



---

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.

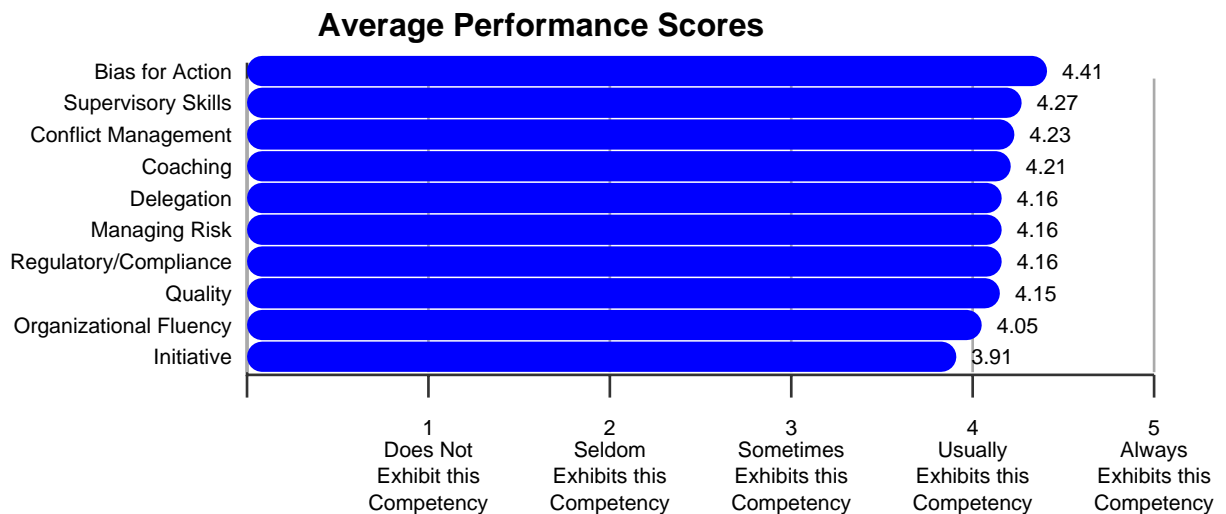
## What to Do with Your Feedback

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 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.



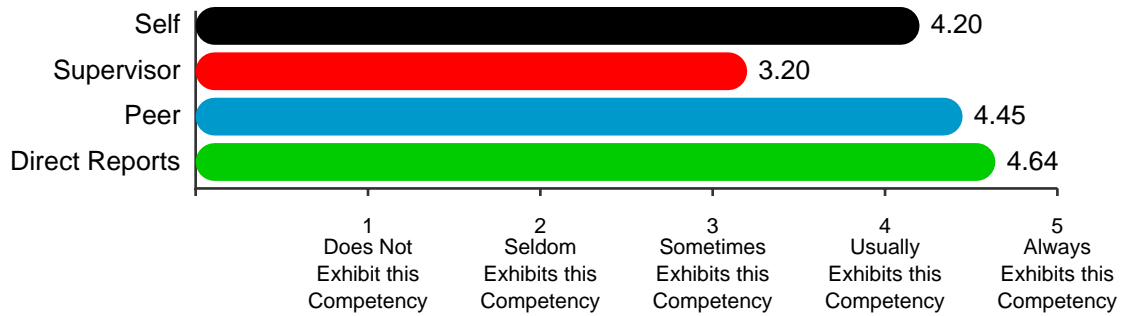
# Gap Analysis

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.



# Bias for Action

## Summary Scores



1. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).



2. Identifies ways to simplify work processes and reduce cycle times



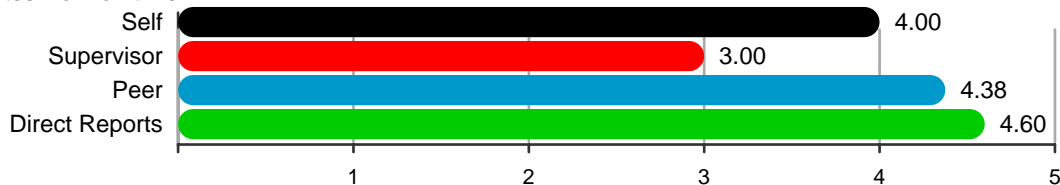
3. Conveys a sense of urgency about addressing problems and opportunities



4. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



5. Completes work on time



### 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	4.20	93.3	7%		67%		27%
2. Identifies ways to simplify work processes and reduce cycle times	15	4.87	100.0	13%		87%		
3. Conveys a sense of urgency about addressing problems and opportunities	15	4.27	93.3	7%		60%		33%
4. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.40	86.7	13%	33%		53%	
5. Completes work on time	15	4.33	93.3	7%		53%		40%

