



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

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.

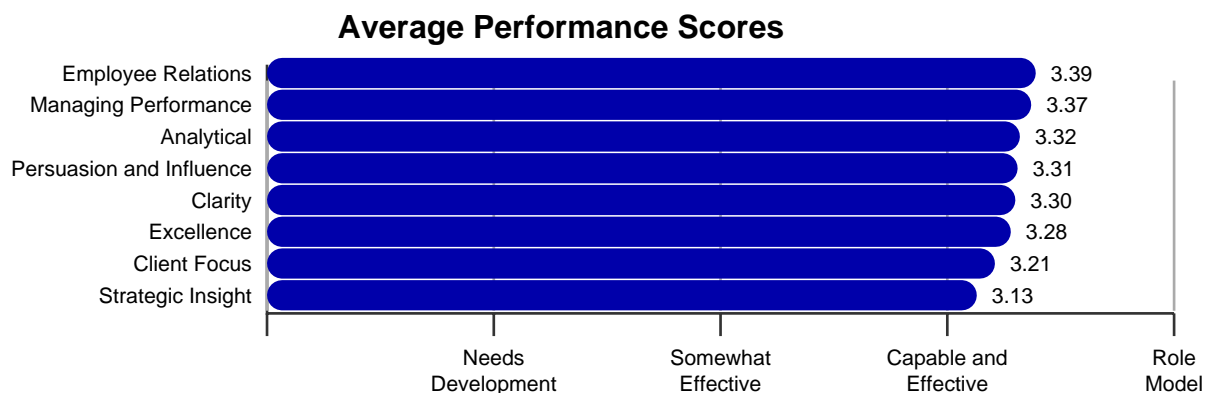
What to Do with Your Feedback

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

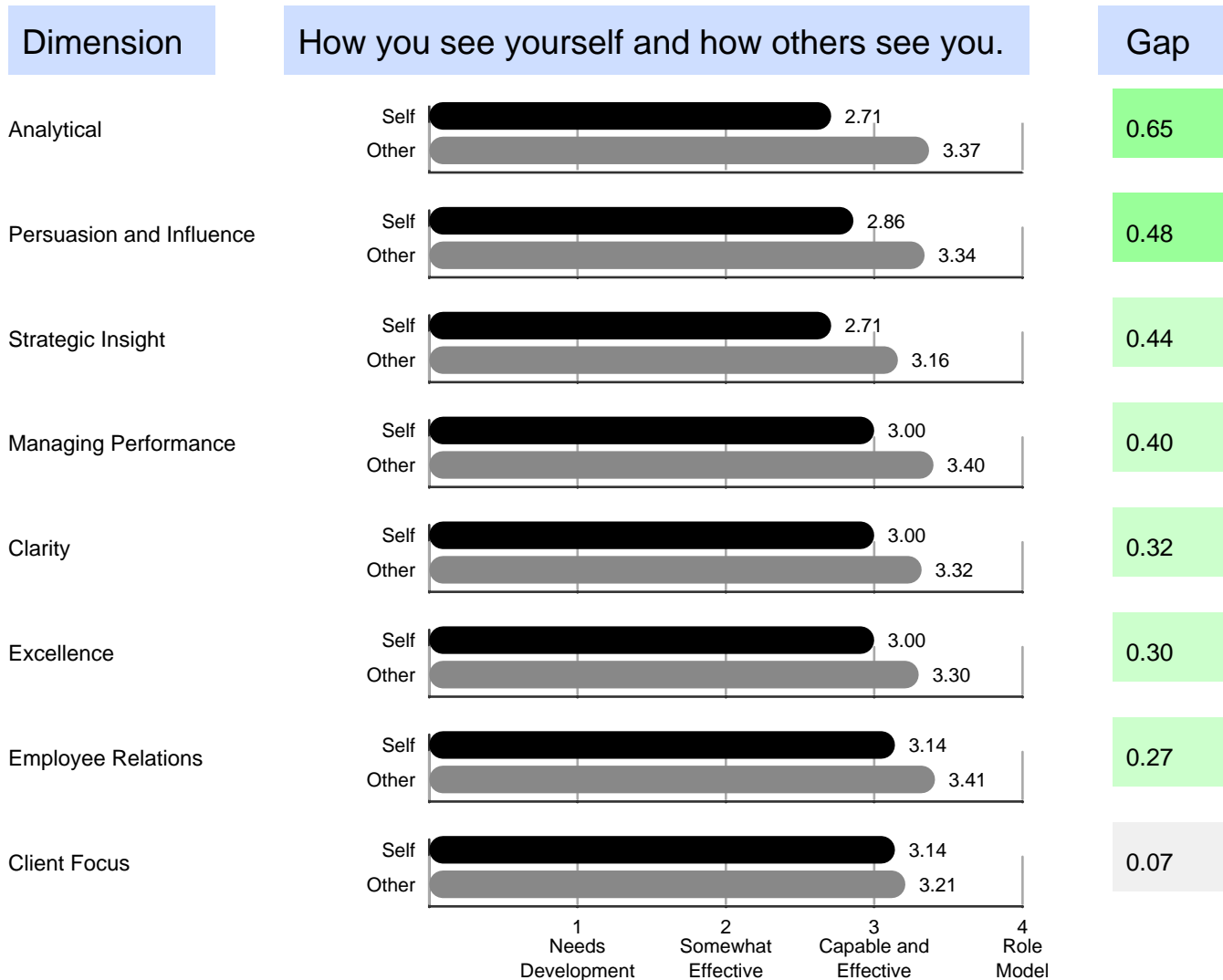
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



