Feedback Results

Your CompanyName Here

2024

Sample Employee

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.
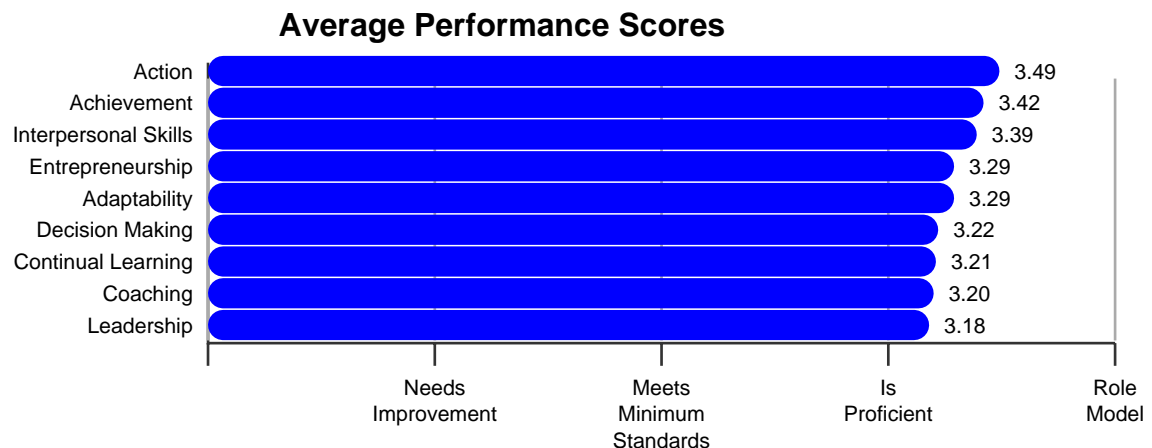
What to Do with Your Feedback

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.
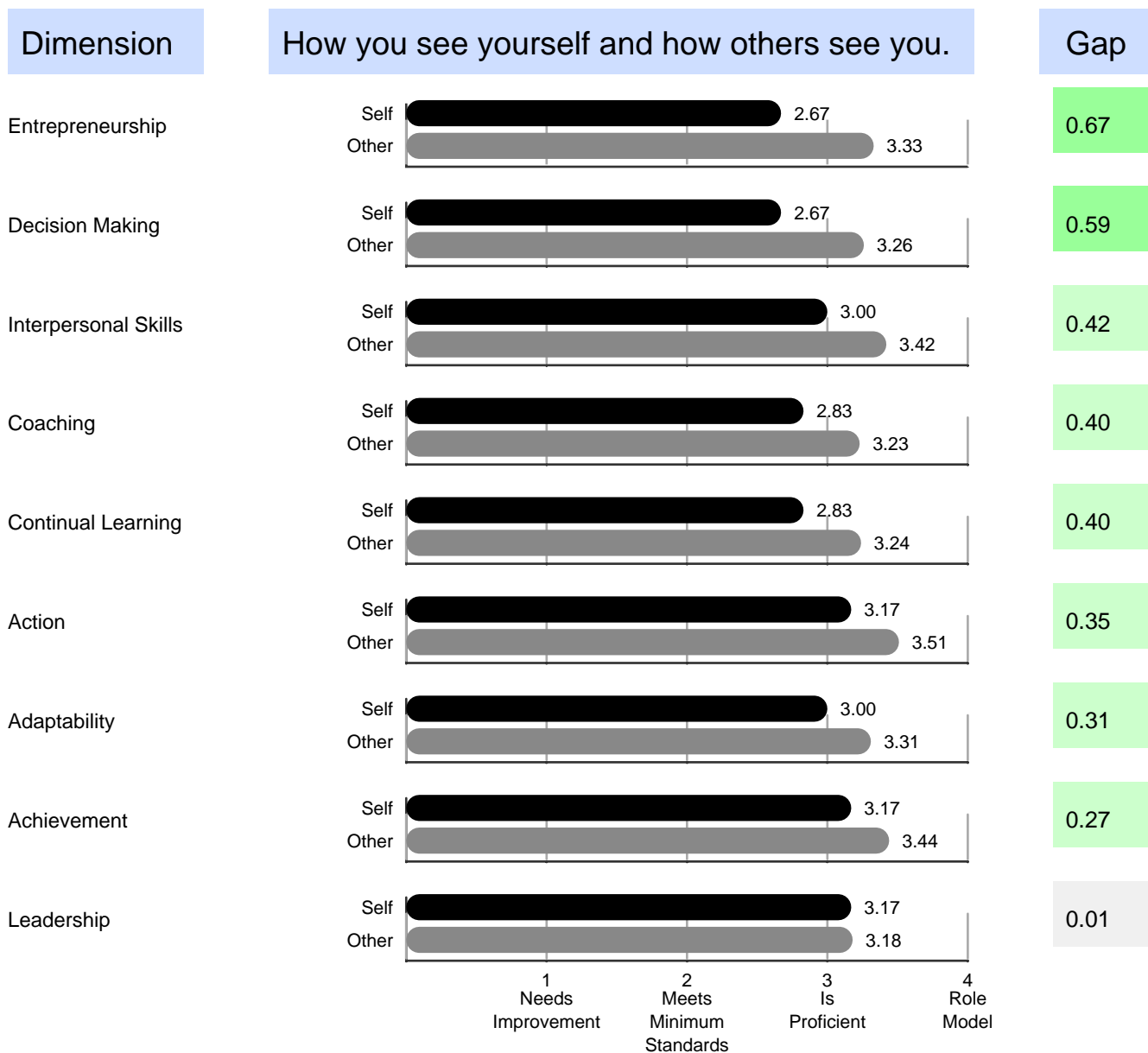
Summary

