



Feedback Results
Your CompanyName Here
2026

Sample Employee

Results Generated by HR-Survey

June 2026

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.

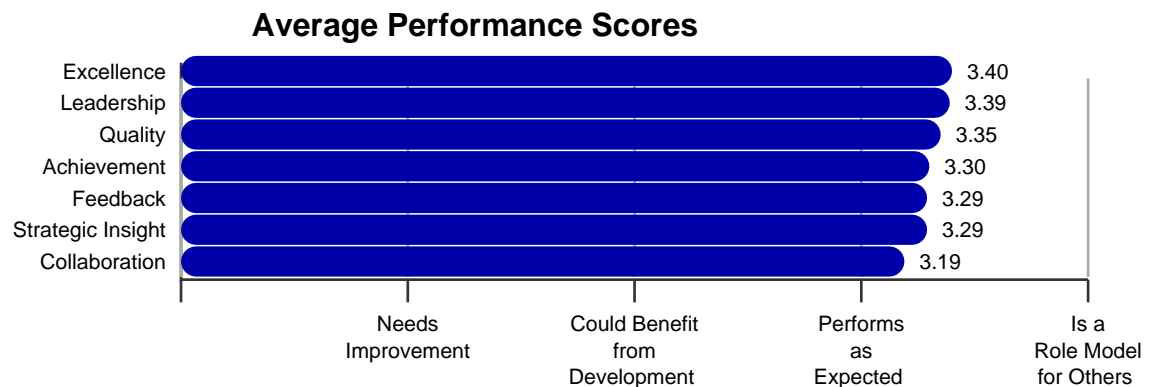
What to Do with Your Feedback

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

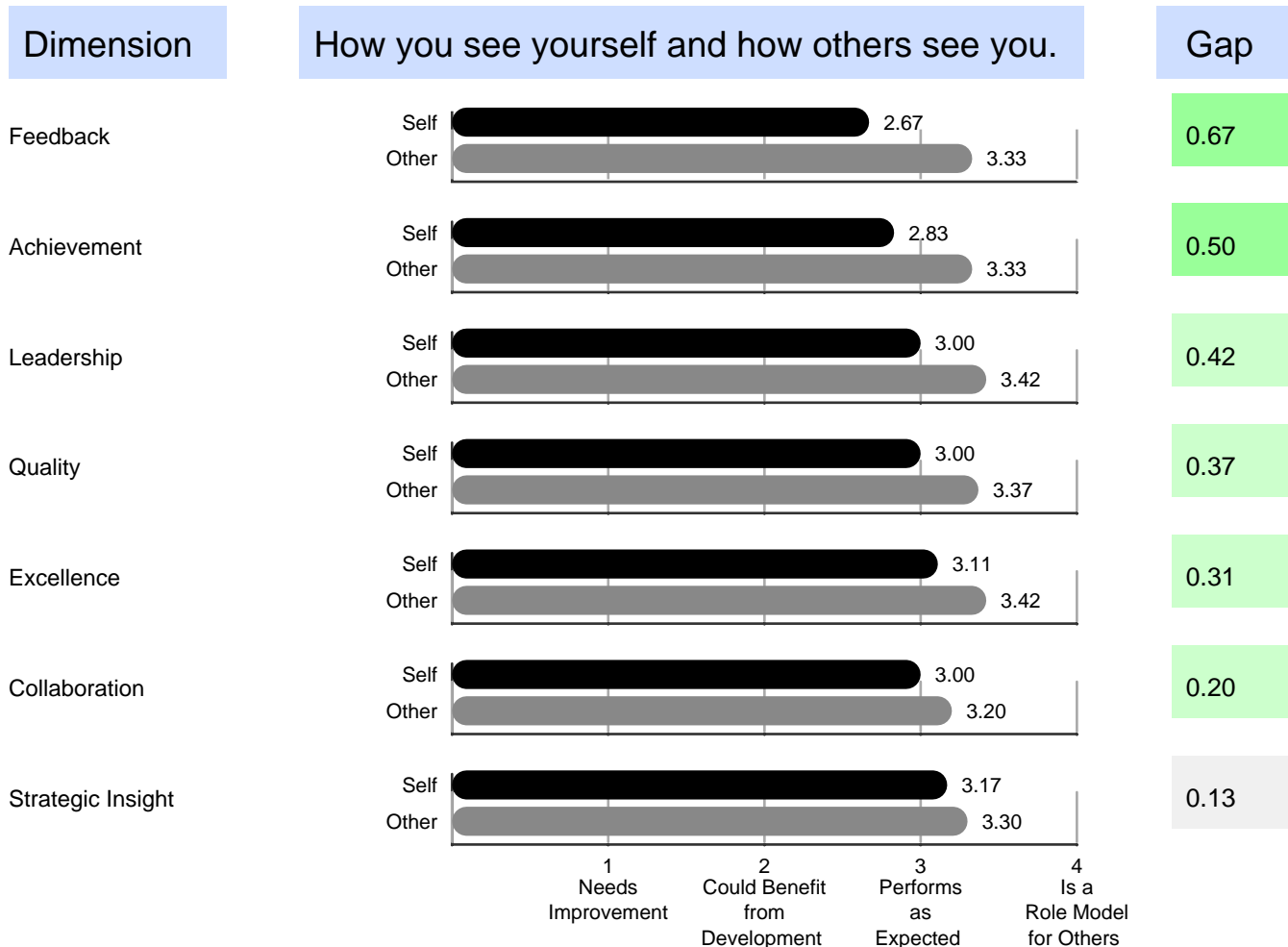
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Excellence