Comments:

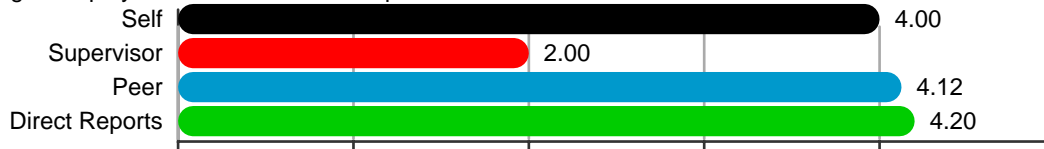
- Always steps up if help is needed.
- \_\_\_\_\_ is reliable and effective communicator. He has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- \_\_\_\_\_ does a great job of ensuring his departments are meeting the needs of the organization and our community.
- He knows his material and obviously loves the continued learning that defines best practices.
- Job performance is excellent. Lucky to have \_\_\_\_\_ on our team.
- I so appreciate that \_\_\_\_\_ is so on top of everything that we do in payroll.

# Supervisory Skills

## Summary Scores



### 6. Encourages employees to achieve their full potential.



### 7. Promotes teamwork and cooperation within the department.



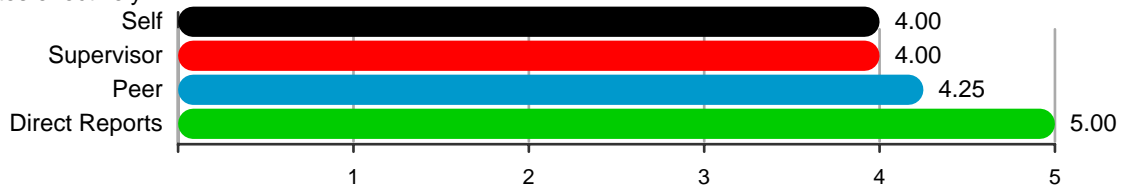
### 8. Maintains good working relationships with employees.



### 9. Appropriately recognizes and rewards employees.



### 10. Delegates effectively.



### 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

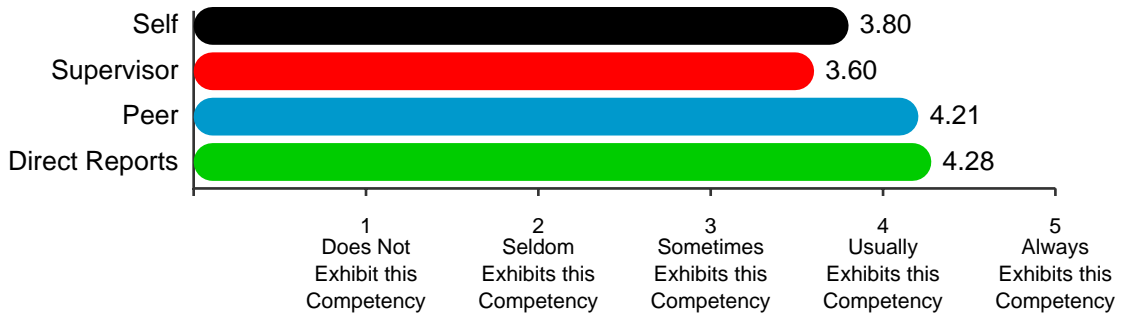
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Encourages employees to achieve their full potential.	15	4.00	80.0	7%	13%	53%	27%	
7. Promotes teamwork and cooperation within the department.	15	4.07	80.0		20%	53%	27%	
8. Maintains good working relationships with employees.	15	4.33	93.3	7%	47%		47%	
9. Appropriately recognizes and rewards employees.	15	4.47	93.3	7%	40%		53%	
10. Delegates effectively.	15	4.47	93.3	7%	40%		53%	

Comments:

- He is an advocate for [CompanyName].
- \_\_\_\_\_ pulls from the strengths of each of his staff. He utilizes them to the benefit of the department and to empower his employees to stay engaged and feel valued.
- \_\_\_\_\_ is a great leader. He has excellent communication skills and has a wonderful leadership style.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to \_\_\_\_\_ last month.
- 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.
- \_\_\_\_\_ strives to be professional with each and every interaction and I think inspires confidence.