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.

Average Performance Scores

Dimension	Score
Action	3.49
Achievement	3.42
Interpersonal Skills	3.39
Entrepreneurship	3.29
Adaptability	3.29
Decision Making	3.22
Continual Learning	3.21
Coaching	3.20
Leadership	3.18

Scale: Needs Improvement — Meets Minimum Standards — Is Proficient — Role Model

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.

Dimension	How you see yourself and how others see you.	Gap
Entrepreneurship	Self 2.67 / Other 3.33	0.67
Decision Making	Self 2.67 / Other 3.26	0.59
Interpersonal Skills	Self 3.00 / Other 3.42	0.42
Coaching	Self 2.83 / Other 3.23	0.40
Continual Learning	Self 2.83 / Other 3.24	0.40
Action	Self 3.17 / Other 3.51	0.35
Adaptability	Self 3.00 / Other 3.31	0.31
Achievement	Self 3.17 / Other 3.44	0.27
Leadership	Self 3.17 / Other 3.18	0.01

Scale:
1 Needs Improvement
2 Meets Minimum Standards
3 Is Proficient
4 Role Model

Achievement

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. You inspire others to work with a sense of urgency.	15	3.20	93.3	7%	67%		27%
2. You eliminate bureaucratic barriers to streamline processes.	15	3.87	100.0		13%	87%	
3. You make use of talents of others to help achieve a high level of performance.	15	3.33	93.3	7%	53%		40%
4. You strive to exceed standards of performance.	15	3.60	93.3	7%	27%	67%	
5. You establish stretch goals to advance skills and output.	15	3.33	93.3	7%	53%		40%
6. You work at a quick pace to complete a high volume of work.	15	3.20	93.3	7%	60%		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	2022	2023	Change
1. You inspire others to work with a sense of urgency.	3.29	3.20	-0.09 ▼
2. You eliminate bureaucratic barriers to streamline processes.	3.65	3.87	+0.22 ▲
3. You make use of talents of others to help achieve a high level of performance.	3.18	3.33	+0.16 ▲
4. You strive to exceed standards of performance.	3.41	3.60	+0.19 ▲
5. You establish stretch goals to advance skills and output.	3.24	3.33	+0.10 ▲
6. You work at a quick pace to complete a high volume of work.	3.24	3.20	-0.04 ▼

Comments:
- She is a strength that supports department morale and work flow.
- ___ is able to manage an ever-changing work load.   Her time management has improved over the last year, to promote a work-life balance.
- ___ supports each security officer in such a way that you want to grow and improve in what you do.
- ___ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- I think that ___ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- Dedicated to the customer and community, she is worth her weight in gold.

