



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.

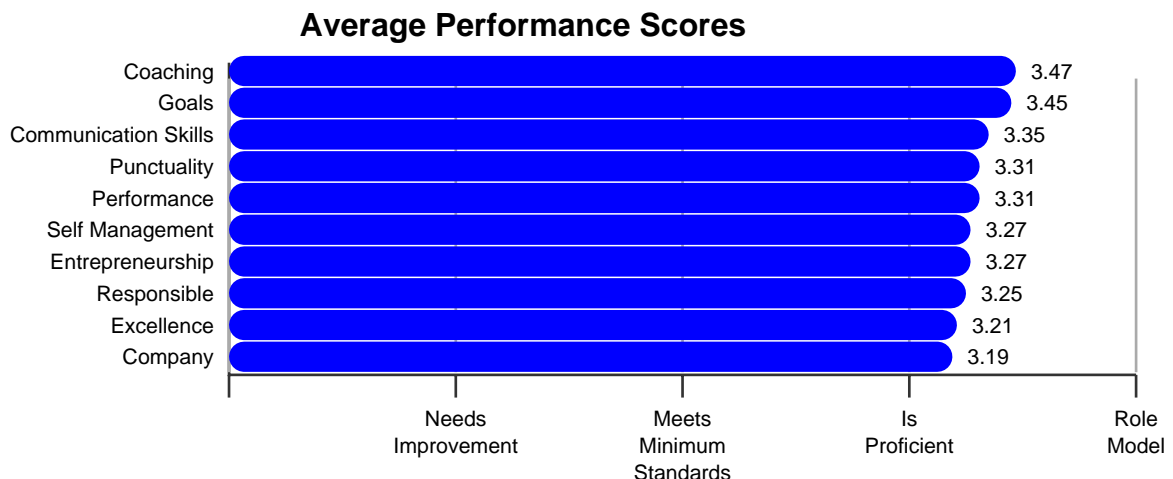
What to Do with Your Feedback

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.



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
1. Helps employees to understand responsibilities, authority, and expectations.	15	3.20	93.3	7%	67%		27%
2. Provides clear, motivating, and constructive feedback.	15	3.87	100.0	13%	87%		
3. Helps employees to maintain high personal standards.	15	3.33	93.3	7%	53%		40%
4. Meets regularly with employees to coach them on areas that will enhance their performance	15	3.60	93.3	7%	27%	67%	
5. Develops the skills and capabilities of others.	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	2022	2023	Change
1. Helps employees to understand responsibilities, authority, and expectations.	3.29	3.20	-0.09 ▼
2. Provides clear, motivating, and constructive feedback.	3.65	3.87	+0.22 ▲
3. Helps employees to maintain high personal standards.	3.18	3.33	+0.16 ▲
4. Meets regularly with employees to coach them on areas that will enhance their performance	3.41	3.60	+0.19 ▲
5. Develops the skills and capabilities of others.	3.24	3.33	+0.10 ▲

Comments:

- She is a team player and willing to help other departments and staff when needed.
- She is fair, focused and on top of things. She wears many hats at [CompanyName] and I admire the way she can 'know' what's happening in all areas.
- ___ has a positive outlook and even under the worst of circumstances tries to put a good spin on the situation. The department has been through a lot of ups and downs but I think she has helped us come through it standing upright!
- I have worked on several performance improvement projects with ___ and have appreciated her knowledge and reliability with collaboration.
- ___ is excellent at providing positive feedback in the moment while in meetings.
- Expectations are not always clearly communicated/outlined.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Delivers information in a clear, concise, and logical manner.	15	3.20	93.3	7%	60%		33%
7. Delivers influential presentations.	15	3.20	86.7	13%	53%		33%
8. Listens to others' points of view with an open mind	15	3.40	93.3	7%	47%		47%
9. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	3.47	93.3	7%	40%		53%
10. Presents issues, ideas, and strategy concisely and clearly.	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	2022	2023	Change
6. Delivers information in a clear, concise, and logical manner.	3.24	3.20	-0.04 ▼
7. Delivers influential presentations.	3.41	3.20	-0.21 ▼
8. Listens to others' points of view with an open mind	3.24	3.40	+0.16 ▲
9. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	3.18	3.47	+0.29 ▲
10. Presents issues, ideas, and strategy concisely and clearly.	3.35	3.47	+0.11 ▲

Comments:

- ___ is the consummate professional and pleasure to work with.
- ___ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. ___ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- She is very customer focused and this reflects in her division leadership and performance.
- ___ exemplifies all of the above.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which ___ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.

Self Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.53	100.0	47%	53%		
12. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.27	100.0	73%	27%		
13. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.33	100.0	67%	33%		
14. Uses patience and self-control in working with customers and associates.	15	3.13	86.7	13%	60%	27%	
15. Consciously controls own negative emotions in order to keep team morale up.	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	2022	2023	Change
11. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.47	3.53	+0.06 ▲
12. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.47	3.27	-0.20 ▼
13. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.35	3.33	-0.02 ▼
14. Uses patience and self-control in working with customers and associates.	3.18	3.13	-0.04 ▼
15. Consciously controls own negative emotions in order to keep team morale up.	3.00	3.07	+0.07 ▲

Comments:

- ___ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- She leads by example.
- ___ listens to her staff and delegates responsibilities as appropriate.
- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.
- The outcomes and expectations are not clearly defined on a regular basis. Sometimes the expectations are vague and it's hard to get a set answer.

