



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.

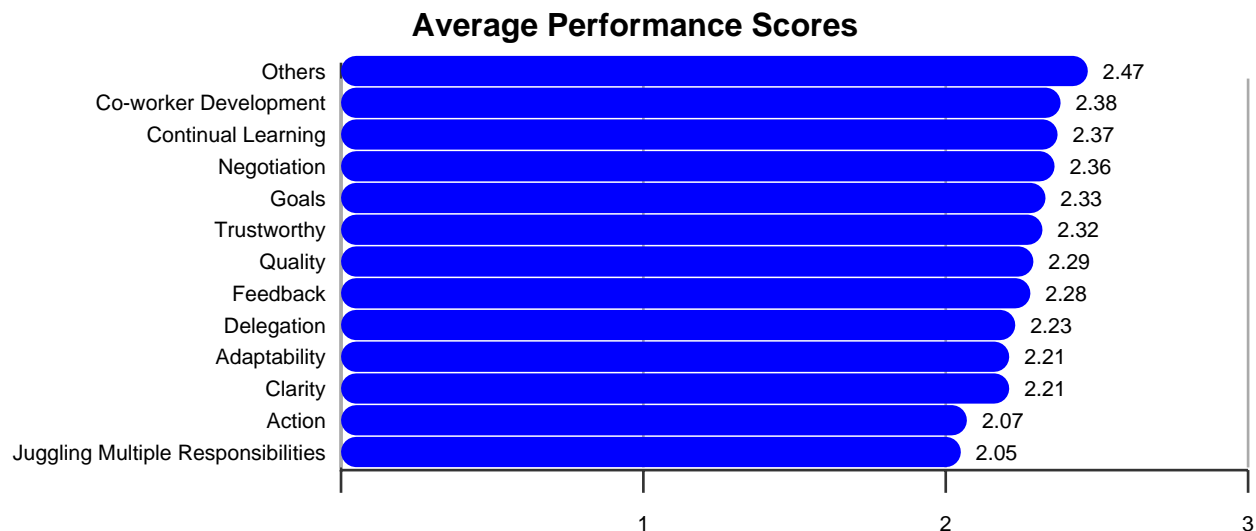
What to Do with Your Feedback

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 13 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

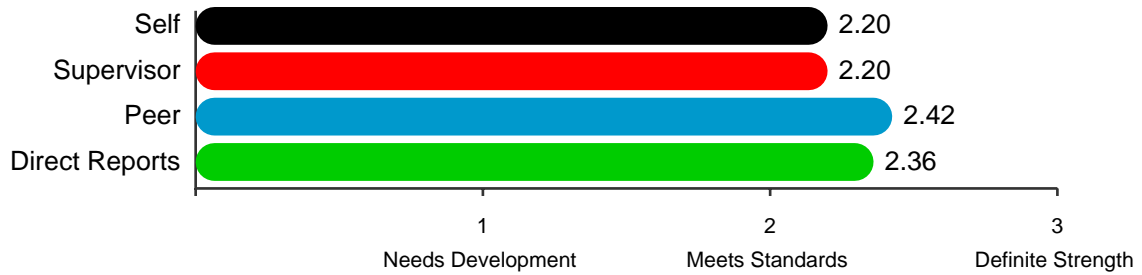
The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more 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.



0.14

Continual Learning

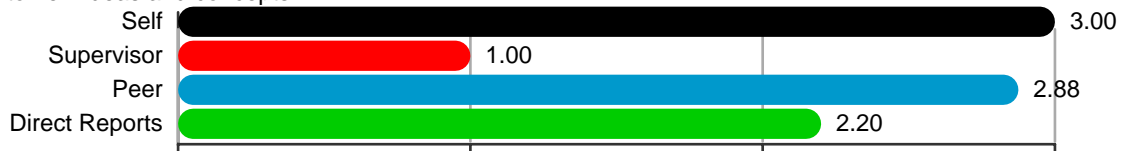
Summary Scores



1. Seeks opportunities to grow in skills and knowledge.



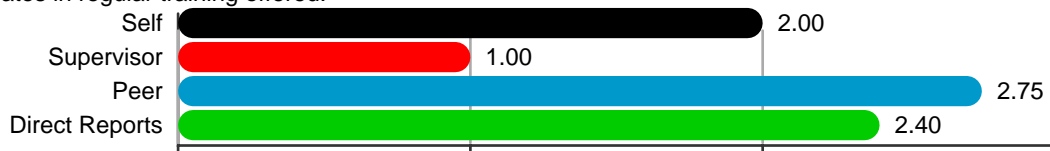
2. Is open to new ideas and concepts.



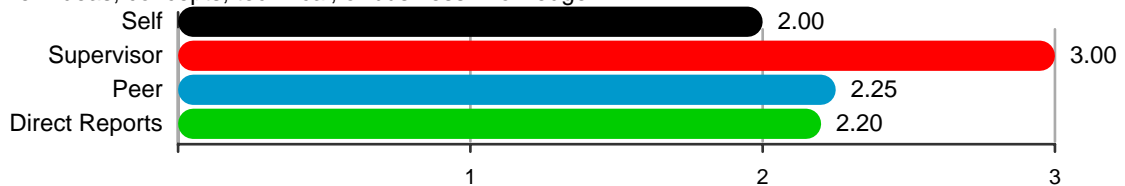
3. Shares best practices with others and learns from others.