Employee Relations

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Uses employee relations practices reflecting fairness and equity across all levels.	15	3.20	93.3	7%	67%	27%	
2. Shows fairness and respect in their interactions with employees.	15	3.87	100.0	13%	87%		
3. Promptly reports workplace injuries and follows proper incident protocols.	15	3.33	93.3	7%	53%	40%	
4. Gives employees due process in the event disciplinary actions are taken.	15	3.60	93.3	7%	27%	67%	
5. Fosters a culture where disagreements are addressed respectfully and resolved collaboratively.	15	3.33	93.3	7%	53%	40%	
6. Has a mutual trust and respect for employees.	15	3.20	93.3	7%	60%	33%	
7. Creates a good working relationship between management and employee representatives.	15	3.20	86.7	13%	53%	33%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
1. Uses employee relations practices reflecting fairness and equity across all levels.	3.29	3.20	-0.09 ▼
2. Shows fairness and respect in their interactions with employees.	3.65	3.87	+0.22 ▲
3. Promptly reports workplace injuries and follows proper incident protocols.	3.18	3.33	+0.16 ▲
4. Gives employees due process in the event disciplinary actions are taken.	3.41	3.60	+0.19 ▲
5. Fosters a culture where disagreements are addressed respectfully and resolved collaboratively.	3.24	3.33	+0.10 ▲
6. Has a mutual trust and respect for employees.	3.24	3.20	-0.04 ▼
7. Creates a good working relationship between management and employee representatives.	3.41	3.20	-0.21 ▼

Comments:

- _____ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.
- _____ is willing to understand how a current process works before wanting to incorporate changes.
- Always appreciate _____'s organized approach to coordinating service opportunities between departments
- I am still learning how to work with _____ so sometimes I have at difficulty understanding where he is coming from and in the process of working through this it there is some uncertainty that is created.
- He involves our team and holds us accountable out of respect.
- He is an outstanding manager.

Managing 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
8. Assigns tasks and responsibilities and holds employees accountable for actions.	15	3.40	93.3	7%	47%	47%	
9. Administers the performance rewards program in a fair and equitable manner.	15	3.47	93.3	7%	40%	53%	
10. Makes sure the team's goals are met.	15	3.47	93.3	7%	40%	53%	
11. Assesses employee performance against defined standards.	15	3.53	100.0		47%	53%	
12. Initiates a performance improvement plan for underperforming subordinates.	15	3.27	100.0		73%	27%	
13. Conducts objectives and key results (OKR) assessments on a quarterly basis.	15	3.33	100.0		67%	33%	
14. Ensures employees are accountable for meeting OKRs.	15	3.13	86.7	13%	60%	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	2024	2025	Change
8. Assigns tasks and responsibilities and holds employees accountable for actions.	3.24	3.40	+0.16 ▲
9. Administers the performance rewards program in a fair and equitable manner.	3.18	3.47	+0.29 ▲
10. Makes sure the team's goals are met.	3.35	3.47	+0.11 ▲
11. Assesses employee performance against defined standards.	3.47	3.53	+0.06 ▲
12. Initiates a performance improvement plan for underperforming subordinates.	3.47	3.27	-0.20 ▼
13. Conducts objectives and key results (OKR) assessments on a quarterly basis.	3.35	3.33	-0.02 ▼
14. Ensures employees are accountable for meeting OKRs.	3.18	3.13	-0.04 ▼