# Delegation

## Summary Scores



11. Sets clear and reasonable expectations for others and follows through on their progress.



12. Defines goals and objectives for subordinates.



13. Assigns tasks to create learning opportunities for the employees.



14. Clearly defines duties and tasks to be completed.



15. Allows employees to decide how they wish to complete the tasks.





## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

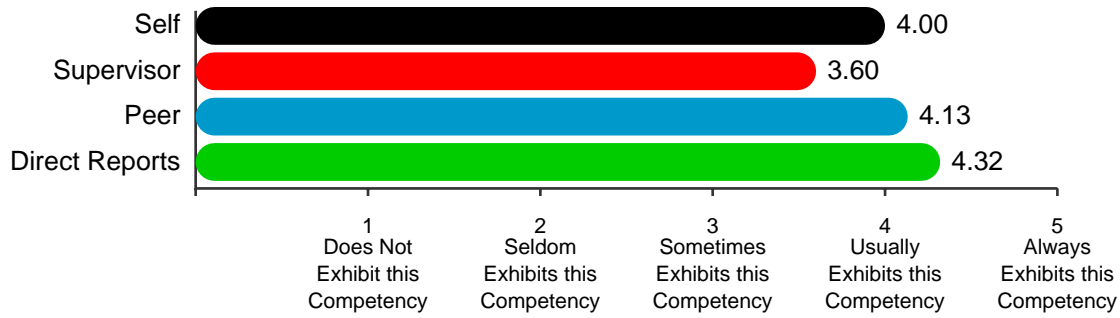
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Sets clear and reasonable expectations for others and follows through on their progress.	15	4.60	100.0			40%	60%	
12. Defines goals and objectives for subordinates.	15	4.27	100.0			73%		27%
13. Assigns tasks to create learning opportunities for the employees.	15	4.33	100.0			67%		33%
14. Clearly defines duties and tasks to be completed.	15	3.93	73.3	27%		53%		20%
15. Allows employees to decide how they wish to complete the tasks.	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- I look forward to learning and improving with his and the other members in the division.
- He is a dedicated person who inspires excellence in both staff and customer service.
- \_\_\_\_\_ has a way of bringing out the best in people, by modeling how to be a hard worker who knows his stuff and is supportive of his colleagues and able to create a fun atmosphere that makes us all want to work hard.
- \_\_\_\_\_ is a great leader and is committed to his role here at [CompanyName]!
- He sometimes comes off as confused about organizational/operational direction.
- He is organized, kind, and extremely approachable.

# Quality

## Summary Scores



### 16. Encourages others to achieve high quality standards.



### 17. Analyze what occurred and re-adjusts accordingly when goals are not met.



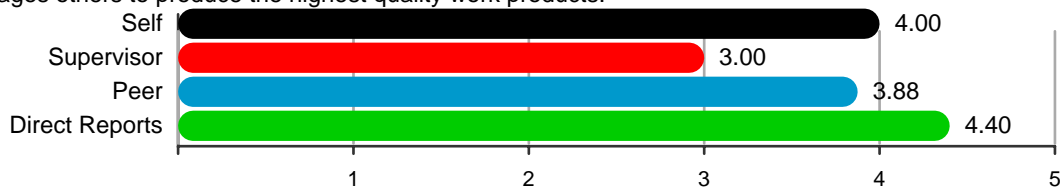
### 18. Reflects on what is working and what could be improved.



### 19. Corrects issues in a timely manner.



### 20. Encourages others to produce the highest quality work products.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

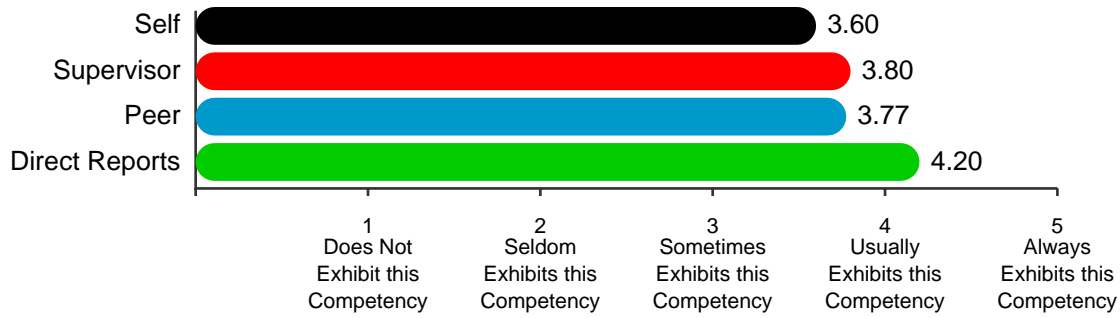
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Encourages others to achieve high quality standards.	15	4.33	86.7	13%		40%	47%	
17. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	4.27	93.3	7%		60%	33%	
18. Reflects on what is working and what could be improved.	14	4.00	92.9	7%		86%		7%
19. Corrects issues in a timely manner.	14	4.14	85.7	7%	7%	50%		36%
20. Encourages others to produce the highest quality work products.	15	4.00	66.7	7%	27%	27%		40%