4. Participates in regular training offered.



5. Grasps new ideas, concepts, technical, or business knowledge.



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 Development) to green (Definite Strength).

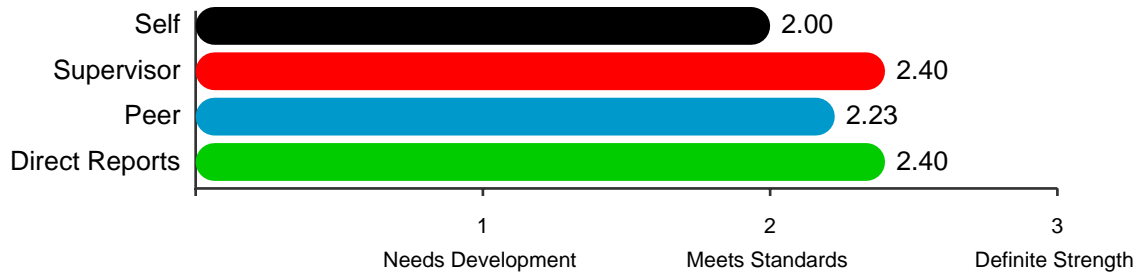
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Seeks opportunities to grow in skills and knowledge.	15	2.27	33.3	7%	60%	33%
2. Is open to new ideas and concepts.	15	2.53	73.3	20%	7%	73%
3. Shares best practices with others and learns from others.	15	2.33	40.0	7%	53%	40%
4. Participates in regular training offered.	15	2.47	53.3	7%	40%	53%
5. Grasps new ideas, concepts, technical, or business knowledge.	15	2.27	40.0	13%	47%	40%

Comments:

- She also has always been thankful for any help that I have given her.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- ___ 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.
- Transparency and honesty is important early in the process.
- I am very surprised and impressed with ___'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.

Feedback

Summary Scores



6. Seeks feedback to enhance performance.



7. Considers other's opinion and suggestions.



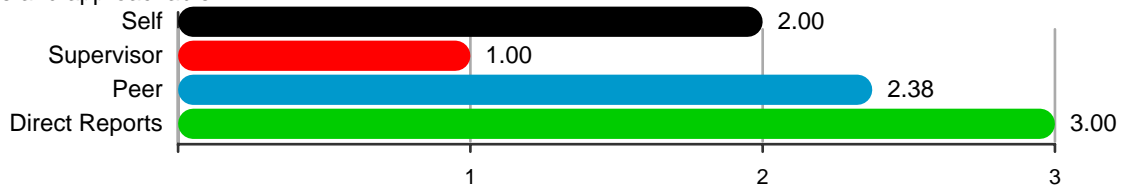
8. Shares past experiences with others as learning opportunities.



9. Looks to others for input.



10. Is visible and approachable.



Level of Skill

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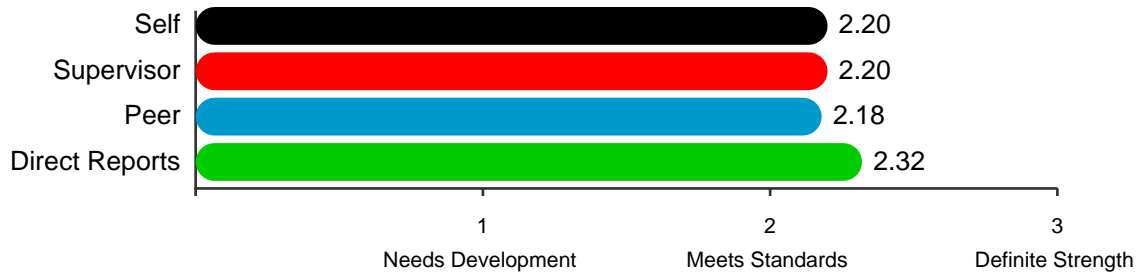
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. Seeks feedback to enhance performance.	15	2.13	33.3	20%	47%	33%
7. Considers other's opinion and suggestions.	15	2.07	26.7	20%	53%	27%
8. Shares past experiences with others as learning opportunities.	15	2.33	40.0	7%	53%	40%
9. Looks to others for input.	15	2.40	53.3	13%	33%	53%
10. Is visible and approachable.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ has been an excellent assistant manager.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- She has been a great addition to the company.
- ___ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.

Delegation

Summary Scores



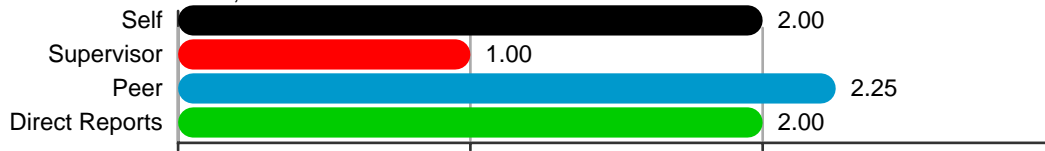
11. Allows subordinates to use their own methods and procedures.