Punctuality

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Responds to requests for information in a timely manner.	15	3.40	93.3	7%	47%	47%	
17. Conducts appointments at scheduled start time.	15	3.27	93.3	7%	60%	33%	
18. Invoices clients on a timely basis.	14	3.00	92.9	7%	79%	14%	
19. Maintains an efficient schedule of activities.	15	3.47	100.0		53%	47%	
20. Avoids making personal phone calls during working hours.	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	2022	2023	Change
16. Responds to requests for information in a timely manner.	3.65	3.40	-0.25 ▼
17. Conducts appointments at scheduled start time.	3.47	3.27	-0.20 ▼
18. Invoices clients on a timely basis.	3.12	3.00	-0.12 ▼
19. Maintains an efficient schedule of activities.	3.59	3.47	-0.12 ▼
20. Avoids making personal phone calls during working hours.	3.29	3.40	+0.11 ▲

Comments:

- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- I truly enjoy working with _____. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.
- Positive energy and a team player.
- Cannot think of anything
- _____ has supported me through some tough contract negotiations and she is the consummate professional.

Performance

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Effectively organizes resources and plans	15	3.53	100.0	47%	53%		
22. ...Overall Performance	15	3.00	80.0	20%	60%	20%	
23. Works effectively in the department.	15	2.87	80.0	20%	73%	7%	
24. Effective in performing his/her job.	15	3.47	100.0	53%	47%		
25. Works well in this position.	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	2022	2023	Change
21. Effectively organizes resources and plans	3.35	3.53	+0.18 ▲
22. ...Overall Performance	3.00	3.00	
23. Works effectively in the department.	2.88	2.87	-0.02 ▼
24. Effective in performing his/her job.	3.00	3.47	+0.47 ▲
25. Works well in this position.	3.76	3.67	-0.10 ▼

Comments:

- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- I trust that I can go to her in confidence and she will really listen to what I am saying.
- The advice and direction I receive from ___ is often on point and helps to provide positive outcomes. Over the last year as I have grown ___ has allowed that growth...I have never been left without support but I have been given the trust to operate independently, all the while understanding that I can, will and have been held accountable.
- I know that ___ cares about me as a total individual not just as a professional.

Goals

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Achieves established goals.	15	3.40	93.3	7%	47%	47%	
27. Achieves goals.	15	3.33	93.3	7%	53%	40%	
28. Goal Setting	15	3.53	100.0		47%	53%	
29. Sets high expectations and goals; encourages others to support the organization.	15	3.67	100.0		33%	67%	
30. Understands & contributes to development of strategic goals.	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
26. Achieves established goals.	3.53	3.40	-0.13 ▼
27. Achieves goals.	3.12	3.33	+0.22 ▲
28. Goal Setting	3.41	3.53	+0.12 ▲
29. Sets high expectations and goals; encourages others to support the organization.	3.59	3.67	+0.08 ▲
30. Understands & contributes to development of strategic goals.	3.41	3.33	-0.08 ▼

Comments:

- She could help teammates by becoming more proficient in some areas.
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.
- Reliability-needs to delegate meetings to others that can handle the work. She has created a team that are experts and should allow more independence for development.
- Manager routinely demonstrates all of the above characteristics, as marked
- She is very relatable and I believe it helps with the initial contact with the prospects.
- Knowledge, experience, and the will to help when help is needed.

Excellence

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Demonstrates the functional or technical skills necessary to do their job.	15	3.20	86.7	13%	53%	33%	
32. Can be counted on to add value wherever they are involved.	15	3.40	100.0		60%	40%	
33. Takes a lot of pride in their work.	15	3.20	86.7	13%	53%	33%	
34. Keeps themselves and others focused on constant improvement.	15	3.27	93.3	7%	60%	33%	
35. Is planful and organized.	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	2022	2023	Change
31. Demonstrates the functional or technical skills necessary to do their job.	3.18	3.20	+0.02 ▲
32. Can be counted on to add value wherever they are involved.	3.35	3.40	+0.05 ▲
33. Takes a lot of pride in their work.	3.18	3.20	+0.02 ▲
34. Keeps themselves and others focused on constant improvement.	2.88	3.27	+0.38 ▲
35. Is planful and organized.	3.18	3.00	-0.18 ▼

Comments:

- I like ____, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- ____ tends to hold things tight. I would like to see her allow staff more participation and use their knowledge as a resource. Not only would this free up some of her time but encourage staff growth.
- I believe I need to give her a chance to get into her position.
- She does not settle- but will continue a search until the right fit is found.
- ____ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- ____ works very well with other departments.