### Comments:

- It's been great working with him.
- 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 truly appreciated his guidance.
- He holds everyone to such a high standard, you don't want to disappoint him.
- \_\_\_\_\_ has a very high integrity standard. He handles all of his business with the utmost professionalism.
- \_\_\_\_\_ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.

# Initiative

## Summary Scores



### 21. Prepares for unexpected contingencies.



### 22. Seeks and utilizes opportunities for continuous learning and self-development.



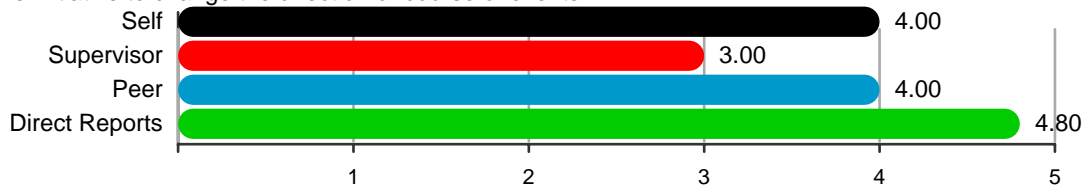
### 23. Goes above and beyond the stated goals.



### 24. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.



### 25. Takes the initiative to change the direction or course of events.



### 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

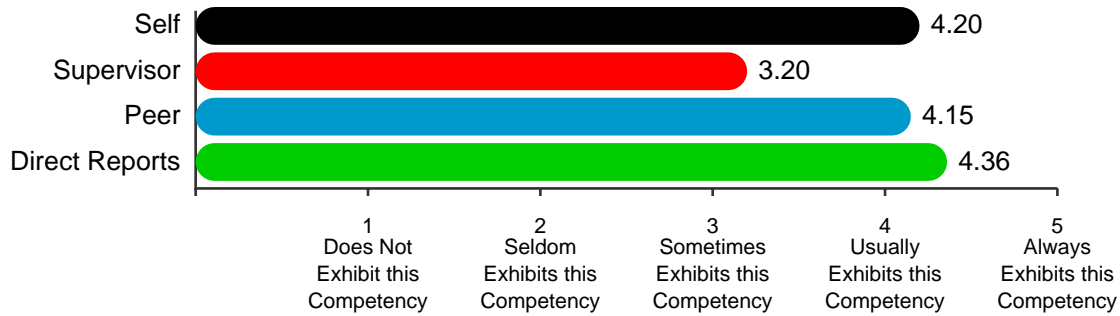
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Prepares for unexpected contingencies.	15	4.00	66.7	13%	20%	20%	47%	
22. Seeks and utilizes opportunities for continuous learning and self-development.	15	3.47	53.3	13%	33%		47%	7%
23. Goes above and beyond the stated goals.	15	3.60	66.7	13%	20%		60%	7%
24. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	4.27	86.7	7%	7%	40%	47%	
25. Takes the initiative to change the direction or course of events.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

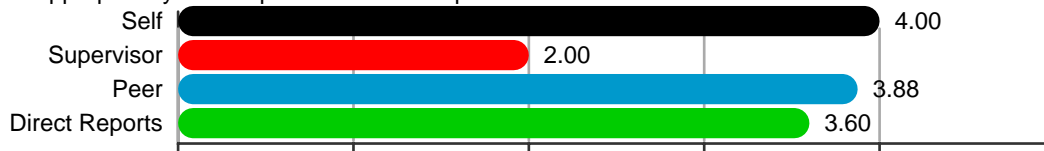
- \_\_\_\_\_ has used his strengths to make this department stronger in many ways.
- \_\_\_\_\_ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- \_\_\_\_\_ has been instrumental in the working relationship of our department.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- One of the best supervisors that I have had.
- \_\_\_\_\_ is deeply invested in the Labor and Delivery unit and it is obvious that his focus is in making it the top choice for customers and employees.