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



13. Tells subordinates what to do, not how to do it.



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



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



Level of Skill

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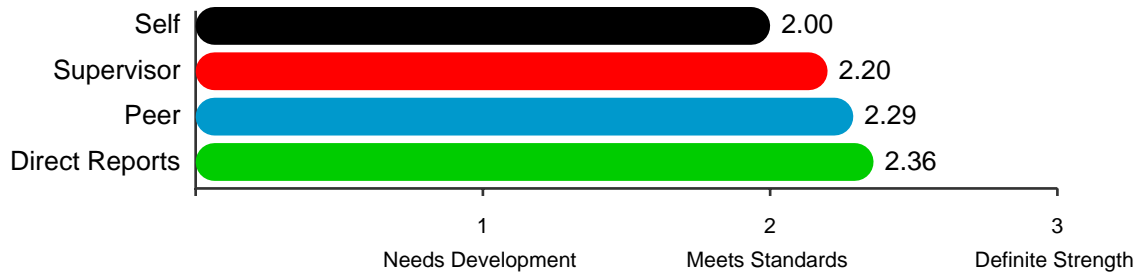
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Allows subordinates to use their own methods and procedures.	15	2.33	40.0	7%	53%	40%
12. Assigns tasks to create learning opportunities for the employees.	15	2.07	20.0	13%	67%	20%
13. Tells subordinates what to do, not how to do it.	15	2.07	26.7	20%	53%	27%
14. Allows employees to decide how they wish to complete the tasks.	15	2.27	40.0	13%	47%	40%
15. Delegates tasks, responsibilities, and accountability as appropriate to the level of employee.	14	2.43	50.0	7%	43%	50%

Comments:

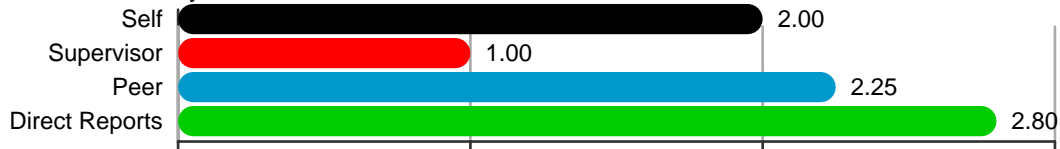
- I work with ___ regularly and see her interactions with other leaders frequently.
- ___ takes some time to process new ideas and often reacts before considering the facts. Once ___ has had time to think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.
- She has positive energy, leads by example, and cares about teammates.
- ___ 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.
- ___ is highly professional and amazingly skilled at both critical thinking and detail management.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.

Quality

Summary Scores



16. Corrects issues in a timely manner.



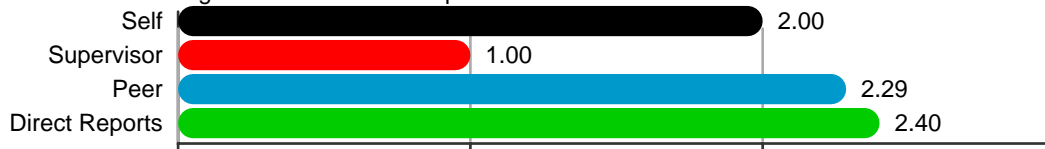
17. Holds employees accountable for their quality of work.



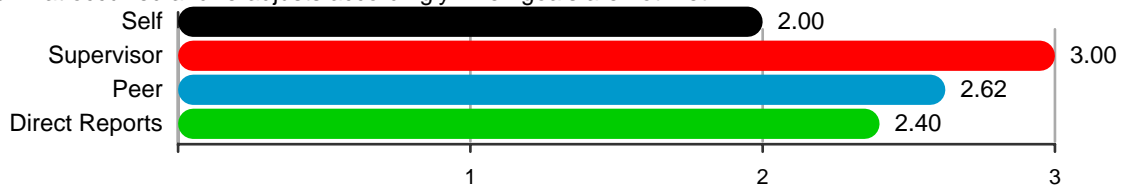
18. Encourages others to achieve high quality standards.



19. Reflects on what is working and what could be improved.



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



Level of Skill

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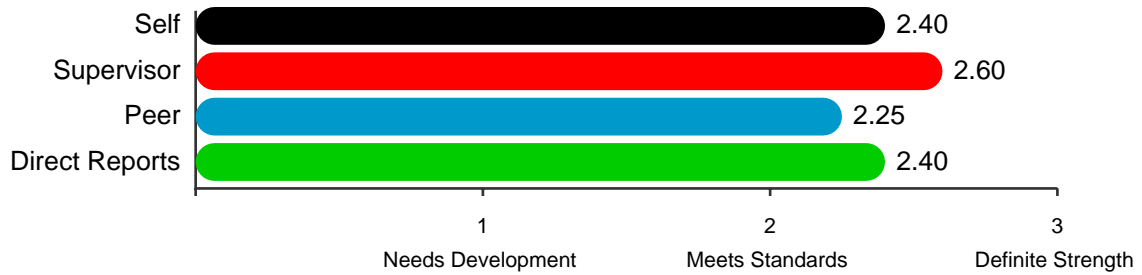
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Corrects issues in a timely manner.	15	2.33	46.7	13%	40%	47%
17. Holds employees accountable for their quality of work.	15	2.33	40.0	7%	53%	40%
18. Encourages others to achieve high quality standards.	14	2.00	14.3	14%	71%	14%
19. Reflects on what is working and what could be improved.	14	2.21	42.9	21%	36%	43%
20. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ strives to be professional with each and every interaction and I think inspires confidence.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- 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.
- I am VERY fortunate to be on her team and part of this division.
- Initiative, attitude, and willingness to pitch in.

