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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.

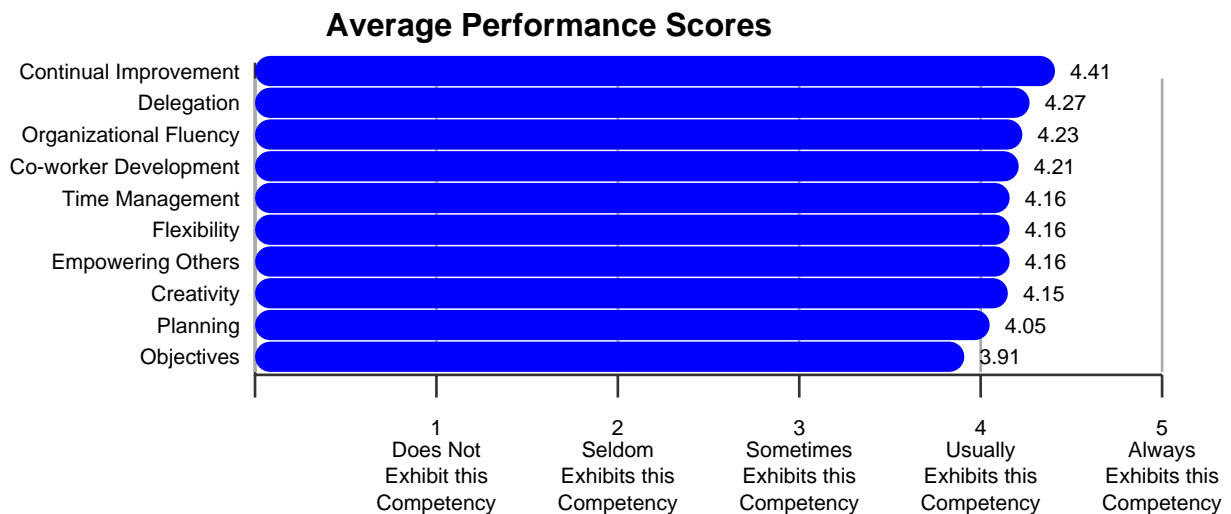
## What to Do with Your Feedback

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.



# Continual Improvement

## Summary Scores



1. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.



2. Looks for ways to expand and learn new job skills.



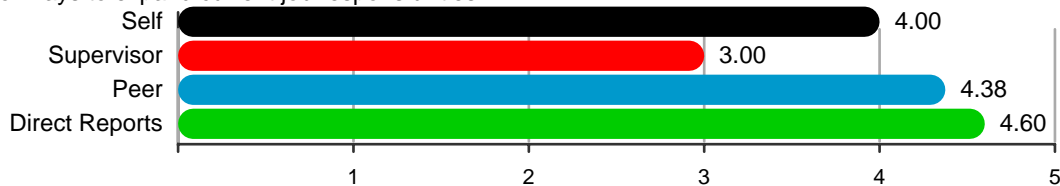
3. Looks for ways to improve work processes and procedures.



4. Promotes training and development opportunities to enhance job performance.



5. Looks for ways to expand current job responsibilities.



## 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).

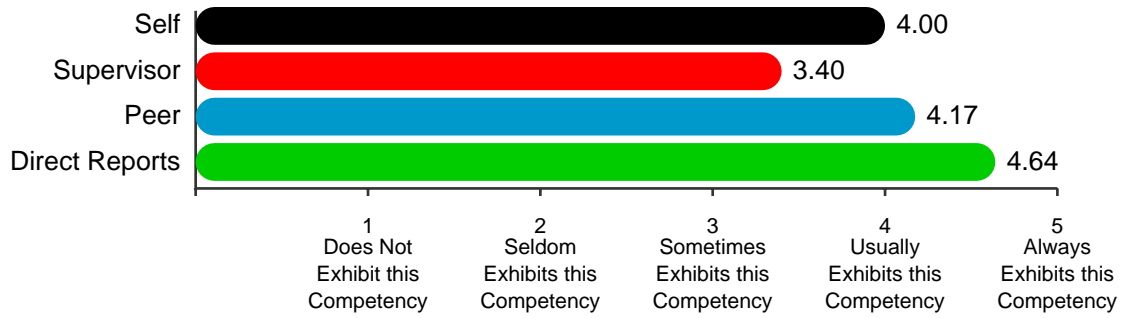
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	4.20	93.3	7%		67%		27%
2. Looks for ways to expand and learn new job skills.	15	4.87	100.0	13%		87%		
3. Looks for ways to improve work processes and procedures.	15	4.27	93.3	7%		60%		33%
4. Promotes training and development opportunities to enhance job performance.	15	4.40	86.7	13%	33%		53%	
5. Looks for ways to expand current job responsibilities.	15	4.33	93.3	7%		53%		40%