Comments:

- Detail oriented
- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- _____ has been an excellent addition to our department. Having a positive, supportive director has helped increase staff engagement.
- _____ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.

Persuasion and Influence

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
15. Is successful in describing and communicating an image of the problem.	15	3.07	80.0	20%	53%	27%	
16. Uses persuasive dialogue to redirect unproductive conflict into collaborative problem-solving.	15	3.40	93.3	7%	47%	47%	
17. Is aware of how messages may be received and interpreted by individuals.	15	3.27	93.3	7%	60%	33%	
18. Balances assertiveness and collaboration to reach outcomes that align with both organizational priorities and stakeholder interests.	14	3.00	92.9	7%	79%	14%	
19. Is viewed as authoritative, professional, and experienced.	15	3.47	100.0		53%	47%	
20. Champions change by framing it as an opportunity to lead, not just adapt.	15	3.40	93.3	7%	47%	47%	
21. Confronts individuals with information about their beliefs and values.	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	2024	2025	Change
15. Is successful in describing and communicating an image of the problem.	3.00	3.07	+0.07 ▲
16. Uses persuasive dialogue to redirect unproductive conflict into collaborative problem-solving.	3.65	3.40	-0.25 ▼
17. Is aware of how messages may be received and interpreted by individuals.	3.47	3.27	-0.20 ▼
18. Balances assertiveness and collaboration to reach outcomes that align with both organizational priorities and stakeholder interests.	3.12	3.00	-0.12 ▼
19. Is viewed as authoritative, professional, and experienced.	3.59	3.47	-0.12 ▼
20. Champions change by framing it as an opportunity to lead, not just adapt.	3.29	3.40	+0.11 ▲
21. Confronts individuals with information about their beliefs and values.	3.35	3.53	+0.18 ▲

Comments:

- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- I may not know all that is going on behind the scenes, however there are times when he may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- _____ is still learning his role and I see his only improving in the future. I do question his judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.

- _____ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.
- _____'s dedication and leadership in the management development program is evident.

Analytical

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
22. Makes reasonable decisions about the importance of different sources of information.	15	3.00	80.0	20%	60%	20%	
23. Ensures that information is current and up-to-date.	15	2.87	80.0	20%	73%	7%	
24. Meticulously records and maintains logs of observations/measurements.	15	3.47	100.0		53%	47%	
25. Is well-versed in fundamental research concepts.	15	3.67	100.0		33%	67%	
26. Looks at problems from different perspectives and viewpoints.	15	3.40	93.3	7%	47%	47%	
27. Implements a variety of data gathering techniques.	15	3.33	93.3	7%	53%	40%	
28. Validates the accuracy of data collected.	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	2024	2025	Change
22. Makes reasonable decisions about the importance of different sources of information.	3.00	3.00	
23. Ensures that information is current and up-to-date.	2.88	2.87	-0.02 ▼
24. Meticulously records and maintains logs of observations/measurements.	3.00	3.47	+0.47 ▲
25. Is well-versed in fundamental research concepts.	3.76	3.67	-0.10 ▼
26. Looks at problems from different perspectives and viewpoints.	3.53	3.40	-0.13 ▼
27. Implements a variety of data gathering techniques.	3.12	3.33	+0.22 ▲
28. Validates the accuracy of data collected.	3.41	3.53	+0.12 ▲

Comments:

- _____ is great...He provides valuable insight/opinion when asked and easily makes decisions.
- _____ came to [CompanyName] and has done a wonderful job of getting the message out.
- Positive attitude.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- _____ leads by example.