Goals

Summary Scores



21. Makes sure that team members have a clear idea of our group's goals.



22. Makes sure that I have a clear idea of our group's goals.



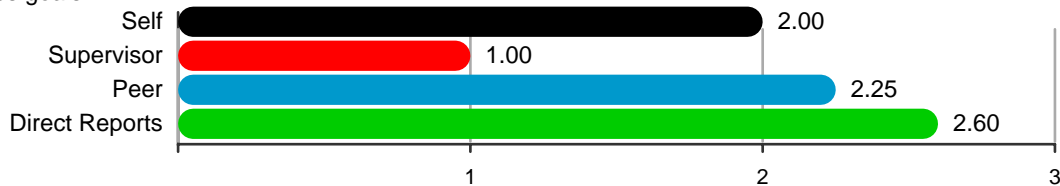
23. Achieves established goals.



24. Goal Setting



25. Achieves goals.



Level of Skill

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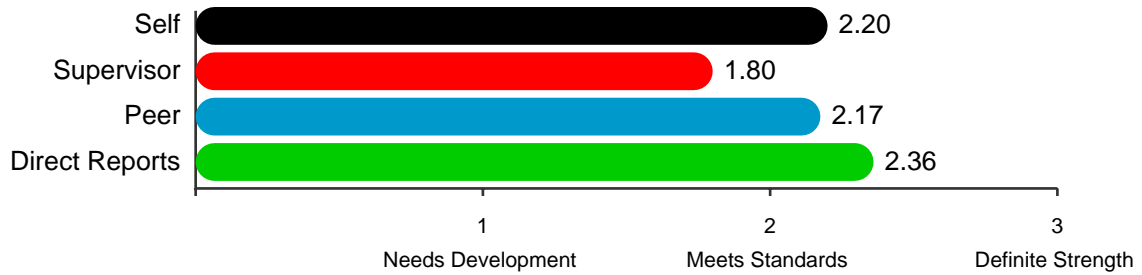
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Makes sure that team members have a clear idea of our group's goals.	15	2.60	66.7	7%	27%	67%
22. Makes sure that I have a clear idea of our group's goals.	15	2.33	40.0	7%	53%	40%
23. Achieves established goals.	15	2.07	20.0	13%	67%	20%
24. Goal Setting	15	2.40	53.3	13%	33%	53%
25. Achieves goals.	15	2.27	53.3	27%	20%	53%

Comments:

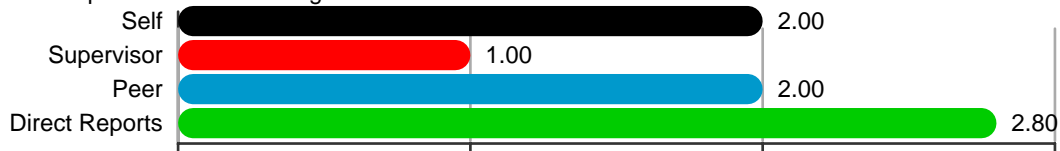
- She offers up ideas of how I could have handled something differently in a constructive manner.
- ___ is respected by the team and they openly seek out her advise or opinion.
- ___ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with her peers and other organizations when needed.
- ___ is an extremely competent leader and I am enjoying learning by her example.
- Great addition to our team!
- She allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.

Adaptability

Summary Scores



26. Is flexible and open minded in dealing with others.



27. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.



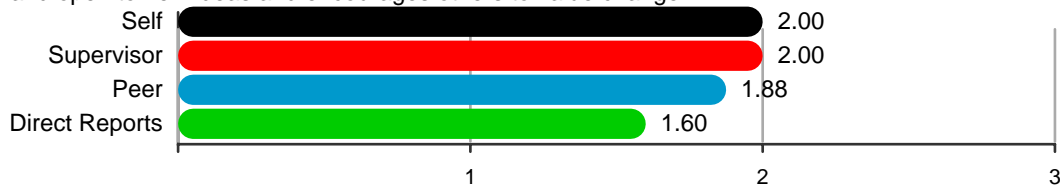
28. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.