### Comments:

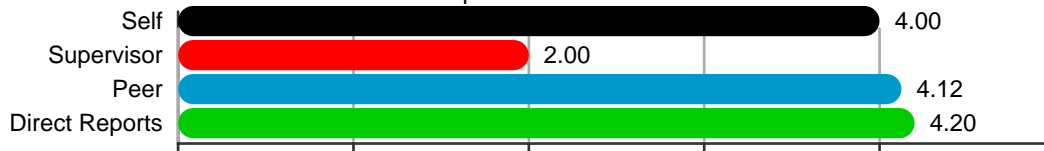
- She translated the creative thinking into real change and solution that advanced our department.
- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate her candor and feedback.
- I am so proud of her for going for her Masters's degree. I consider it an honor to have her as my manager.
- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- I am glad \_\_\_ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.
- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.

# Delegation

## Summary Scores



6. Allows subordinates to use their own methods and procedures.



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



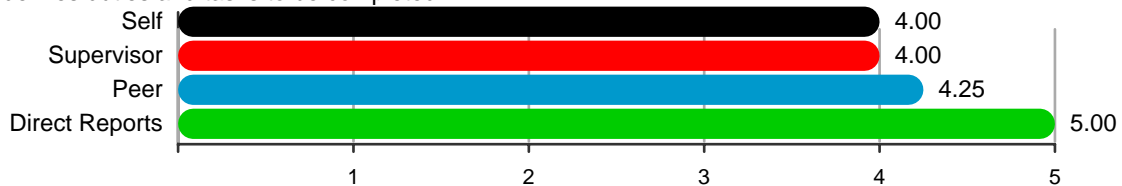
8. Delegates authority and responsibility to subordinates and holds them accountable for their actions.



9. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.



10. Clearly defines duties and tasks to be completed.



## Level of Skill

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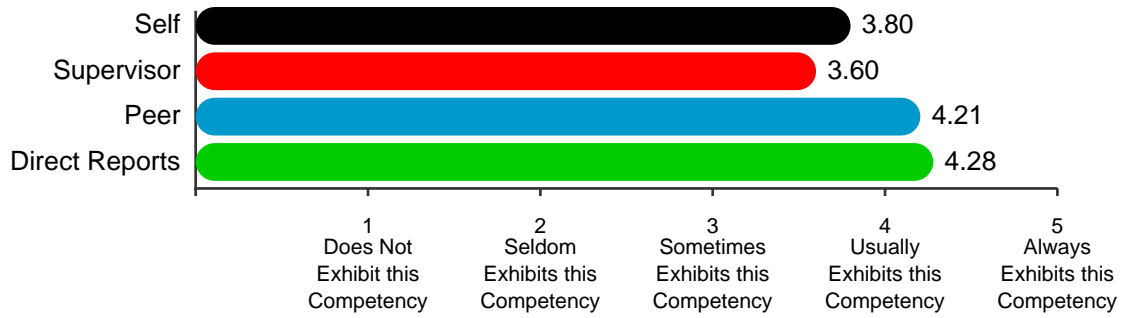
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Allows subordinates to use their own methods and procedures.	15	4.00	80.0	7%	13%	53%	27%	
7. Sets clear and reasonable expectations for others and follows through on their progress.	15	4.07	80.0		20%	53%	27%	
8. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	4.33	93.3	7%	47%		47%	
9. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	15	4.47	93.3	7%	40%		53%	
10. Clearly defines duties and tasks to be completed.	15	4.47	93.3	7%	40%		53%	

### Comments:

- She maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- Our team has gone through a lot of changes in the last year and \_\_\_ has demonstrated her ability to lead our team through challenges and to place employees in roles they will be successful in.
- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.
- I admire \_\_\_ for showing courage, compassion and commitment during her recent team sessions.
- Her focus is for quality that is customer centered.
- Provides coaching for developing team leaders to help them meet their goals.

