



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.

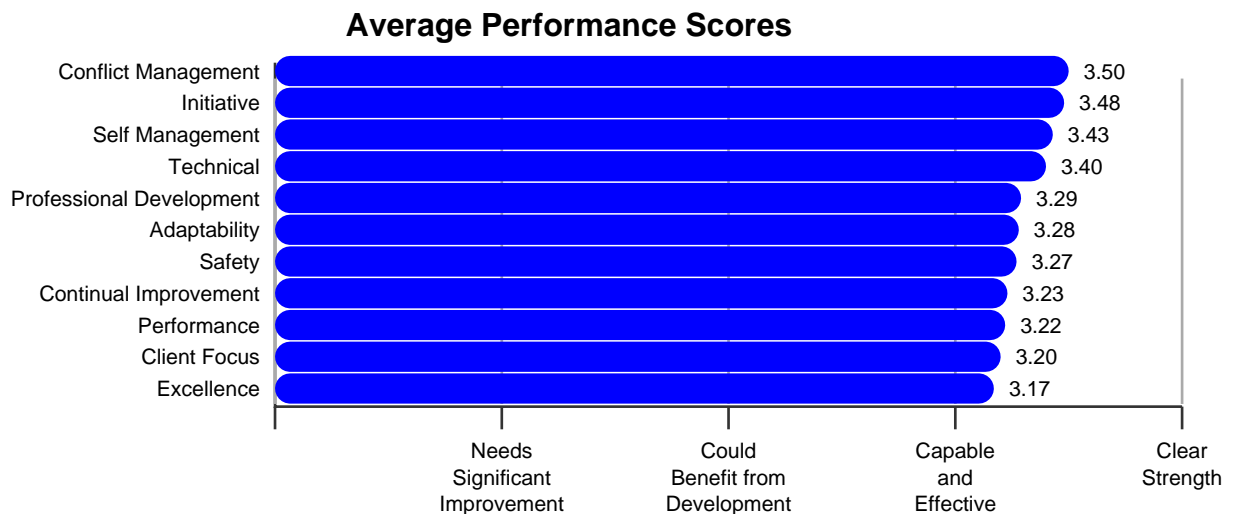
What to Do with Your Feedback

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 11 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.



Conflict 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Discusses conflict situations with supervisor.	15	3.20	93.3	7%	67%		27%
2. Deals effectively with employee grievances.	15	3.87	100.0	13%	87%		
3. Tries to understand others' point of view before making judgments	15	3.33	93.3	7%	53%		40%
4. Identifies and takes steps to prevent potential confrontations.	15	3.60	93.3	7%	27%	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
1. Discusses conflict situations with supervisor.	3.29	3.20	-0.09 ▼
2. Deals effectively with employee grievances.	3.65	3.87	+0.22 ▲
3. Tries to understand others' point of view before making judgments	3.18	3.33	+0.16 ▲
4. Identifies and takes steps to prevent potential confrontations.	3.41	3.60	+0.19 ▲

Comments:

- ___ encourages us as directors to go out with one voice and keeps us accountable.
- It's a pleasure to work with ___ and her team. I believe this will really move [CompanyName] forward...in a very positive direction.
- Team-oriented and goal focused. Shows continuous desire for improvement.
- ___ is very reliable, respectful and ethical in her leadership.
- ___ is a great team player for our organization as a whole and for the Department itself.
- ___ is a great leader and is committed to her role here at [CompanyName]!

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
5. Able to work effectively with new people and new teams.	15	3.33	93.3	7%	53%	40%	
6. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	3.20	93.3	7%	60%	33%	
7. Works effectively in dynamic and changing work environments.	15	3.20	86.7	13%	53%	33%	
8. Develops insights and applies innovative solutions to projects and problems.	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
5. Able to work effectively with new people and new teams.	3.24	3.33	+0.10 ▲
6. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	3.24	3.20	-0.04 ▼
7. Works effectively in dynamic and changing work environments.	3.41	3.20	-0.21 ▼
8. Develops insights and applies innovative solutions to projects and problems.	3.24	3.40	+0.16 ▲

Comments:

- ___ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- ___ sometimes uses an intense lecturing style with colleagues which is not effective.
- The only constructive feedback that I would have for ___ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that ___ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.
- She recognized where I needed help and supported me in making the case to get it.
- She is an excellent problem solver.
- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
9. Uses patience and self-control in working with customers and associates.	15	3.47	93.3	7%	40%	53%	
10. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.47	93.3	7%	40%	53%	
11. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.53	100.0		47%	53%	
12. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	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
9. Uses patience and self-control in working with customers and associates.	3.18	3.47	+0.29 ▲
10. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.35	3.47	+0.11 ▲
11. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.47	3.53	+0.06 ▲
12. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.47	3.27	-0.20 ▼

Comments:

- ___ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- ___ has been very effective with writing up the scheduling protocols for schedulers, using both perspectives from staff and a 'new' scheduler in order to make the protocols very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us who have not gone through all the training yet. I really appreciate ___ !
- I think ___ is an excellent addition to the manager team. As a new manager, she seems to be doing a great job!
- ___ is very supportive of Core Competency and concepts. The one concept that ___ refers to consistently is what we respect most is people's ability to think.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- ___ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.

