take on the department demonstrates her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates her genuine commitment to the organization.
- She works very hard to keep the department running smoothly and I appreciate all that she does for [CompanyName].
- As mentioned above, good collaboration.
- She desires to do great work.
- The only area I feel ___ needs improvement is that when she gives a project she often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- ___ is an excellent communicator and is very open and supportive to her staff.

Any final comments?

- ____ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- ____ 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.
- ____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on ____ to stand her ground and take care of her employees / department.
- ____ has done a superb job in outlining expectations for her staff. She has a unique ability to segment work, clearly define goals, and move forward with processes in a meaningful manner.
- I wish I had 5 more years to learn from _____. She teaches me with every interaction.
- ____ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.