# Time Management

## Summary Scores



11. Does not become flustered by deadlines and timelines.



12. Leaves time in the schedule for unplanned contingencies.



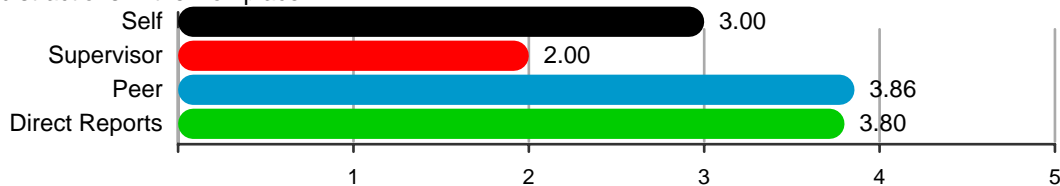
13. Makes time for developing plans and schedules.



14. Completes high-priority work within required timelines.



15. Avoids distractions in the workplace.





## Level of Skill

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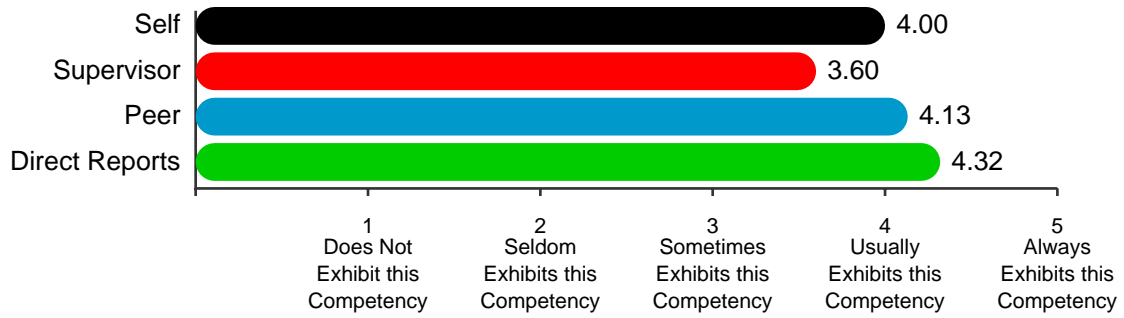
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Does not become flustered by deadlines and timelines.	15	4.60	100.0			40%	60%	
12. Leaves time in the schedule for unplanned contingencies.	15	4.27	100.0			73%		27%
13. Makes time for developing plans and schedules.	15	4.33	100.0			67%	33%	
14. Completes high-priority work within required timelines.	15	3.93	73.3	27%		53%		20%
15. Avoids distractions in the workplace.	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- She is very astute, proactive in problem solving, and a great team member.
- \_\_\_ is a new manager. Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- She has hired good people, and developed strong relationship's with finance.
- I know I can always count of \_\_\_ to offer her true opinion and be supportive in any efforts or initiatives I'm passionate about.
- Overall \_\_\_ is highly competent and brings a fresh perspective to the Engineering department.
- \_\_\_ has a tough job, unclear role in an unclear world. She has a great handle on current process and people.

# Creativity

## Summary Scores



### 16. Conceives, implements and evaluates ideas.



### 17. Adds value to the department/organization.



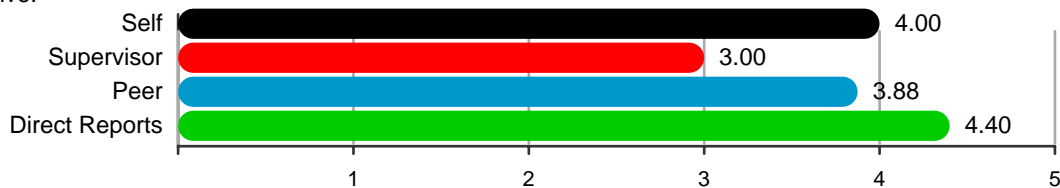
### 18. Develops solutions to challenging problems.