29. Develops insights and applies innovative solutions to projects and problems.



30. Flexible and open to new ideas and encourages others to value change.



Level of Skill

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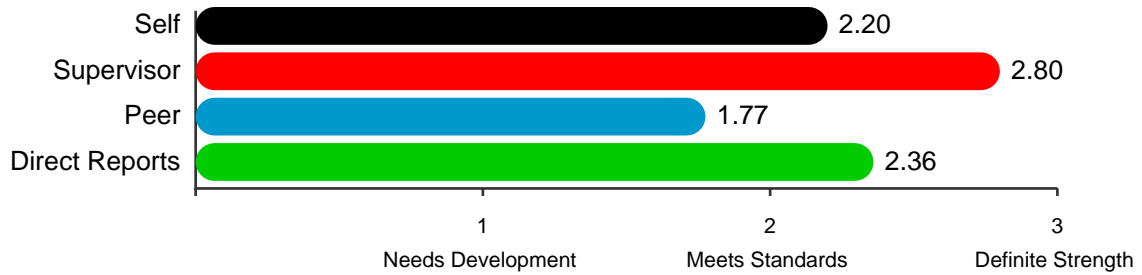
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Is flexible and open minded in dealing with others.	15	2.20	33.3	13%	53%	33%
27. Ability to recognize the potential benefits of change, and create an infrastructure which supports change.	15	2.00	26.7	27%	47%	27%
28. Willing to change ideas or perceptions based on new information or contrary evidence which is presented.	15	2.47	53.3	7%	40%	53%
29. Develops insights and applies innovative solutions to projects and problems.	15	2.60	60.0		40%	60%
30. Flexible and open to new ideas and encourages others to value change.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- 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.
- ___ 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.
- ___ has my back and breaks down the barriers when I let her know that need her support.
- Improve on providing feedback.
- ___ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.

Action

Summary Scores



31. Effectively makes decisions



32. Gets the job done.



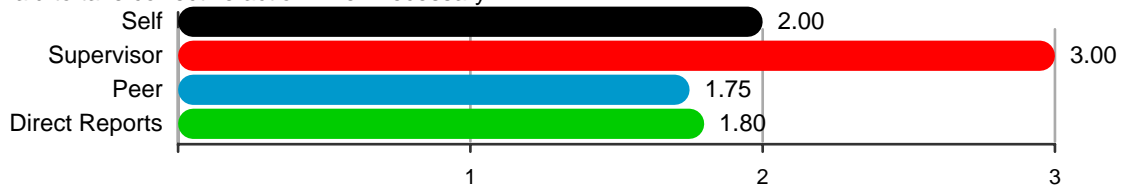
33. Drives and mobilizes others progress toward goals.



34. Works quickly when faced with difficult problems.



35. Is not afraid to take corrective action when necessary.



Level of Skill

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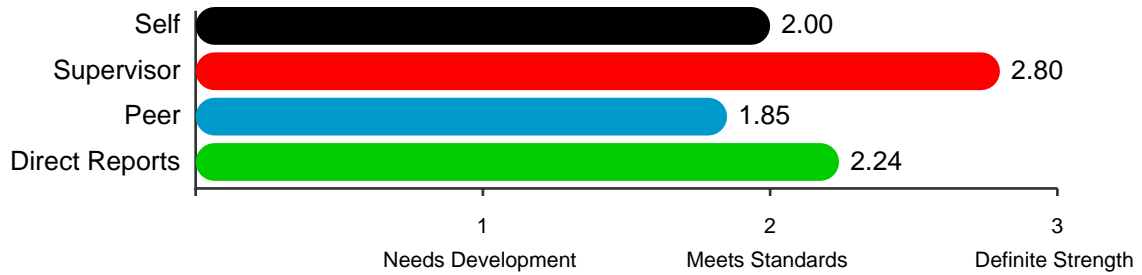
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Effectively makes decisions	15	2.13	33.3	20%	47%	33%
32. Gets the job done.	15	2.13	33.3	20%	47%	33%
33. Drives and mobilizes others progress toward goals.	15	2.07	33.3	27%	40%	33%
34. Works quickly when faced with difficult problems.	15	2.13	26.7	13%	60%	27%
35. Is not afraid to take corrective action when necessary.	15	1.87	20.0	33%	47%	20%

Comments:

- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- ___'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.
- ___ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapated to [CompanyName] and to the department, well done.
- She sees things that others don't and always have valuable feedback for whomever she is talking/working with.

Juggling Multiple Responsibilities

Summary Scores



36. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.



37. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.



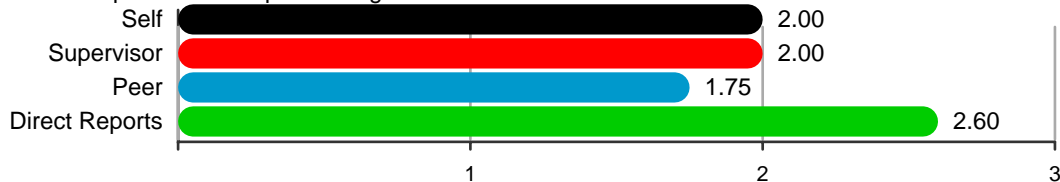
38. Begins tasks as soon as possible.



39. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.