# Managing Risk

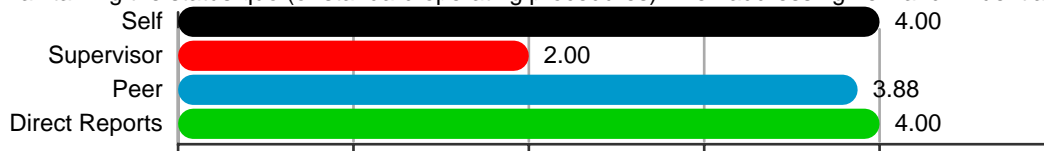
## Summary Scores



26. Responds appropriately to unexplained or unanticipated events.



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



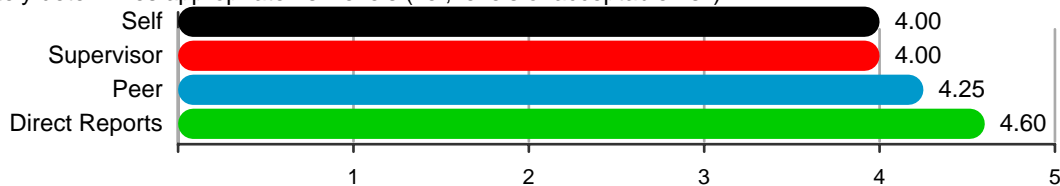
28. Performs a risk analysis as needed.



29. Seeks to increase safety in the workplace.



30. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

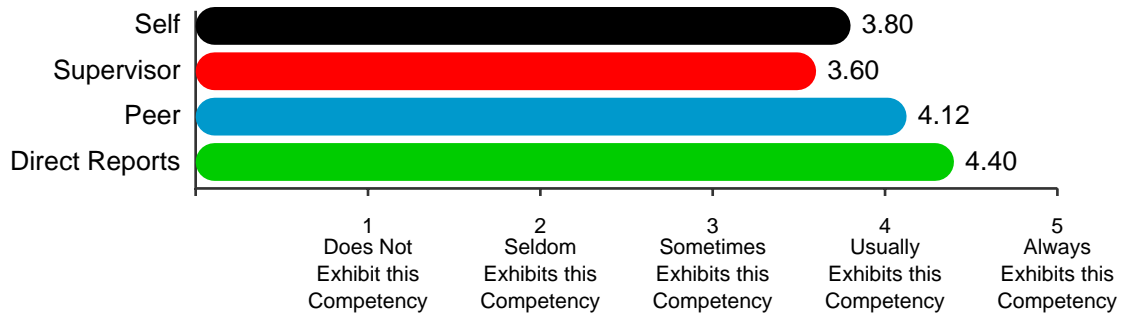
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Responds appropriately to unexplained or unanticipated events.	15	3.67	66.7	20%	13%	47%	20%	
27. Avoids maintaining the status quo (or standard operating procedures) when addressing new and influential situations.	15	3.80	73.3	20%	7%	47%	27%	
28. Performs a risk analysis as needed.	15	4.33	86.7		13%	40%	47%	
29. Seeks to increase safety in the workplace.	15	4.67	100.0		33%	67%		
30. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).	15	4.33	100.0		67%	33%		

### Comments:

- He has taken the proverbial "ball" and ran with it in a way that shows excellence in his endeavor.
- \_\_\_\_\_ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- He seems to be well respected from members of his own team as well.
- \_\_\_\_\_ does not always follow through with things (ordering equipment).
- \_\_\_\_\_ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.
- One of the things that I most appreciate about \_\_\_\_\_ is his willingness to mentor and grow new talent.

# Regulatory/Compliance

## Summary Scores



### 31. Complies with trade agreements affecting international companies.



### 32. Maintains historical records and documents as needed/required.



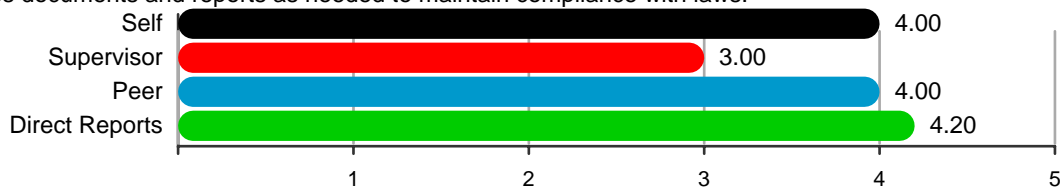
### 33. Implements regulatory changes in a timely manner.