### 19. Is creative and inspirational.



### 20. Is creative.



## Level of Skill

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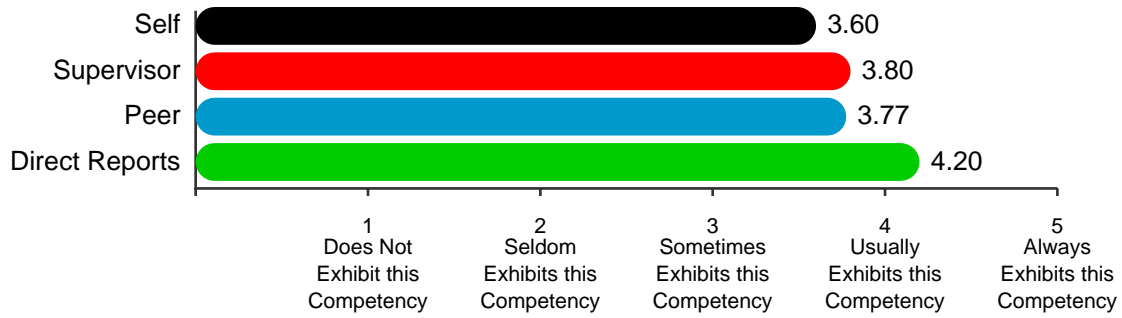
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Conceives, implements and evaluates ideas.	15	4.33	86.7	13%	40%	47%		
17. Adds value to the department/organization.	15	4.27	93.3	7%	60%	33%		
18. Develops solutions to challenging problems.	14	4.00	92.9	7%	86%	7%		
19. Is creative and inspirational.	14	4.14	85.7	7%	7%	50%	36%	
20. Is creative.	15	4.00	66.7	7%	27%	27%	40%	

### Comments:

- She often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- \_\_\_ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.
- \_\_\_ is a steady leader who maintains her objectivity during stressful times.
- Our organization is a better place because of her and her future focus.
- \_\_\_ is a new manager and it is clear that she wants to do well and engage her team.
- She is very relatable and I believe it helps with the initial contact with the prospects.

# Objectives

## Summary Scores



### 21. Organizes and schedules events, activities, and resources.



### 22. Consistently provides me with timely feedback for improving my performance.



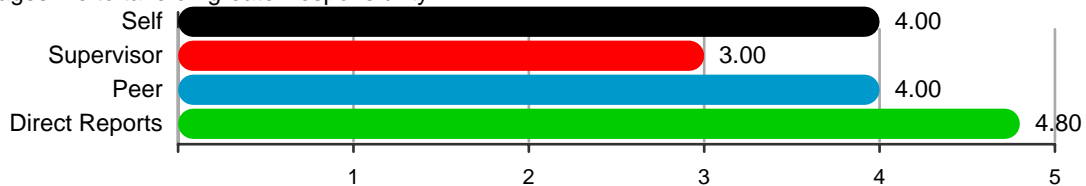
### 23. Able to organize work.



### 24. Assures [Company] principles are understood, employed & pursued.



### 25. Encourages me to take on greater responsibility.



### Level of Skill

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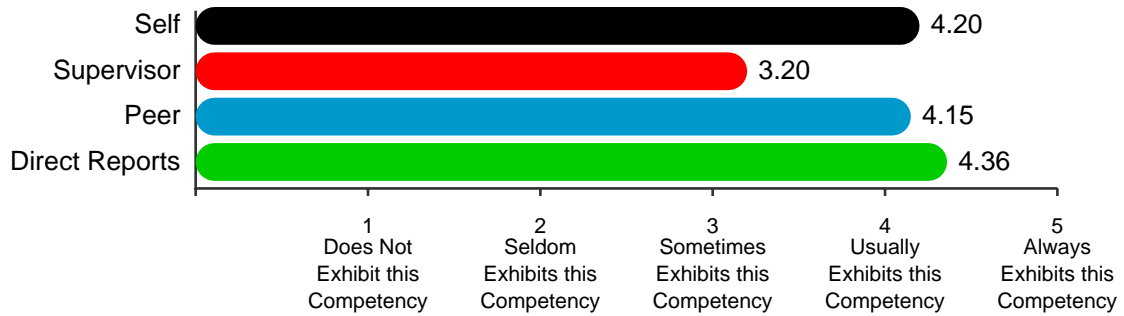
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Organizes and schedules events, activities, and resources.	15	4.00	66.7	13%	20%	20%	47%	
22. Consistently provides me with timely feedback for improving my performance.	15	3.47	53.3	13%	33%	47%	7%	
23. Able to organize work.	15	3.60	66.7	13%	20%	60%	7%	
24. Assures [Company] principles are understood, employed & pursued.	15	4.27	86.7	7%	7%	40%	47%	
25. Encourages me to take on greater responsibility.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

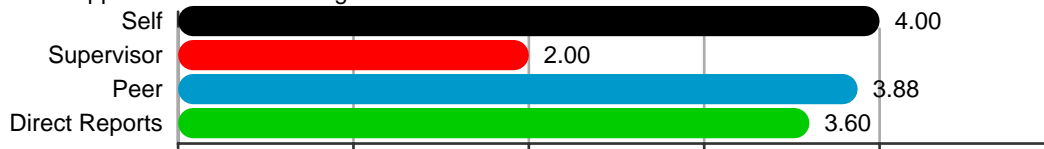
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- \_\_\_ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- I feel that \_\_\_ has skills that are underutilized because she is a content expert in one function of the organization; however, her skills are far beyond human resources and should be used to help push the organization forward.
- \_\_\_'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in her new position.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.