Interpersonal 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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
7. You build a strong rapport with co-workers.	15	3.20	86.7	13%	53%		33%
8. You are a role model for others	15	3.40	93.3	7%	47%		47%
9. You come across as credible, knowledgeable and sincere	15	3.47	93.3	7%	40%		53%
10. You give honest feedback and suggestions for improvement.	15	3.47	93.3	7%	40%		53%
11. You receive feedback (both positive and negative) in a constructive manner.	15	3.53	100.0		47%		53%
12. You anticipate the concerns of other employees.	15	3.27	100.0		73%		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	2022	2023	Change
7. You build a strong rapport with co-workers.	3.41	3.20	-0.21 ▼
8. You are a role model for others	3.24	3.40	+0.16 ▲
9. You come across as credible, knowledgeable and sincere	3.18	3.47	+0.29 ▲
10. You give honest feedback and suggestions for improvement.	3.35	3.47	+0.11 ▲
11. You receive feedback (both positive and negative) in a constructive manner.	3.47	3.53	+0.06 ▲
12. You anticipate the concerns of other employees.	3.47	3.27	-0.20 ▼

Comments:
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the   equality and satisfaction in the department.
- ___ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. She introduced Basecamp to the team facilitating better project management systems within the department.
- What I like is her standard line what resources do you need from me to make this work?
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
13. You provide clear, motivating, and constructive feedback.	15	3.33	100.0		67%		33%
14. You coach employees in how to strengthen knowledge and skills to improve work performance.	15	3.13	86.7	13%	60%		27%
15. You develop the skills and capabilities of others.	15	3.07	80.0	20%	53%		27%
16. You help employees to understand responsibilities, authority, and expectations.	15	3.40	93.3	7%	47%	47%	
17. You conduct regular performance appraisals and feedback.	15	3.27	93.3	7%	60%		33%
18. You help employees to maintain high personal standards.	14	3.00	92.9	7%	79%		14%

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	2022	2023	Change	
13. You provide clear, motivating, and constructive feedback.	3.35	3.33	-0.02	▼
14. You coach employees in how to strengthen knowledge and skills to improve work performance.	3.18	3.13	-0.04	▼
15. You develop the skills and capabilities of others.	3.00	3.07	+0.07	▲
16. You help employees to understand responsibilities, authority, and expectations.	3.65	3.40	-0.25	▼
17. You conduct regular performance appraisals and feedback.	3.47	3.27	-0.20	▼
18. You help employees to maintain high personal standards.	3.12	3.00	-0.12	▼

Comments:
- Is always learning.   Whether it is a webinar, tutorial, self-improvement books, etc.
- Our organization is a better place because of her and her future focus.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- She is a pleasure to work with and an asset to [CompanyName].
- 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.
- Taking everything into consideration, ___ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.

Entrepreneurship

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
19. You encourage dynamic growth opportunities.	15	3.47	100.0		53%		47%
20. You believe in your vision for the department/organization.	15	3.40	93.3	7%	47%		47%
21. You seek and utilize mentors to help guide your professional development.	15	3.53	100.0		47%		53%
22. You are able to adapt the department to changing business demands and climate.	15	3.00	80.0	20%	60%		20%
23. You maintain a high level of energy to respond to demands of the job.	15	2.87	80.0	20%	73%		7%
24. You can work effectively in an environment of uncertainty.	15	3.47	100.0		53%		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	2022	2023	Change
19. You encourage dynamic growth opportunities.	3.59	3.47	-0.12 ▼
20. You believe in your vision for the department/organization.	3.29	3.40	+0.11 ▲
21. You seek and utilize mentors to help guide your professional development.	3.35	3.53	+0.18 ▲
22. You are able to adapt the department to changing business demands and climate.	3.00	3.00	
23. You maintain a high level of energy to respond to demands of the job.	2.88	2.87	-0.02 ▼
24. You can work effectively in an environment of uncertainty.	3.00	3.47	+0.47 ▲

Comments:
- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- ___ is great…She provides valuable insight/opinion when asked and easily makes decisions.
- She has been a great addition to the department in this area.
- When ___ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part.   By working collaboratively with the team She was able to raise the departments moral while implementing those changes.   ___ is an engaged Leader.
- ___ does a great job at demonstrating the value of her team to the organization.
- ___ has been instrumental in the working relationship of our department.