### 34. Maintains compliance with federal, state, and local laws.



### 35. Provides documents and reports as needed to maintain compliance with laws.





## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

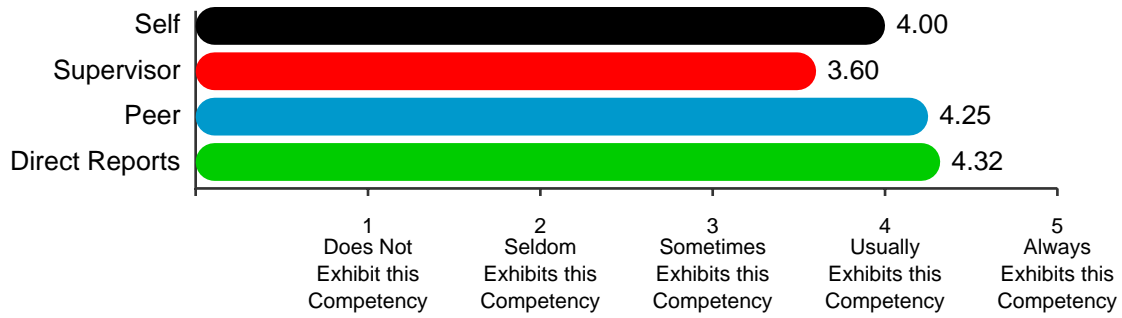
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Complies with trade agreements affecting international companies.	15	4.07	80.0	20%		53%		27%
32. Maintains historical records and documents as needed/required.	15	4.47	100.0		53%		47%	
33. Implements regulatory changes in a timely manner.	15	4.13	80.0	20%		47%		33%
34. Maintains compliance with federal, state, and local laws.	15	4.13	86.7	13%		60%		27%
35. Provides documents and reports as needed to maintain compliance with laws.	15	4.00	80.0	20%		60%		20%

### Comments:

- \_\_\_\_\_ supports each security officer in such a way that you want to grow and improve in what you do.
- I value \_\_\_\_\_ for so much more than his negotiating skills which are outstanding.
- \_\_\_\_\_ has excellent writing skills when destined for department or the broad groups, but tends to relax his standards when outside that audience, especially in email. This makes it difficult for his management staff to share information and approvals directly with staff or external sources.
- He has used his Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- There is room for improvement in all these elements.
- \_\_\_\_\_ takes people where they want to go and pushes them to be their own success.

# Coaching

## Summary Scores



36. Coaches employees in how to strengthen knowledge and skills to improve work performance.



37. Addresses employee behavior problems effectively.



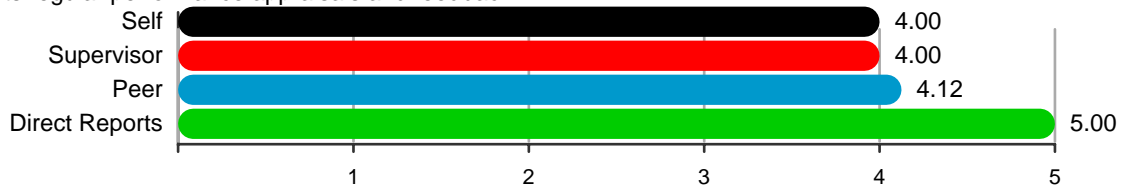
38. Helps employees to maintain high personal standards.



39. Provides clear, motivating, and constructive feedback.



40. Conducts regular performance appraisals and feedback.



### 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

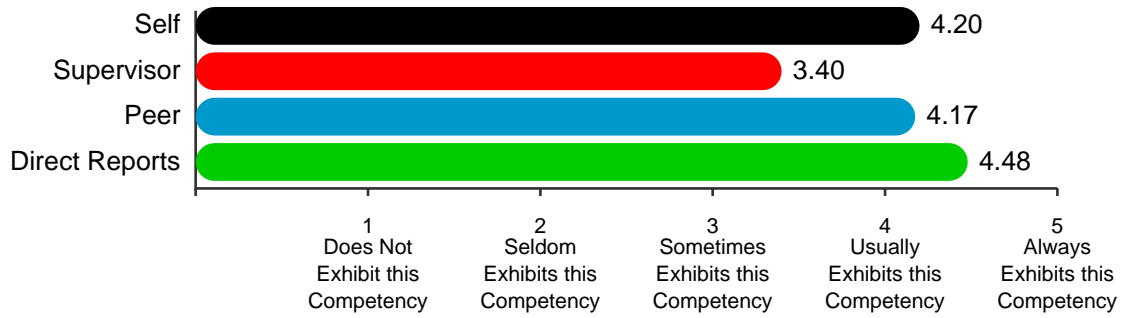
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	4.33	100.0			67%	33%	
37. Addresses employee behavior problems effectively.	15	3.93	80.0	13%	7%	53%	27%	
38. Helps employees to maintain high personal standards.	15	4.27	86.7		13%	47%	40%	
39. Provides clear, motivating, and constructive feedback.	15	4.13	86.7		13%	60%	27%	
40. Conducts regular performance appraisals and feedback.	15	4.40	93.3		7%	47%	47%	