# Flexibility

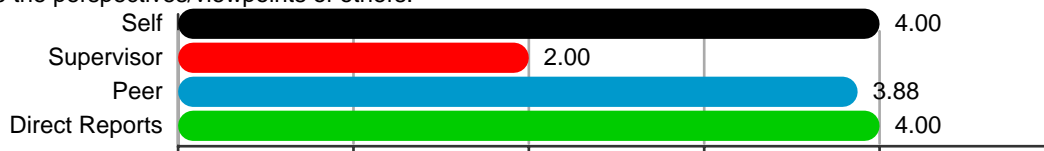
## Summary Scores



### 26. Identifies new opportunities to achieve goals



### 27. Open to the perspectives/viewpoints of others.



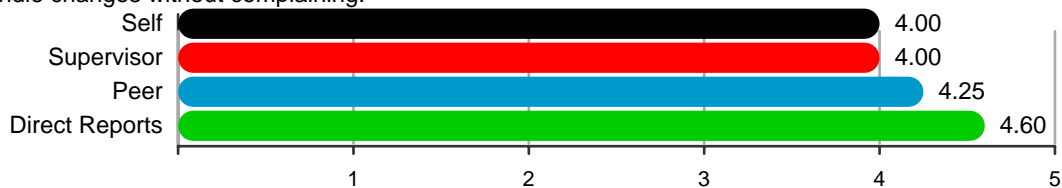
### 28. Acts decisively in frequently changing and uncertain environment.



### 29. Implements changes as a result of having listened to employees



### 30. Can handle changes without complaining.



### Level of Skill

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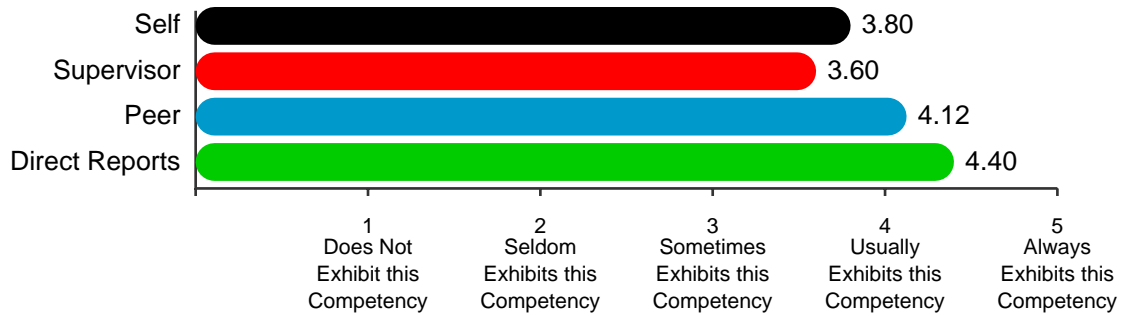
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Identifies new opportunities to achieve goals	15	3.67	66.7	20%	13%	47%	20%	
27. Open to the perspectives/viewpoints of others.	15	3.80	73.3	20%	7%	47%	27%	
28. Acts decisively in frequently changing and uncertain environment.	15	4.33	86.7		13%	40%	47%	
29. Implements changes as a result of having listened to employees	15	4.67	100.0			33%	67%	
30. Can handle changes without complaining.	15	4.33	100.0			67%	33%	

Comments:

- \_\_\_ has improved our means of communication within the department and is receptive to suggestions from her employees.
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- \_\_\_ has been excellent about obtaining feedback and our opinions about system and program changes.
- \_\_\_ is professional, collaborative. . .a great team member.
- \_\_\_ has always been very approachable as a manager, extremely helpful in always maintaining the best customer experience.
- Initiative, attitude, and willingness to pitch in.