Clarity

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
29. Makes sure goals and objectives are clearly and thoroughly explained and understood.	15	3.67	100.0	33%	67%		
30. Clearly explains responsibilities to individuals.	15	3.33	100.0		67%		33%
31. Avoids creating ambiguity or mixed messages.	15	3.20	86.7	13%	53%		33%
32. Writes clear job descriptions for positions in the organization.	15	3.40	100.0		60%		40%
33. Clearly defines work objectives for employees.	15	3.20	86.7	13%	53%		33%
34. Maintains clarity in goals and objectives.	15	3.27	93.3	7%	60%		33%
35. Checks details thoroughly.	15	3.00	80.0	20%	60%		20%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
29. Makes sure goals and objectives are clearly and thoroughly explained and understood.	3.59	3.67	+0.08 ▲
30. Clearly explains responsibilities to individuals.	3.41	3.33	-0.08 ▼
31. Avoids creating ambiguity or mixed messages.	3.18	3.20	+0.02 ▲
32. Writes clear job descriptions for positions in the organization.	3.35	3.40	+0.05 ▲
33. Clearly defines work objectives for employees.	3.18	3.20	+0.02 ▲
34. Maintains clarity in goals and objectives.	2.88	3.27	+0.38 ▲
35. Checks details thoroughly.	3.18	3.00	-0.18 ▼

Comments:

- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- He 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!
- I think 16 & 17 relate in the sense that I believe _____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- _____ encourages our staff to strive to be the best that we can be.
- He translated the creative thinking into real change and solution that advanced our department.
- _____ 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.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. Takes a lot of pride in their work.	15	3.20	93.3	7%	67%	27%	
37. Keeps themselves and others focused on constant improvement.	15	3.27	93.3	7%	60%	33%	
38. Produces high quality work.	15	3.27	86.7	13%	47%	40%	
39. Can be counted on to add value wherever they are involved.	15	3.13	86.7	13%	60%	27%	
40. Demonstrates the functional or technical skills necessary to do their job.	15	3.40	93.3	7%	47%	47%	
41. Is planful and organized.	15	3.33	93.3	7%	53%	40%	
42. Demonstrates the analytical skills to do their job.	15	3.33	93.3	7%	53%	40%	

Time Comparisons by Item

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

Item	2024	2025	Change
36. Takes a lot of pride in their work.	3.18	3.20	+0.02 ▲
37. Keeps themselves and others focused on constant improvement.	3.35	3.27	-0.09 ▼
38. Produces high quality work.	3.24	3.27	+0.03 ▲
39. Can be counted on to add value wherever they are involved.	3.59	3.13	-0.45 ▼
40. Demonstrates the functional or technical skills necessary to do their job.	3.29	3.40	+0.11 ▲
41. Is planful and organized.	3.29	3.33	+0.04 ▲
42. Demonstrates the analytical skills to do their job.	3.41	3.33	-0.08 ▼

Comments:

- _____ has always made himself available to help out in the department as needed, even willing to be there on weekends!
- _____'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- He maintains focus, displays confidence and is the definition of tenacity because he keeps [CompanyName]'s best interests always at center.
- _____ has made great visible improvements in his roles of communication, teamwork and engagement. He is creating a great presence in his position currently.
- _____ is very good at reading people which enables him to respond quickly and appropriately.
- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
43. Exceeds expectations of the clients.	15	3.13	86.7	13%	60%	27%	
44. Creates innovative solutions for the clients.	15	3.00	86.7	13%	73%	13%	
45. Provides excellent service to clients.	15	3.53	100.0		47%	53%	
46. Ensures client commitments and requirements are met or exceeded	15	3.00	86.7	13%	73%	13%	
47. Helps others in responding to client needs.	15	3.20	93.3	7%	60%	33%	
48. Responds to feedback from clients.	15	3.20	93.3	7%	67%	27%	
49. Focuses on the unique needs of each client.	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	2024	2025	Change
43. Exceeds expectations of the clients.	3.35	3.13	-0.22 ▼
44. Creates innovative solutions for the clients.	3.18	3.00	-0.18 ▼
45. Provides excellent service to clients.	3.35	3.53	+0.18 ▲
46. Ensures client commitments and requirements are met or exceeded	3.24	3.00	-0.24 ▼
47. Helps others in responding to client needs.	3.00	3.20	+0.20 ▲
48. Responds to feedback from clients.	3.18	3.20	+0.02 ▲
49. Focuses on the unique needs of each client.	3.35	3.40	+0.05 ▲

Comments:

- He is truly dedicated to doing a good job, by helping us do a good job.
- _____ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and to the point.
- Before _____ came into the position it seemed that the department was a dump.
- _____ is excellent about offering support if needed but he also allows us to work and he does not micro manage.
- While encouraging folks to continue with their education, he is also continuing with his education.
- _____'s priority is our customers and community.