Comments:

- \_\_\_\_\_ is very aware of this as a manager and continues to work with his team to have more awareness. I would encourage him to also use the strengths of his peers to help his through this transition.
- I look forward to working with his in his new role.
- Is reliable and keeps the team focused on the delivery of outcomes.
- He knows his material and obviously loves the continued learning that defines best practices.
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.
- On occasion \_\_\_\_\_'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.

# Conflict Management

## Summary Scores



41. Deals effectively with employee grievances.



42. Clearly expresses expectations to others.



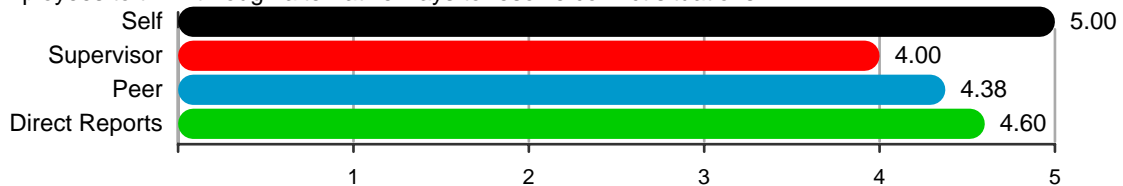
43. Assists team members by helping them see the other point of view.



44. Identifies and takes steps to prevent potential confrontations.



45. Helps employees to think through alternative ways to resolve conflict situations.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

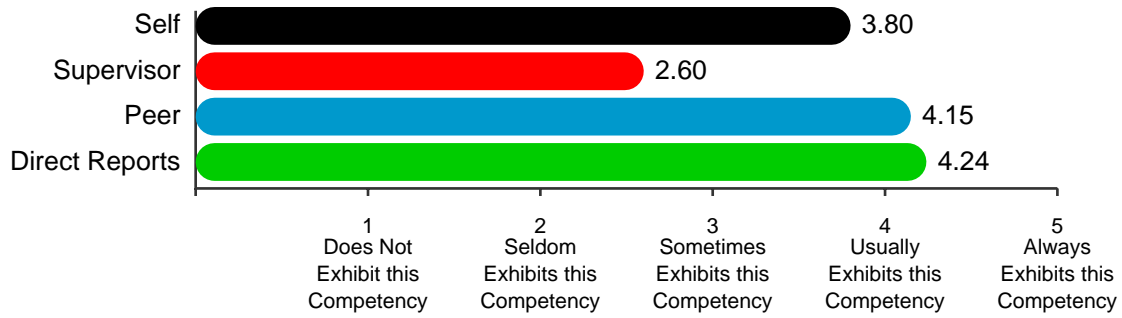
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Deals effectively with employee grievances.	15	4.33	93.3	7%		53%	40%	
42. Clearly expresses expectations to others.	15	4.20	80.0	20%		40%	40%	
43. Assists team members by helping them see the other point of view.	15	4.13	86.7	13%		60%	27%	
44. Identifies and takes steps to prevent potential confrontations.	15	4.00	86.7	13%		73%		13%
45. Helps employees to think through alternative ways to resolve conflict situations.	15	4.47	93.3	7%		40%	53%	

### Comments:

- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- I have participated in multiple interviews with \_\_\_\_\_ and he is always clear that the individual selected be one with the right talents- not just skills.
- Where do I even start to articulate how much I value about working with \_\_\_\_\_ ? I learn something every time I have the opportunity to work with his and he is the picture of grace under pressure. He uses any frustration to drive [Pronoun: himsher ] to a better level of performance and understanding and I never see his turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as \_\_\_\_\_ is.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- Delay in completing an agreed upon task which ultimately delays the process and can put others in a time crunch.
- \_\_\_\_\_ is a great communicator and challenges staff to look at process improvements. He is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.