# Empowering Others

## Summary Scores



31. Assigns tasks that are within the skill levels of employees.



32. Is confident in the abilities of employees assigned important tasks.



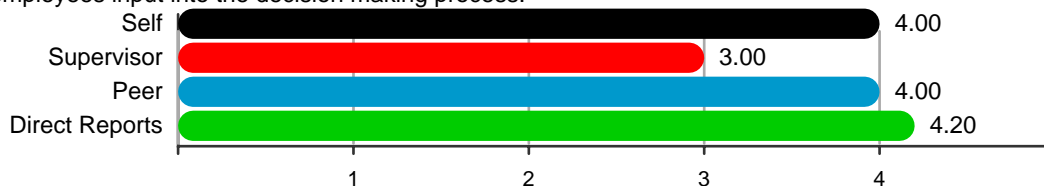
33. Expresses confidence in the abilities of others.



34. Encourages others to obtain necessary skills and training.



35. Gives employees input into the decision making process.





## Level of Skill

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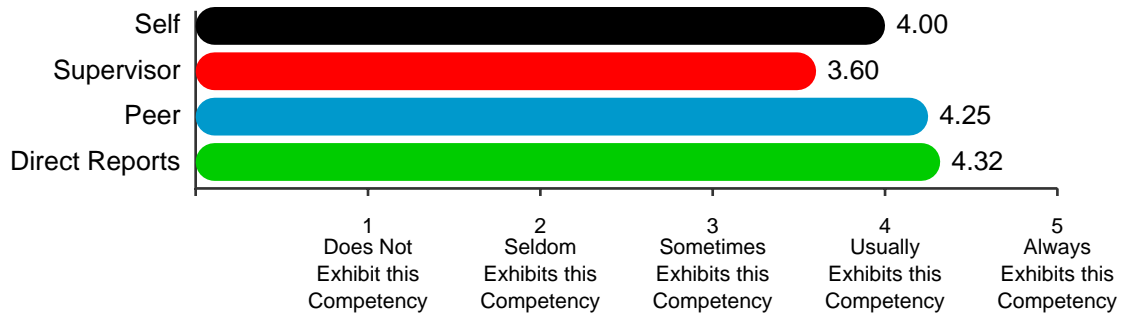
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Assigns tasks that are within the skill levels of employees.	15	4.07	80.0	20%		53%		27%
32. Is confident in the abilities of employees assigned important tasks.	15	4.47	100.0		53%		47%	
33. Expresses confidence in the abilities of others.	15	4.13	80.0	20%		47%		33%
34. Encourages others to obtain necessary skills and training.	15	4.13	86.7	13%		60%		27%
35. Gives employees input into the decision making process.	15	4.00	80.0	20%		60%		20%

### Comments:

- At times I feel that \_\_\_ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- \_\_\_ is a great director to work with because she listens to understand and she balances the business and the HR needs before making decisions or rushing to a judgment.
- Outstanding leader.
- \_\_\_ excels at customer service and keeping our team focused on the customer.
- 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.
- We have made improvements in our documentation and have decreased duplicate reporting.

# Co-worker Development

## Summary Scores



### 36. Works to identify root causes of performance problems



### 37. Takes immediate action on poor performance



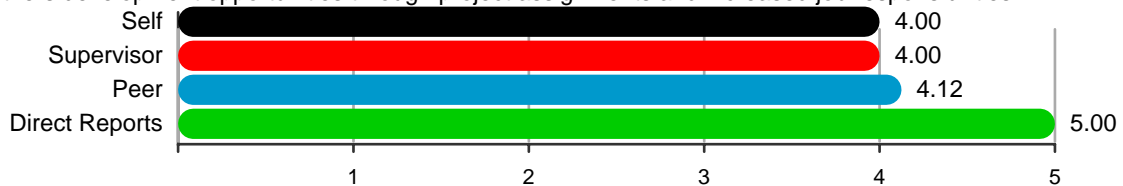
### 38. Provides ongoing feedback to co-workers on their development progress