40. Uses a scheduler/planner to keep tasks organized and on time.



Level of Skill

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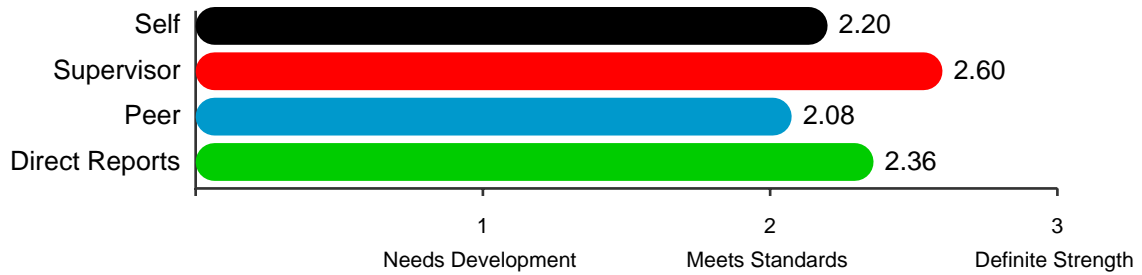
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Integrates developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	15	1.87	20.0	33%	47%	20%
37. Avoids bottlenecks in progress by assigning multiple individuals to critical tasks.	15	1.93	13.3	20%	67%	13%
38. Begins tasks as soon as possible.	15	2.07	33.3	27%	40%	33%
39. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	2.33	33.3		67%	33%
40. Uses a scheduler/planner to keep tasks organized and on time.	15	2.07	33.3	27%	40%	33%

Comments:

- I appreciate the honest evaluative feedback ___ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- This year ___ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.
- ___ 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!
- ___ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.
- ___ is always working to include staff in a shared decision making processes.
- ___ has good knowledge and awareness of the strengths and talents within the organization.

Clarity

Summary Scores



41. Attends to the important details of a job or task.



42. Provides a clear vision for the future.



43. Seeks to reduce ambiguity in messaging and documents.



44. Clarifies problems and their causes to help employees correct them.



45. Adjusts communication methods to the needs of the audience.



Level of Skill

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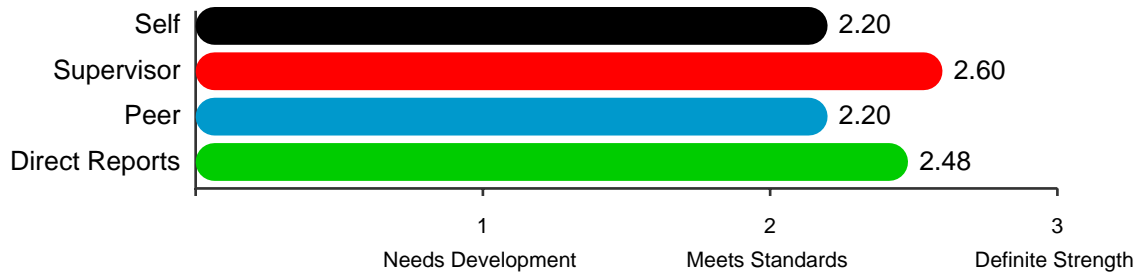
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Attends to the important details of a job or task.	15	2.00	26.7	27%	47%	27%
42. Provides a clear vision for the future.	15	2.13	33.3	20%	47%	33%
43. Seeks to reduce ambiguity in messaging and documents.	15	2.20	40.0	20%	40%	40%
44. Clarifies problems and their causes to help employees correct them.	15	2.20	26.7	7%	67%	27%
45. Adjusts communication methods to the needs of the audience.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is very sharp and plays a vital role in this organization
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- Good Team Player! Good decision making skills. A hard worker.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.
- ___ has a good perspective on the organization as a whole.
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.

Trustworthy

Summary Scores



46. Delivers on promises made.



47. Takes care to maintain confidential information.



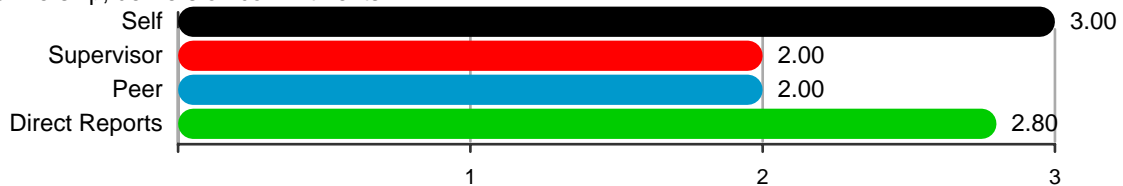
48. Consistently keeps commitments.



49. Demonstrates a sense of responsibility and commitment to public trust.



50. Takes ownership, delivers on commitments



Level of Skill

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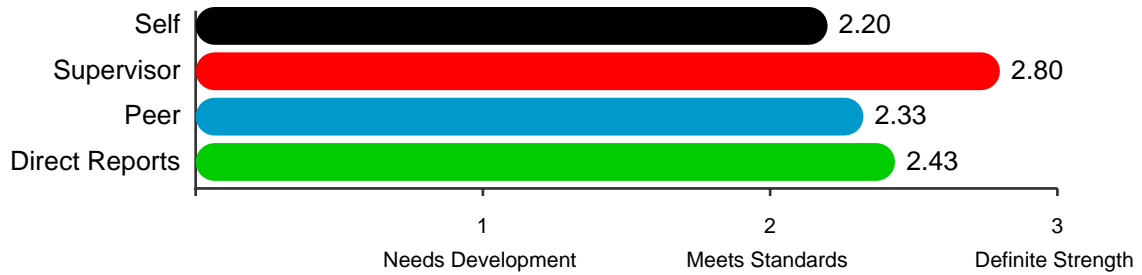
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Delivers on promises made.	15	2.27	26.7		73%	27%
47. Takes care to maintain confidential information.	15	2.13	26.7	13%	60%	27%
48. Consistently keeps commitments.	15	2.40	40.0		60%	40%
49. Demonstrates a sense of responsibility and commitment to public trust.	15	2.47	46.7		53%	47%
50. Takes ownership, delivers on commitments	15	2.33	46.7	13%	40%	47%