# Organizational Fluency

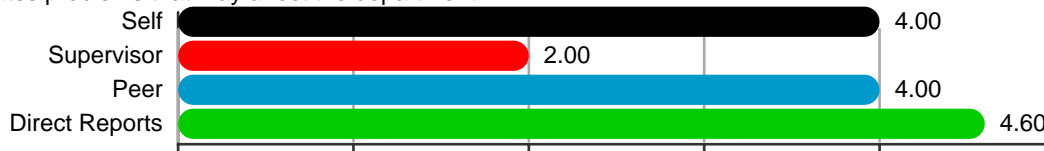
## Summary Scores



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



47. Anticipates problems that may affect the department.



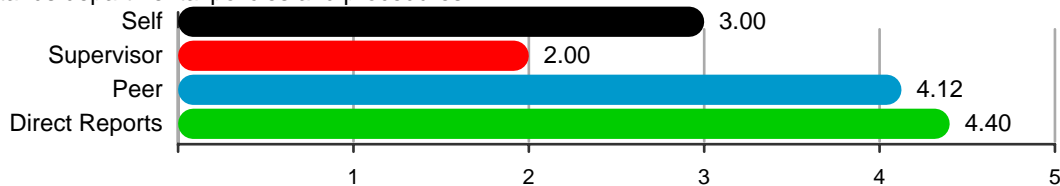
48. Able to deal with sensitive issues with tact and professionalism.



49. Gets things done through the department.



50. Understands departmental policies and procedures.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Adept at navigating within the culture of the department.	15	3.87	80.0	7%	13%	67%	13%	
47. Anticipates problems that may affect the department.	15	4.07	86.7	13%		53%	33%	
48. Able to deal with sensitive issues with tact and professionalism.	15	4.13	86.7		13%	60%	27%	
49. Gets things done through the department.	15	4.20	86.7	7%	7%	47%	40%	
50. Understands departmental policies and procedures.	15	4.00	73.3	13%	13%	33%	40%	

### Comments:

- He is very supportive of cross training and learning new skills.
- As a manager, \_\_\_\_\_ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- Provides team members with frequent informal feedback.
- He is smart, quick, compassionate, and thorough.
- He is strong in his convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- Improvement should come over time. There is potential which is present.

## 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?

- He is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from his own.
- He is an excellent teammate, great attitude, effort, and energy.
- \_\_\_\_\_ appears engaged, focused on improvement, and bettering the organization. He collaborates with other leaders and his staff to drive increases in service and efficiency. I feel like my team's needs are met and \_\_\_\_\_ will respond to any escalation request or need for strategic planning positively and effectively.
- He won't settle for less.
- He is a strength that supports department morale and work flow.
- \_\_\_\_\_ is always looking for ways to improve our workflow and values input from the team members. On a personal note, he has a great sense of humor and is very personable. That goes a long way to making a positive work environment.

### What do you like best about working with this individual?

- \_\_\_\_\_ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.
- \_\_\_\_\_ continues to be a great boss. He is available to us and always has time to help with anything.
- He is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.
- I observe him coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- He continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- He knows his material and obviously loves the continued learning that defines best practices.

### What do you like least about working with this individual?

- I have truly appreciated his guidance.
- \_\_\_\_\_ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- \_\_\_\_\_'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- \_\_\_\_\_ communicates his expectations of the team well and involves them in the process improvement plans.
- I look to him for guidance and support. It seems his responsibilities and work load are not at a managerial level but Director. If he had the additional support of experienced employees this would help lighten his load.
- He strives for self improvement and is heavily invested in the same for others.

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

- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- he is clear in defining his desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- \_\_\_\_\_ does a good job of mentoring and developing his team and capitalizing on the talent of each individual.
- When \_\_\_\_\_ was the manager of engineering he identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team He was able to raise the departments moral while implementing those changes. \_\_\_\_\_ is an engaged Leader.
- I feel as though I have a shared decision making relationship with \_\_\_\_\_ which makes me feel valued. He supports me and values my opinion.
- He is an effective communicator with his colleagues and I look forward to working with his in the years to come as we taken [CompanyName] to new levels of achievement.



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

- \_\_\_\_\_ works to keep up but a lot of new concepts.
- \_\_\_\_\_ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with \_\_\_\_\_ for many years.
- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- I sit back and listen to \_\_\_\_\_'s approach and communication skills and love to glean things from him.
- \_\_\_\_\_ could also improve his ability to work with the framework of a team. \_\_\_\_\_ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- \_\_\_\_\_ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.

### Any final comments?

- \_\_\_\_\_ is incredibly talented and very smart. His attention to detail is unparalleled.
- \_\_\_\_\_ has great communication skills and is a dependable member of the team.
- \_\_\_\_\_ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- \_\_\_\_\_ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- He goes above and beyond with the amount of time he puts in and all the projects he is working on.