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
25. You make effective decisions	15	3.67	100.0		33%	67%	
26. You drive and mobilizes others progress toward goals.	15	3.40	93.3	7%	47%	47%	
27. You do whatever it takes (within reason) to get the job done.	15	3.33	93.3	7%	53%	40%	
28. You are not afraid to take corrective action when necessary.	15	3.53	100.0		47%	53%	
29. You motivate & supports others to gain skills	15	3.67	100.0		33%	67%	
30. You get the job done.	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	2022	2023	Change
25. You make effective decisions	3.76	3.67	-0.10 ▼
26. You drive and mobilizes others progress toward goals.	3.53	3.40	-0.13 ▼
27. You do whatever it takes (within reason) to get the job done.	3.12	3.33	+0.22 ▲
28. You are not afraid to take corrective action when necessary.	3.41	3.53	+0.12 ▲
29. You motivate & supports others to gain skills	3.59	3.67	+0.08 ▲
30. You get the job done.	3.41	3.33	-0.08 ▼

Comments:
- She communicates well to all staff and we know what is expected of us.
- ___ 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 is a great manager and person to work for/with.
- ___ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- She follows up on questions and she is easily accessible. I think she is doing a great job!
- Whenever ___ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if ___ was there). She also participated in interviews within my department ans was a valuable member.

Continual Learning

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 build on your strengths while addressing your weaknesses.	15	3.20	86.7	13%	53%		33%
32. You seek opportunities to grow in skills and knowledge.	15	3.40	100.0		60%		40%
33. You expand your educational and future learning opportunities.	15	3.20	86.7	13%	53%		33%
34. You pursue self-improvement through continual learning.	15	3.27	93.3	7%	60%		33%
35. You share best practices with others and learn from others.	15	3.00	80.0	20%	60%		20%
36. You are introspective and aware of your own learning needs.	15	3.20	93.3	7%	67%		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	2022	2023	Change
31. You build on your strengths while addressing your weaknesses.	3.18	3.20	+0.02 ▲
32. You seek opportunities to grow in skills and knowledge.	3.35	3.40	+0.05 ▲
33. You expand your educational and future learning opportunities.	3.18	3.20	+0.02 ▲
34. You pursue self-improvement through continual learning.	2.88	3.27	+0.38 ▲
35. You share best practices with others and learn from others.	3.18	3.00	-0.18 ▼
36. You are introspective and aware of your own learning needs.	3.18	3.20	+0.02 ▲

Comments:
- I so appreciate that ___ is so on top of everything that we do in payroll.
- ___ is committed to our organization and leads by example.
- She always answers my questions even if she's having a busy day or isn't the right person to be asking.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- Outstanding leader.
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.

Adaptability

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
37. You embrace changes in technology and automation.	15	3.27	93.3	7%	60%		33%
38. You are willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	3.27	86.7	13%	47%		40%
39. You are flexible and open to new ideas and encourages others to value change.	15	3.13	86.7	13%	60%		27%
40. You are able to recognize the potential benefits of change, and create an infrastructure which supports change.	15	3.40	93.3	7%	47%		47%
41. You learn from personal experiences and/or mistakes.	15	3.33	93.3	7%	53%		40%
42. You are able to quickly learn new ways of performing your job.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

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The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
37. You embrace changes in technology and automation.	3.35	3.27	-0.09 ▼
38. You are willing to change ideas or perceptions based on new information or contrary evidence which is presented.	3.24	3.27	+0.03 ▲
39. You are flexible and open to new ideas and encourages others to value change.	3.59	3.13	-0.45 ▼
40. You are able to recognize the potential benefits of change, and create an infrastructure which supports change.	3.29	3.40	+0.11 ▲
41. You learn from personal experiences and/or mistakes.	3.29	3.33	+0.04 ▲
42. You are able to quickly learn new ways of performing your job.	3.41	3.33	-0.08 ▼

Comments:
- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.
- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.
- ___ is determined to help make [CompanyName] successful.
- What I like is her standard line what resources do you need from me to make this work?
- Is always learning.   Whether it is a webinar, tutorial, self-improvement books, etc.
- I find her to be a stellar asset to our team at [CompanyName].