Responsible

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Is a person you can trust.	15	3.20	93.3	7%	67%		27%
37. Sets a good example.	15	3.27	93.3	7%	60%		33%
38. Holds herself / himself accountable to goals / objectives	15	3.27	86.7	13%	47%		40%
39. Works in a way that makes others want to work with her/him.	15	3.13	86.7	13%	60%		27%
40. Completes assigned work tasks.	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	2022	2023	Change
36. Is a person you can trust.	3.18	3.20	+0.02 ▲
37. Sets a good example.	3.35	3.27	-0.09 ▼
38. Holds herself / himself accountable to goals / objectives	3.24	3.27	+0.03 ▲
39. Works in a way that makes others want to work with her/him.	3.59	3.13	-0.45 ▼
40. Completes assigned work tasks.	3.29	3.40	+0.11 ▲

Comments:

- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- She is trustworthy, dependable, positive attitude, and team focused.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- ___ is a wonderful partner. She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- ___ takes people where they want to go and pushes them to be their own success.
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.

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
41. Seeks and utilizes mentors to help guide professional development.	15	3.33	93.3	7%	53%	40%	
42. Understands the processes and various stages of business development.	15	3.33	93.3	7%	53%	40%	
43. Is comfortable operating in an environment of uncertainty.	15	3.13	86.7	13%	60%	27%	
44. Encourages risk taking for developing potential business opportunities.	15	3.00	86.7	13%	73%	13%	
45. Devotes a certain amount of time and effort to developing new business opportunities.	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	2022	2023	Change
41. Seeks and utilizes mentors to help guide professional development.	3.29	3.33	+0.04 ▲
42. Understands the processes and various stages of business development.	3.41	3.33	-0.08 ▼
43. Is comfortable operating in an environment of uncertainty.	3.35	3.13	-0.22 ▼
44. Encourages risk taking for developing potential business opportunities.	3.18	3.00	-0.18 ▼
45. Devotes a certain amount of time and effort to developing new business opportunities.	3.35	3.53	+0.18 ▲

Comments:

- Isn't afraid to ask the tough questions to get people to think outside of their box.
- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- She is also an excellent resource to other managers and will take the time to offer information and support.
- I like ___, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- I have found that ___ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.

Company

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Impresses upon others the important aspects of [Company].	15	3.00	86.7	13%	73%		13%
47. Follows existing procedures and processes.	15	3.20	93.3	7%	60%		33%
48. Understands the use of [Company] products and services.	15	3.20	93.3	7%	67%		27%
49. Attends [Company] gatherings and social events.	15	3.40	93.3	7%	47%		47%
50. Expresses loyalty and dedication to [Company] in interactions with others.	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
46. Impresses upon others the important aspects of [Company].	3.24	3.00	-0.24 ▼
47. Follows existing procedures and processes.	3.00	3.20	+0.20 ▲
48. Understands the use of [Company] products and services.	3.18	3.20	+0.02 ▲
49. Attends [Company] gatherings and social events.	3.35	3.40	+0.05 ▲
50. Expresses loyalty and dedication to [Company] in interactions with others.	3.29	3.13	-0.16 ▼

Comments:

- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- ___ 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.
- Your initiative influences others in a positive way.
- ___ has nothing but [CompanyName]'s best interest at heart.

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?

- Sometimes her decisions aren't thought through from a financial perspective.
- ___ is a great leader. She has excellent communication skills and has a wonderful leadership style.
- Great to have you on the team!
- With Process improvement & professional growth I do believe that I meet the performance level but I am working with my mentor (___) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likely to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.
- ___ consistently asks how the day is going, if she can help us at all.
- She is very relatable and I believe it helps with the initial contact with the prospects.

What do you like best about working with this individual?

- Stay focused more on the agenda for meetings.
- ___ pulls from the strengths of each of her staff. She utilizes them to the benefit of the department and to empower her employees to stay engaged and feel valued.
- I value ___'s advice and support as we realigned my department a few times this year.
- At times I feel like ___ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- ___ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- ___ has a very high integrity standard. She handles all of her business with the utmost professionalism.

What do you like least about working with this individual?

- ___ takes people where they want to go and pushes them to be their own success.
- ___ has made great strides with increasing communication and teamwork within her reports.
- ___ has been instrumental in the working relationship of our department.
- ___ is incredibly talented and very smart. Her attention to detail is unparalleled.
- ___ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- It's a pleasure to work with ___ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.

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

- ___ has great communication skills and is a dependable member of the team.
- One of the main reasons I am here is because of ___.
- ___ is a very clear communicator is always prepared for meetings and projects. She works with other team members throughout the organization to reach goals whether it is her department or someone else's department, she is willing to help in any capacity she can to help reach goals.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- I admire ___'s decision making skills when it comes to hiring new employees for our department.
- Is viewed by many as a strong organizational resource.

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

- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- ___ applied her strong analytical skills to problem solving.
- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- ___'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.
- Experience, mentoring and self-confidence.

Any final comments?

- ___ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- ___ is the consummate professional and pleasure to work with.
- ___ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- ___ 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 ___ !
- ___ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- ___ 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.