Continual Improvement

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
13. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.33	100.0		67%		33%
14. Analyzes processes to determine areas for improvement.	15	3.13	86.7	13%	60%		27%
15. Looks for ways to expand current job responsibilities.	15	3.07	80.0	20%	53%		27%
16. Open to the suggestions from others.	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
13. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.35	3.33	-0.02 ▼
14. Analyzes processes to determine areas for improvement.	3.18	3.13	-0.04 ▼
15. Looks for ways to expand current job responsibilities.	3.00	3.07	+0.07 ▲
16. Open to the suggestions from others.	3.65	3.40	-0.25 ▼

Comments:

- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- Initiative, attitude, and willingness to pitch in.
- 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.
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- Our desire to improve loss rates has been encouraged and supported by ___.
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.

Professional Development

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
17. Contributing fully to the extent of their skills	15	3.27	93.3	7%	60%	33%	
18. Quickly acquire and apply new knowledge and skills when needed	14	3.00	92.9	7%	79%	14%	
19. Encourages employees to take courses relevant to their job.	15	3.47	100.0		53%	47%	
20. Seeks opportunities for continuous learning.	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
17. Contributing fully to the extent of their skills	3.47	3.27	-0.20 ▼
18. Quickly acquire and apply new knowledge and skills when needed	3.12	3.00	-0.12 ▼
19. Encourages employees to take courses relevant to their job.	3.59	3.47	-0.12 ▼
20. Seeks opportunities for continuous learning.	3.29	3.40	+0.11 ▲

Comments:

- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- She is both the manager and the interim director for the service line.
- She is a great teammate.
- Provides team members with frequent informal feedback.
- I am VERY fortunate to be on her team and part of this division.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Works well in this position.	15	3.53	100.0	47%	53%		
22. Works effectively in the department.	15	3.00	80.0	20%	60%	20%	
23. ...Overall Performance	15	2.87	80.0	20%	73%	7%	
24. Listens and responds to issues and problems	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
21. Works well in this position.	3.35	3.53	+0.18 ▲
22. Works effectively in the department.	3.00	3.00	
23. ...Overall Performance	2.88	2.87	-0.02 ▼
24. Listens and responds to issues and problems	3.00	3.47	+0.47 ▲

Comments:

- She is in an often times impossible position and is doing well all things considered
- ___ is a great leader and is committed to her role here at [CompanyName]!
- Overall, ___ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- Everyone who works with ___ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- ___ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.

Initiative

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
25. Takes action without being asked.	15	3.67	100.0	33%	67%		
26. Prepares for unexpected contingencies.	15	3.40	93.3	7%	47%	47%	
27. Takes the initiative to change the direction or course of events.	15	3.33	93.3	7%	53%	40%	
28. Seeks and utilizes opportunities for continuous learning and self-development.	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
25. Takes action without being asked.	3.76	3.67	-0.10 ▼
26. Prepares for unexpected contingencies.	3.53	3.40	-0.13 ▼
27. Takes the initiative to change the direction or course of events.	3.12	3.33	+0.22 ▲
28. Seeks and utilizes opportunities for continuous learning and self-development.	3.41	3.53	+0.12 ▲

Comments:

- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- Does well in most technical skills and is willing to learn anything that is new
- She has really filled the role of interim manager for the department well.
- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- ___ always makes decisions based on what is best for the department or organization.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.

Technical

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
29. Seeks information from others as needed.	15	3.67	100.0	33%	67%		
30. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.33	100.0		67%		33%
31. Is knowledgeable of procedures or systems necessary for the job.	15	3.20	86.7	13%	53%		33%
32. Willingly shares information and expertise; sought out as resource by others	15	3.40	100.0		60%		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
29. Seeks information from others as needed.	3.59	3.67	+0.08 ▲
30. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.41	3.33	-0.08 ▼
31. Is knowledgeable of procedures or systems necessary for the job.	3.18	3.20	+0.02 ▲
32. Willingly shares information and expertise; sought out as resource by others	3.35	3.40	+0.05 ▲

Comments:

- I believe I need to give her a chance to get into her position.
- ___ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- She is continually looking for ways to improve our service to our customers.
- In the area of 'Communication skills' I would like to see ___ be more direct in her oral delivery.
- ___ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.
- ___ has been particularly helpful to me as I transition into my new role. She provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
33. Can be counted on to add value wherever they are involved.	15	3.20	86.7	13%	53%	33%	
34. Demonstrates the analytical skills to do their job.	15	3.27	93.3	7%	60%	33%	
35. Is planful and organized.	15	3.00	80.0	20%	60%	20%	
36. Produces high quality work.	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
33. Can be counted on to add value wherever they are involved.	3.18	3.20	+0.02 ▲
34. Demonstrates the analytical skills to do their job.	2.88	3.27	+0.38 ▲
35. Is planful and organized.	3.18	3.00	-0.18 ▼
36. Produces high quality work.	3.18	3.20	+0.02 ▲

Comments:

- She walks the walk and talks the talk.
- ___ is an expert in process improvement and has moved into a role that will allow her to continuously learn and grow.
- ___ knows her work and knows the facility very well. ___ is sincere about doing good work, but at times struggles with communicating in objective manner.
- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.
- She is well respected by her peers and it is clear to see why.

Safety

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
37. Committed to safety in the workplace.	15	3.27	93.3	7%	60%	33%	
38. Creates accurate and effective measures of safety.	15	3.27	86.7	13%	47%	40%	
39. Supports safety programs and procedures.	15	3.13	86.7	13%	60%	27%	
40. Is not afraid to question a potential safety issue observed in the workplace.	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
37. Committed to safety in the workplace.	3.35	3.27	-0.09 ▼
38. Creates accurate and effective measures of safety.	3.24	3.27	+0.03 ▲
39. Supports safety programs and procedures.	3.59	3.13	-0.45 ▼
40. Is not afraid to question a potential safety issue observed in the workplace.	3.29	3.40	+0.11 ▲

Comments:

- ___ shines when it comes to teamwork and process improvement. Her ability to lead a team with collaboration and communication is amazing.
- Our department continues to have a very low loss rate.
- I think that ___ is making good strides in setting expectations through clear communication.
- ___ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- She had done amazingly well considering all of the global threats to the product line.
- She has worked hard to understand people's strengths and what they need from her.

Client Focus

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Ensures client commitments and requirements are met or exceeded	15	3.33	93.3	7%	53%	40%	
42. Obtains feedback to ensure client needs are being met.	15	3.33	93.3	7%	53%	40%	
43. Forms strong client relationships	15	3.13	86.7	13%	60%	27%	
44. Is pro-active in dealing with clients and addressing their needs.	15	3.00	86.7	13%	73%	13%	

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. Ensures client commitments and requirements are met or exceeded	3.29	3.33	+0.04 ▲
42. Obtains feedback to ensure client needs are being met.	3.41	3.33	-0.08 ▼
43. Forms strong client relationships	3.35	3.13	-0.22 ▼
44. Is pro-active in dealing with clients and addressing their needs.	3.18	3.00	-0.18 ▼

Comments:

- ___ is a solid performer knows her stuff.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- ___ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- ___ is a fantastic manager who is now hitting her stride. She exhibits her strengths when called upon and is actively working on improving areas she needs to.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.

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?

- Communication to entire team is excellent and helps engage all staff. ___'s visibility to her team has been very positive.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- She is very supportive of us and the job we do.
- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- She is very customer focused and this reflects in her division leadership and performance.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.

What do you like best about working with this individual?

- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- ___ is a wonderful collaborator and leader. It is a treat to be able to work with her.
- I so appreciate that ___ is so on top of everything that we do in payroll.
- Difficult to reach sometimes and often does not respond to messages at all.
- ___ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leads and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.

What do you like least about working with this individual?

- I have been most impressed by ___ in the last year. Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from ___.
- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.
- ___ manages everyone else time very well. she puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- ___ does an excellent job as a leader. She has been presented with many challenges in the last year and has remained positive for her staff.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- Transparency and honesty is important early in the process.

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

- 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.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- ___ can be counted on for her reliability.
- ___ is an amazing manager to work under. She has taught me a ton on how to be an associate manager this past year.
- ___ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!

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

- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- I have seen improvement and will try to encourage even more growth.
- ___ has worked very hard with the department in a very professional manner. She is an excellent advocate for the staff in the department.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- A great addition to the team.
- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.

Any final comments?

- I like that she challenges me.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- ___ has brought a much needed positive change to [CompanyName].
- Show others it is possible to understand both sides without having to agree all the time.
- Lean on team to help reduce burden and establish clear expectations.
- Could be more self-aware of impact on other team members