Comments:

- ___ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.
- Great addition to our team!
- She is a dedicated person who inspires excellence in both staff and customer service.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what ___ has done with this but needs to be addressed and improved.
- I appreciate ___'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].
- She has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.

Co-worker Development

Summary Scores



51. Takes immediate action on poor performance



52. Works to identify root causes of performance problems



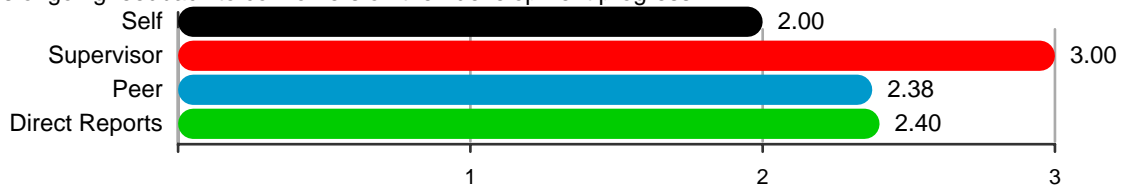
53. Gives others development opportunities through project assignments and increased job responsibilities



54. Sets and clearly communicates expectations, performance goals, and measurements to others



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



Level of Skill

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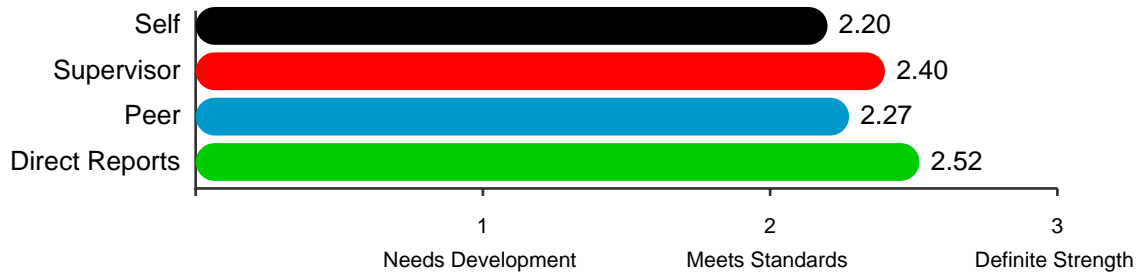
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. Takes immediate action on poor performance	14	2.21	28.6	7%	64%	29%
52. Works to identify root causes of performance problems	14	2.29	42.9	14%	43%	43%
53. Gives others development opportunities through project assignments and increased job responsibilities	15	2.53	53.3		47%	53%
54. Sets and clearly communicates expectations, performance goals, and measurements to others	15	2.47	46.7		53%	47%
55. Provides ongoing feedback to co-workers on their development progress	15	2.40	40.0		60%	40%

Comments:

- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- I can't think of a single thing ___ could improve upon.
- She provides essential data in order to help explain decisions.
- I know when I go to her with a problem, she will make herself available and is very thorough with her response.
- She gives you confidence knowing she always has your back.
- Without a doubt, ___ is the best director I have worked for in my 30+ year career at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.

Negotiation

Summary Scores



56. Establishes good working relationships with others.



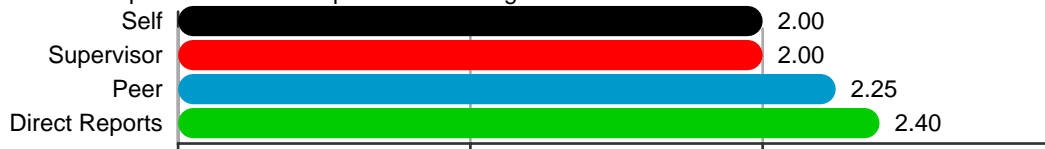
57. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.



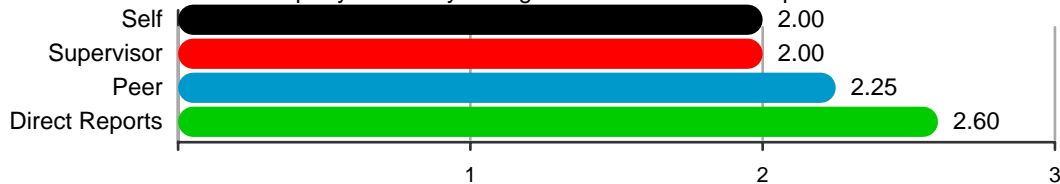
58. Maintains good interpersonal relationships with representatives from the other party.