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 1. Volunteers for challenging assignments that build new skills. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 2. Engages with professional contacts to access specialized knowledge that enhances work quality. | 15 | 3.87 | 100.0 | 13% | 87% | | |
| 3. Applies advanced knowledge and best practices to solve complex problems with accuracy and confidence. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 4. Generates innovative ideas that transform and elevate existing approaches. | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 5. Improves analytical approaches to extract more meaningful and actionable insights. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 6. Establishes ambitious performance goals that push beyond routine expectations and drive continuous improvement. | 15 | 3.20 | 93.3 | 7% | 60% | | 33% |
| 7. Envisions creative ideas to improve products and services. | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |
| 8. Constantly seeks to improve job performance. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 9. Learns and applies new analytical methods to deepen data interpretation. | 15 | 3.47 | 93.3 | 7% | 40% | | 53% |

Time Comparisons by Item

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

| Item | 2025 | 2026 | Change |
|--|------|------|---------|
| 1. Volunteers for challenging assignments that build new skills. | 3.29 | 3.20 | -0.09 ▼ |
| 2. Engages with professional contacts to access specialized knowledge that enhances work quality. | 3.65 | 3.87 | +0.22 ▲ |
| 3. Applies advanced knowledge and best practices to solve complex problems with accuracy and confidence. | 3.18 | 3.33 | +0.16 ▲ |
| 4. Generates innovative ideas that transform and elevate existing approaches. | 3.41 | 3.60 | +0.19 ▲ |
| 5. Improves analytical approaches to extract more meaningful and actionable insights. | 3.24 | 3.33 | +0.10 ▲ |
| 6. Establishes ambitious performance goals that push beyond routine expectations and drive continuous improvement. | 3.24 | 3.20 | -0.04 ▼ |
| 7. Envisions creative ideas to improve products and services. | 3.41 | 3.20 | -0.21 ▼ |
| 8. Constantly seeks to improve job performance. | 3.24 | 3.40 | +0.16 ▲ |
| 9. Learns and applies new analytical methods to deepen data interpretation. | 3.18 | 3.47 | +0.29 ▲ |

Comments:

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Sometimes I feel like I need to check on ____ and make sure that read an email/understands that I need her input on a project.

- Dependability, with whatever is needed.
- Over this past year ____ has demonstrated ambition and the desire for professional growth in her new role as CIO.
- ____ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- ____ consistently asks how the day is going, if she can help us at all.
- ____ works very well with other departments.

Achievement

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 10. Champions process improvements that enhance productivity, compliance, and overall success. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 11. Completed training on the new equipment. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 12. Leverages smart risk-taking to innovate and create competitive advantages. | 15 | 3.27 | 100.0 | | 73% | 27% | |
| 13. Demonstrates a sense of urgency to quickly and accurately solve problems and issues. | 15 | 3.33 | 100.0 | | 67% | 33% | |
| 14. Reduced department expenses by 25 percent. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 15. Inspires others to work with a sense of urgency. | 15 | 3.07 | 80.0 | 20% | 53% | 27% | |

Time Comparisons by Item

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

| Item | 2025 | 2026 | Change |
|--|------|------|---------|
| 10. Champions process improvements that enhance productivity, compliance, and overall success. | 3.35 | 3.47 | +0.11 ▲ |
| 11. Completed training on the new equipment. | 3.47 | 3.53 | +0.06 ▲ |
| 12. Leverages smart risk-taking to innovate and create competitive advantages. | 3.47 | 3.27 | -0.20 ▼ |
| 13. Demonstrates a sense of urgency to quickly and accurately solve problems and issues. | 3.35 | 3.33 | -0.02 ▼ |
| 14. Reduced department expenses by 25 percent. | 3.18 | 3.13 | -0.04 ▼ |
| 15. Inspires others to work with a sense of urgency. | 3.00 | 3.07 | +0.07 ▲ |

Comments:

- I have felt her support since the minute I came to [CompanyName] and appreciate her more every day.
- ___'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.
- ___ could also improve her ability to work with the framework of a team. ___ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that ___'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- She is, quite simply, the best boss I've ever had.