### 39. Adapts coaching and mentoring approach to meet the style or needs of individuals



### 40. Gives others development opportunities through project assignments and increased job responsibilities



## Level of Skill

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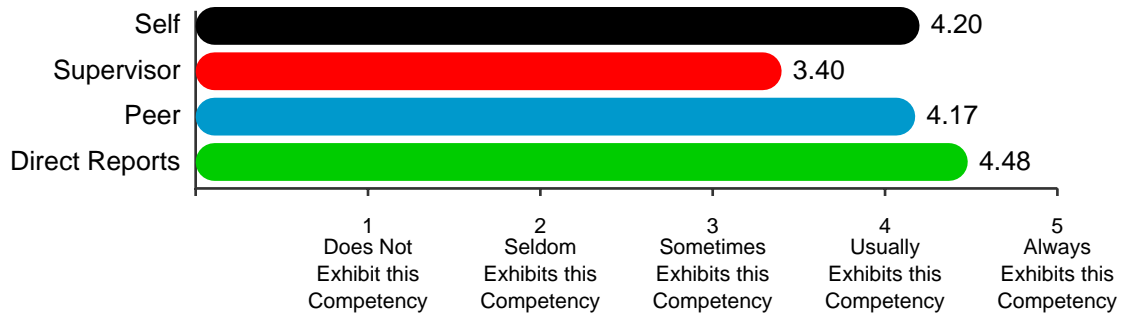
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Works to identify root causes of performance problems	15	4.33	100.0				67%	33%
37. Takes immediate action on poor performance	15	3.93	80.0	13%	7%		53%	27%
38. Provides ongoing feedback to co-workers on their development progress	15	4.27	86.7		13%		47%	40%
39. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	4.13	86.7		13%		60%	27%
40. Gives others development opportunities through project assignments and increased job responsibilities	15	4.40	93.3		7%		47%	47%

### Comments:

- \_\_\_ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- From what I can see \_\_\_ meets or exceeds all of these leadership roles but remember she is not my manager.
- \_\_\_ is someone I have immense respect for. She is someone that I can turn to if I am having problems or concerns. Whenever I have concerns or frustrations, I feel that I can always ask \_\_\_ and get an honest response.
- She inspires us to remember that as leaders, anything's possible.
- \_\_\_ is an excellent manager, our dept.is a good place to work with her as a boss
- \_\_\_ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.

# Organizational Fluency

## Summary Scores



### 41. Anticipates problems that may affect the department.



### 42. Understands departmental policies and procedures.



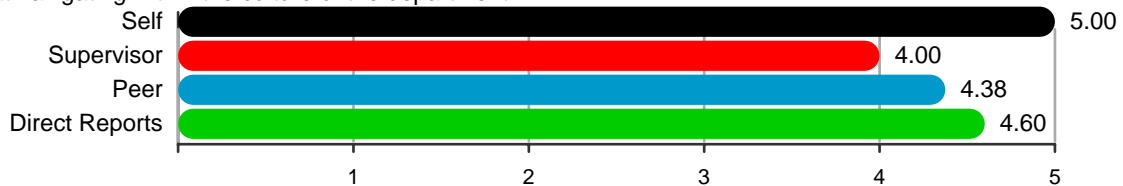
### 43. Understands the current organizational culture.



### 44. Gets things done through the department.



### 45. Adept at navigating within the culture of the department.



### Level of Skill

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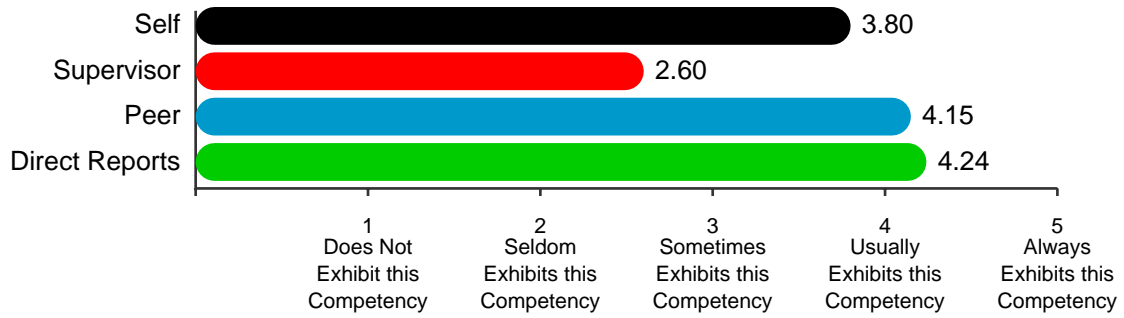
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Anticipates problems that may affect the department.	15	4.33	93.3	7%		53%		40%
42. Understands departmental policies and procedures.	15	4.20	80.0	20%		40%		40%
43. Understands the current organizational culture.	15	4.13	86.7	13%		60%		27%
44. Gets things done through the department.	15	4.00	86.7	13%		73%		13%
45. Adept at navigating within the culture of the department.	15	4.47	93.3	7%		40%		53%

Comments:

- Is a great teammate and valuable resource for the company. it is obvious she cares for the team
- She is always available to listen, lend a hand, or guide the staff when needed.
- \_\_\_ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.
- \_\_\_'s job performance exceeds all the elements.