59. Understands the expectations of other parties in the negotiation.



60. Researches the needs of the other party to identify strengths and weaknesses of positions.



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 Development) to green (Definite Strength).

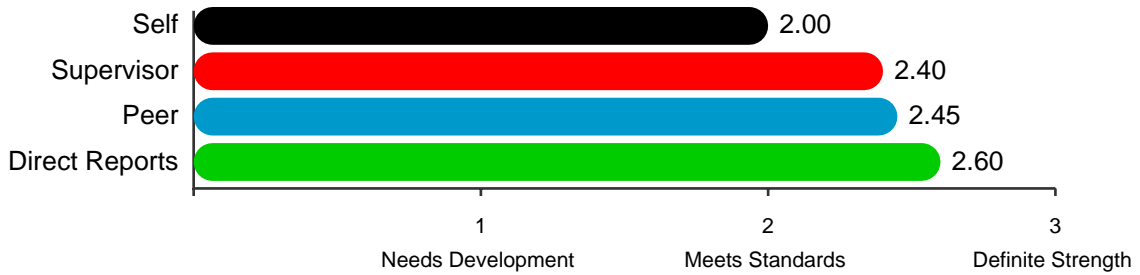
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
56. Establishes good working relationships with others.	15	2.53	53.3	47%	53%	
57. Able to say "no" when necessary to effectively execute business strategy and meet long-term objectives.	15	2.33	33.3	67%	33%	
58. Maintains good interpersonal relationships with representatives from the other party.	15	2.33	33.3	67%	33%	
59. Understands the expectations of other parties in the negotiation.	15	2.27	26.7	73%	27%	
60. Researches the needs of the other party to identify strengths and weaknesses of positions.	15	2.33	33.3	67%	33%	

Comments:

- She inspires others by the manner in which she does her work and engages others.
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- ___ has demonstrated the ability to manage significant changes in her area with great skill.
- She makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.

Others

Summary Scores



61. Treats others with respect and dignity.



62. Able to see issues from others' perspectives.



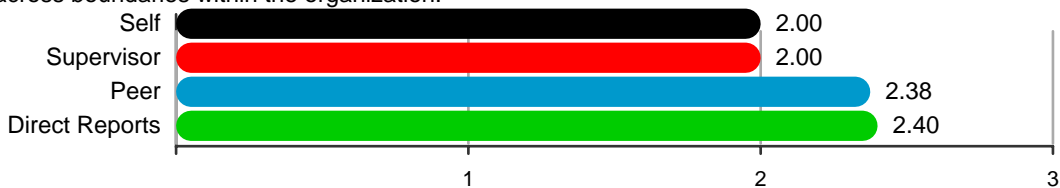
63. Respects the opinions of other employees.



64. Constructively receives criticism and suggestions from others.



65. Works across boundaries within the organization.



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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
61. Treats others with respect and dignity.	15	2.47	46.7	53%	47%	
62. Able to see issues from others' perspectives.	15	2.47	46.7	53%	47%	
63. Respects the opinions of other employees.	15	2.47	46.7	53%	47%	
64. Constructively receives criticism and suggestions from others.	15	2.60	60.0	40%	60%	
65. Works across boundaries within the organization.	15	2.33	40.0	7%	53%	40%

Comments:

- Under her leadership, the department teams have become very cohesive.
- Resources are managed carefully with input sought and considered before applying those resources.
- Having very minimum one-on-one discussion.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- ___ shines when it comes to teamwork and process improvement. Her ability to lead a team with collaboration and communication is amazing.

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?

- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ____, your the best.
- ____ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- 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.
- She sees things that others don't and always have valuable feedback for whomever she is talking/working with.
- Her professionalism is beyond reproach and she is fair and just.

What do you like best about working with this individual?

- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- She exceeded all of my expectations. The outcome of this work was very successful, in great part to ____'s work.
- ____ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- Seek and provide critical feedback.
- Even tempered with a wealth of experience, she has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- Her professionalism is beyond reproach and she is fair and just.

What do you like least about working with this individual?

- I think we have a great team. ____ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- ____ is incredibly talented and very smart. Her attention to detail is unparalleled.
- ____ continues to develop her knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- Communication to entire team is excellent and helps engage all staff. ____'s visibility to her team has been very positive.
- ____ is always looking for ways to improve our workflow and values input from the team members. On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.

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

- ____ has also come down to help our department when we have been very busy and needed help.
- She holds everyone to such a high standard, you don't want to disappoint her.
- Dedicated to the customer and community, she is worth her weight in gold.
- She always steps up and gets what needs to be done completed.
- She has grown as a manager in the last few months and it shows.
- ____ 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.

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

- I have found ____ to be very competent and professional. She delivers when and what she says she will and her work is always complete and accurate.
- Detail oriented
- ____ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- ____ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.

- I enjoy working with ____ and look forward to future opportunities for collaboration.

Any final comments?

- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- I appreciate ____'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].
- She is also an excellent resource to other managers and will take the time to offer information and support.
- She encourages teammates more as a peer than a coach.
- In every interaction that I have had with ____, I have found her to be professional, reliable, and engaged in the process.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.