Leadership

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
43. You empower others to succeed within your jobs.	15	3.13	86.7	13%	60%		27%
44. You are able to organize the work of others.	15	3.00	86.7	13%	73%		13%
45. You provide structure.	15	3.53	100.0		47%	53%	
46. You are accessible and approachable to associates.	15	3.00	86.7	13%	73%		13%
47. You demonstrate effective leadership talent and skills	15	3.20	93.3	7%	60%	33%	
48. You communicate calmly and honestly even when stressed.	15	3.20	93.3	7%	67%		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	2022	2023	Change
43. You empower others to succeed within your jobs.	3.35	3.13	-0.22 ▼
44. You are able to organize the work of others.	3.18	3.00	-0.18 ▼
45. You provide structure.	3.35	3.53	+0.18 ▲
46. You are accessible and approachable to associates.	3.24	3.00	-0.24 ▼
47. You demonstrate effective leadership talent and skills	3.00	3.20	+0.20 ▲
48. You communicate calmly and honestly even when stressed.	3.18	3.20	+0.02 ▲

Comments:
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- ___ has extremely strong communication skills and is able to work in a wide variety of settings.
- ___ is a great director, knows her scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff.   My interactions with her and her team are generally separate meetings.   She presents herself well to other leaders in the organization.
- Closes off discussions with action plans.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
49. You seek input from key people who should be involved in, or will be affected by, decisions	15	3.40	93.3	7%	47%		47%
50. You are able to make decisions quickly.	15	3.13	80.0	7% 13%	40%		40%
51. You ask for additional information when making critical decisions.	14	3.14	92.9	7%	71%		21%
52. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	14	3.21	85.7	14%	50%		36%
53. You do not lose sight of the big picture when making decisions	15	3.27	86.7	13%	47%		40%
54. You break complex issues into manageable parts and organize them in a systematic way before making decisions	15	3.13	86.7	13%	60%		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	2022	2023	Change	
49. You seek input from key people who should be involved in, or will be affected by, decisions	3.35	3.40	+0.05	▲
50. You are able to make decisions quickly.	3.29	3.13	-0.16	▼
51. You ask for additional information when making critical decisions.	3.24	3.14	-0.09	▼
52. You coach team members individually when "poor" decisions are made and helps them see what could have been done differently	3.06	3.21	+0.16	▲
53. You do not lose sight of the big picture when making decisions	3.59	3.27	-0.32	▼
54. You break complex issues into manageable parts and organize them in a systematic way before making decisions	2.94	3.13	+0.19	▲

Comments:
- I look to her for guidance and support.   It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.
- Always available to give us what we need to succeed.
- ___ leads by example in each of the areas noted above.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- ___ has implemented using certain times of the day for email.   She is consistently encouraging staff to keep emails brief and too the point.
- I look forward to learning and improving with her and the other members in the division.

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?

- We are lucky to have her here at [CompanyName].
- ___ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.
- I have enjoyed working with ___ and will miss her support and direction.
- Sometimes I feel like I need to check on ___ and make sure that read an email/understands that I need her input on a project.
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ___, your the best.
- ___ appropriately utilizes the resources of other team members to meet the needs of the organization.

What do you like best about working with this individual?

- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.
- She has been challenging us to find other ways to communicate that would be effective, other than email.
- ___ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- She has never said she was to busy for me or stated come back later. I think [CompanyName] is very lucky to have her as   a manager.
- Is viewed by many as a strong organizational resource.
- She is a fantastic resource.

What do you like least about working with this individual?

- Overall ___ is highly competent and brings a fresh perspective to the Engineering department.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- She does follow up and follow through.
- She is very supportive of cross training and learning new skills.
- ___ leads by example.
- I feel as though I have a shared decision making relationship with ___ which makes me feel valued.   She supports me and values my opinion.

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

- She consistently conducts herself with professionalism and represents our unit well.
- Despite the fact that ___ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.
- She has established credibility and trust with all the directors and managers.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- ___ sometimes doesn't answer   emails in a timely manner.   Some people have come into our office commenting on this.   One person said they have been waiting a month for a response.
- ___ is determined to help make [CompanyName] successful.

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

- ___ has also attended many off-site events to show her support to department staff.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- Need to continue to take action when needed, although have improved. . .
- ___ is always professional during interactions with staff.
- ___ is organized and thorough.

Any final comments?

- Need to continue to engage staff in team development and role clarification.
- In my opinion, ___ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop ___.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- ___ gives me feedback good and indifferent.
- I appreciate her ability to deliver a direct message while remaining sensitive to how it may impact others as well as her sense of humor.
- Is always learning.   Whether it is a webinar, tutorial, self-improvement books, etc.