Quality

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 16. Resolves quality issues sooner rather than later. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 17. Recognizes their role in promoting quality and safety in the workplace. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 18. Invests time in reviewing and refining work, even when deadlines are tight, to uphold excellence. | 14 | 3.00 | 92.9 | 7% | 79% | 14% | |
| 19. Communicates quality standards clearly. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 20. Establishes timeframes for achieving suitable quality levels. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 21. Assists quality control inspectors. | 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 | 2025 | 2026 | Change |
|---|------|------|---------|
| 16. Resolves quality issues sooner rather than later. | 3.65 | 3.40 | -0.25 ▼ |
| 17. Recognizes their role in promoting quality and safety in the workplace. | 3.47 | 3.27 | -0.20 ▼ |
| 18. Invests time in reviewing and refining work, even when deadlines are tight, to uphold excellence. | 3.12 | 3.00 | -0.12 ▼ |
| 19. Communicates quality standards clearly. | 3.59 | 3.47 | -0.12 ▼ |
| 20. Establishes timeframes for achieving suitable quality levels. | 3.29 | 3.40 | +0.11 ▲ |
| 21. Assists quality control inspectors. | 3.35 | 3.53 | +0.18 ▲ |

Comments:

- ___'s priority is our customers and community.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- ___ has good knowledge and awareness of the strengths and talents within the organization.
- ___ is willing to understand how a current process works before wanting to incorporate changes.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- She engages other strong leaders empowering them to excel. She deals fairly in controversial situations striving for productive outcomes.

Feedback

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 22. Promotes an atmosphere that champions continuous education and enhancement. | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |
| 23. Assists employees in converting their feedback results into actionable items. | 15 | 2.87 | 80.0 | 20% | 73% | | 7% |
| 24. Is open to receiving insights from others about their strengths and areas needing development. | 15 | 3.47 | 100.0 | | 53% | | 47% |
| 25. Guides employees through a structured process of reflection and action planning. | 15 | 3.67 | 100.0 | | 33% | | 67% |
| 26. Implements best practices regarding feedback. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 27. Engages in productive performance feedback conversations by focusing on their purpose: to support the employee's professional growth. | 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 | 2025 | 2026 | Change |
|---|------|------|---------|
| 22. Promotes an atmosphere that champions continuous education and enhancement. | 3.00 | 3.00 | |
| 23. Assists employees in converting their feedback results into actionable items. | 2.88 | 2.87 | -0.02 ▼ |
| 24. Is open to receiving insights from others about their strengths and areas needing development. | 3.00 | 3.47 | +0.47 ▲ |
| 25. Guides employees through a structured process of reflection and action planning. | 3.76 | 3.67 | -0.10 ▼ |
| 26. Implements best practices regarding feedback. | 3.53 | 3.40 | -0.13 ▼ |
| 27. Engages in productive performance feedback conversations by focusing on their purpose: to support the employee's professional growth. | 3.12 | 3.33 | +0.22 ▲ |

Comments:

- ___ has high expectation of staff, but provides the support needed for success. She is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- ___ is a pleasure to work with; she is a valued resource and is constantly seeking to improve our operations.
- ___ needs no improvement
- Always approachable no matter how busy she is.
- ___ is actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.

Leadership

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 28. Sets a positive example. | 15 | 3.53 | 100.0 | 47% | 53% | | |
| 29. Solicits performance feedback from others. | 15 | 3.67 | 100.0 | 33% | 67% | | |
| 30. Motivates others to reach and exceed organizational goals and objectives. | 15 | 3.33 | 100.0 | 67% | 33% | | |
| 31. Influences others | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 32. Provides accurate, timely, and (where appropriate) positive feedback. | 15 | 3.40 | 100.0 | 60% | 40% | | |
| 33. Performs effectively, even under frustrating or challenging work conditions | 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 | 2025 | 2026 | Change |
|---|------|------|---------|
| 28. Sets a positive example. | 3.41 | 3.53 | +0.12 ▲ |
| 29. Solicits performance feedback from others. | 3.59 | 3.67 | +0.08 ▲ |
| 30. Motivates others to reach and exceed organizational goals and objectives. | 3.41 | 3.33 | -0.08 ▼ |
| 31. Influences others | 3.18 | 3.20 | +0.02 ▲ |
| 32. Provides accurate, timely, and (where appropriate) positive feedback. | 3.35 | 3.40 | +0.05 ▲ |
| 33. Performs effectively, even under frustrating or challenging work conditions | 3.18 | 3.20 | +0.02 ▲ |

Comments:

- She has hired good people, and developed strong relationships with finance.
- ___ applied her strong analytical skills to problem solving.
- Based on her customer satisfaction scores it is clear she has a strong team in place.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- She is well respected by her peers and it is clear to see why.
- She can always be counted on to do what she commits to.