Strategic Insight

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 (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
50. Identifies opportunities for innovation by watching how employees adapt tools, processes, or customer interactions.	15	3.13	80.0	7% 13%	40%	40%	
51. Attends industry conferences to gain further insight into how other companies deal with similar issues.	14	3.14	92.9	7%	71%		21%
52. Identifies root causes of problems.	14	3.21	85.7	14%	50%		36%
53. Creates values statement to ensure all employees are working under the same guiding principles.	15	3.27	86.7	13%	47%		40%
54. Sets strategic objectives to be achieved.	15	3.13	86.7	13%	60%		27%
55. Recognizes unspoken concerns or morale issues through body language, tone, and team interactions.	15	3.07	86.7	13%	67%		20%
56. Notices inefficiencies or bottlenecks in workflows before they escalate into larger issues.	15	2.93	73.3	27%	53%		20%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
50. Identifies opportunities for innovation by watching how employees adapt tools, processes, or customer interactions.	3.29	3.13	-0.16 ▼
51. Attends industry conferences to gain further insight into how other companies deal with similar issues.	3.24	3.14	-0.09 ▼
52. Identifies root causes of problems.	3.06	3.21	+0.16 ▲
53. Creates values statement to ensure all employees are working under the same guiding principles.	3.59	3.27	-0.32 ▼
54. Sets strategic objectives to be achieved.	2.94	3.13	+0.19 ▲
55. Recognizes unspoken concerns or morale issues through body language, tone, and team interactions.	2.88	3.07	+0.18 ▲
56. Notices inefficiencies or bottlenecks in workflows before they escalate into larger issues.	2.88	2.93	+0.05 ▲

Comments:

- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- _____ has a very high integrity standard. He handles all of his business with the utmost professionalism.
- He listens to the team.
- He is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- _____ has very quickly re-invented the Technical Services division. He 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.
- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.

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?

- _____ appears engaged, focused on improvement, and bettering the organization. He collaborates with other leaders and his staff to drive increases in service and efficiency. I feel like my team's needs are met and _____ will respond to any escalation request or need for strategic planning positively and effectively.
- _____'s number one priority is customer outcome - he is a team player and is a pleasure to work with.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- he has patience.
- "Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.

What do you like best about working with this individual?

- The department is lucky to have him.
- _____ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develop and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- _____ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- _____ is a new manager and it is clear that he wants to do well and engage his team.
- I've only had the pleasure of working with _____ for a short while but I have to say he is one of the most helpful people that I've run into at [CompanyName].
- _____ communicates his expectations of the team well and involves them in the process improvement plans.

What do you like least about working with this individual?

- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
- _____ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- _____ is very willing to involve employees and to delegate to others. He stretches others to increase their potential.
- We are striving to meet best practice standards.
- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- Need to continue to engage staff in team development and role clarification.

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

- _____ has a strong knowledge base and willingly shares information.
- _____ is always professional and demonstrates integrity in his daily work. He is consistently respectful and values other members of the team.
- He cares deeply for what he does and it shows.
- 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 think _____ is very good at identifying processes he observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- I observe him coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.

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

- _____ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- His communication style can also come across as very directive at times to peers and subordinates.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- I do not have knowledge of _____'s own department and how he hires, assigns, or fits with his team.
- _____ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- _____ is a valuable resource to the organization and the team.

Any final comments?

- His passion for and for education and his advanced degree is a tremendous asset to the team.
- _____ has also attended many off-site events to show his support to department staff.
- _____ has been a tremendous resource for my own professional development in this department and in recruitment. He openly provides feedback, talks through issues/questions, and engages me in the entire process. He finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- I appreciate his commitment in this area.
- _____ is a fantastic leader who understands his team and can engage and motivate them towards organizational objectives.
- _____ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.