# Planning

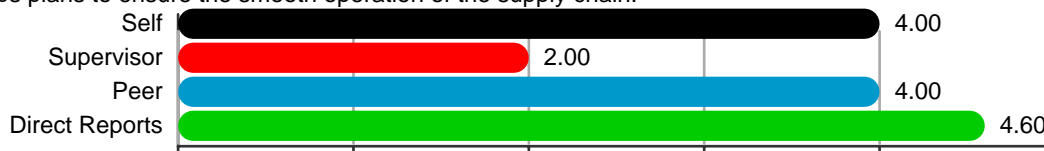
## Summary Scores



46. Develops good plans used for logistics.



47. Develops plans to ensure the smooth operation of the supply chain.



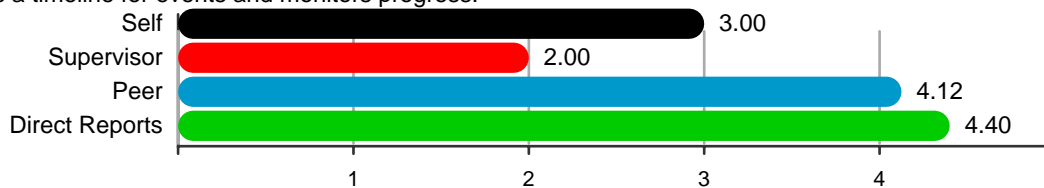
48. Determines the steps required for completion of a task.



49. Open to input from others into the plan for development of the strategic plan.



50. Creates a timeline for events and monitors progress.



### 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).

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46. Develops good plans used for logistics.	15	3.87	80.0	7%	13%	67%	13%	
47. Develops plans to ensure the smooth operation of the supply chain.	15	4.07	86.7	13%	53%	33%		
48. Determines the steps required for completion of a task.	15	4.13	86.7	13%	60%	27%		
49. Open to input from others into the plan for development of the strategic plan.	15	4.20	86.7	7%	7%	47%	40%	
50. Creates a timeline for events and monitors progress.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- She couldn't be more engaged if she tried.
- 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.
- \_\_\_ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- She is decisive about budgets, emergency preparedness, and safety.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- \_\_\_ enjoys sharing knowledge and teaching her subordinates about their roles in the department. She regularly would spend 30 minutes sharing her insights on a topic. She also facilitated numerous training sessions when I started my job a year ago.

## 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?

- Great addition to the department!
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- She maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- She cares deeply about the engagement of her staff and has concern for those in need.
- \_\_\_ has fallen into a routine between the two offices and is making a much more routine appearance at the North office. This has helped out a lot too with continued improvement on communication! \_\_\_ has been a great addition to our team!
- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.

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

- Strive for excellence. Willing to learn. Implement advice from others.
- She leads by example, not reputation.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- The most important attribute that \_\_\_ demonstrates is making sure there is a solid, vibrant leadership team. When she meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. She pushes for honest opinions and decisions and she expects those decisions and opinions to be supportable with reason. At the same time, she somehow nurtures innovation that leads to improving process and outcomes.
- \_\_\_ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- Is a fantastic source of feedback and growth development.

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

- \_\_\_ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- \_\_\_ always makes decisions based on what is best for the department or organization.
- \_\_\_ is very good at recognizing the strengths of her staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that \_\_\_ respects their abilities and contributions to the department.
- 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 by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- \_\_\_ has done tremendous work this past year in the Finance team.

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

- \_\_\_ is a great director, knows her scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- She is always asking for input and feedback. Her understanding of the Core measures role was little to start, but she has become incredibly savvy at understanding the issues and barriers that impact my role. She does not micromanage and allows me to go out and work through issues after giving me support and guidance though the entire process.
- She has an innate ability to match assigned roles with individual strengths.
- She had done amazingly well considering all of the global threats to the product line.
- Employees were not encouraged to do anything besides come to work.
- \_\_\_, more than anyone, takes what she's learned with Core Competencies and implements them.



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

- She is an outstanding manager.
- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.
- \_\_\_ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.
- She uses the strengths of everyone around her to get the best solutions possible.
- \_\_\_ has very quickly re-invented the Technical Services division. She is now aggressively moving the team to become more mature and service oriented. Throughout this transition, \_\_\_ has been very successful in managing this difficult change.

### Any final comments?

- She is a real advocate for the customers. Excellent department and computer skills
- \_\_\_ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- I wish I had 5 more years to learn from \_\_\_. She teaches me with every interaction.
- I have enjoyed working with \_\_\_ and will miss her support and direction.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- She provides essential data in order to help explain decisions.