Collaboration

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|------|-------------------|--------------------------------|----------------------|----------------------------|
| 34. Ensures information flows freely across departments. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 35. Recognizes and rewards the contributions of team members. | 15 | 3.00 | 80.0 | 20% | 60% | 20% | |
| 36. Seeks continuous improvement through the input from coworkers and staff. | 15 | 3.20 | 93.3 | 7% | 67% | 27% | |
| 37. Gains the cooperation of others to accomplish common goals and objectives. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 38. Respects individual differences that contribute to solving problems. | 15 | 3.27 | 86.7 | 13% | 47% | 40% | |
| 39. Encourages team members to voice differing viewpoints and ensures those perspectives are heard and acknowledged. | 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 | 2025 | 2026 | Change |
|--|------|------|---------|
| 34. Ensures information flows freely across departments. | 2.88 | 3.27 | +0.38 ▲ |
| 35. Recognizes and rewards the contributions of team members. | 3.18 | 3.00 | -0.18 ▼ |
| 36. Seeks continuous improvement through the input from coworkers and staff. | 3.18 | 3.20 | +0.02 ▲ |
| 37. Gains the cooperation of others to accomplish common goals and objectives. | 3.35 | 3.27 | -0.09 ▼ |
| 38. Respects individual differences that contribute to solving problems. | 3.24 | 3.27 | +0.03 ▲ |
| 39. Encourages team members to voice differing viewpoints and ensures those perspectives are heard and acknowledged. | 3.59 | 3.13 | -0.45 ▼ |

Comments:

- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- ___ is incredibly talented and very smart. Her attention to detail is unparalleled.
- She has great sense of vision and purpose for the division and organization as a whole.
- ___ has been excellent about obtaining feedback and our opinions about system and program changes.

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 Improvement) to green (Is a Role Model for Others).

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 40. Understands how to strategically grow the business and increase customers. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 41. Recognizes when strategic plans are no longer relevant due to environmental or organizational changes. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 42. Demonstrates knowledge of organizational history, values, and long-term goals when making strategic recommendations. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 43. Maintains knowledge of current trends in the industry. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 44. Attends industry conferences to gain further insight into how other companies deal with similar issues. | 15 | 3.00 | 86.7 | 13% | 73% | 13% | |
| 45. Identifies potential problems before they become critical incidents. | 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 | 2025 | 2026 | Change |
|--|------|------|---------|
| 40. Understands how to strategically grow the business and increase customers. | 3.29 | 3.40 | +0.11 ▲ |
| 41. Recognizes when strategic plans are no longer relevant due to environmental or organizational changes. | 3.29 | 3.33 | +0.04 ▲ |
| 42. Demonstrates knowledge of organizational history, values, and long-term goals when making strategic recommendations. | 3.41 | 3.33 | -0.08 ▼ |
| 43. Maintains knowledge of current trends in the industry. | 3.35 | 3.13 | -0.22 ▼ |
| 44. Attends industry conferences to gain further insight into how other companies deal with similar issues. | 3.18 | 3.00 | -0.18 ▼ |
| 45. Identifies potential problems before they become critical incidents. | 3.35 | 3.53 | +0.18 ▲ |

Comments:

- ___ has superb technical experience. I think she should take more advantage of department meetings to brief the team on her priorities and initiatives.
- ___ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.
- ___ is a outstanding manager.
- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- ___ has a great strength in process improvement-maybe even more than people around her realize. She has kind of a quiet strength in this area.

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?

- ___ helped to keep us positively focus in the right direction, while keeping us well informed.
- ___ is organized and thorough.
- 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 her side as well as ours and it is improving.
- I trust that I can go to her in confidence and she will really listen to what I am saying.
- Some time ago she might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- Despite the fact that ___ has experienced very few opportunities that would increase her engagement, she has remained dedicated to [CompanyName] and especially to her staff.

What do you like best about working with this individual?

- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- Be being better organized. It would help with prioritizing.
- ___ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- Her communication techniques are clear and to the point which is very much appreciated.

What do you like least about working with this individual?

- ___ always has the customer at the center of focus.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.
- Don't be afraid to ask questions when stuck on a task.
- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.

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

- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- ___ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- ___ always remains professional in her interactions and I appreciate her direct style of communication.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.

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

- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- She knows what her customers needs and seeks to find the best individual to fill those roles.
- ___ is a wonderful team member. . .has the gift of empathy and encouragement. She has a can do attitude when faced with projects/issues.
- ___ embraces the idea of being pro active in a situation, instead of reactive. She is very supportive of the organizations Core Competency transition.
- ___ is a strong leader & mentor.

Any final comments?

- ___ routinely goes out of her way to make work a more engaging experience.
- ___ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and too the point.
- ___ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.
- She can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- ___ is extremely supportive of her staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. She supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.