



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

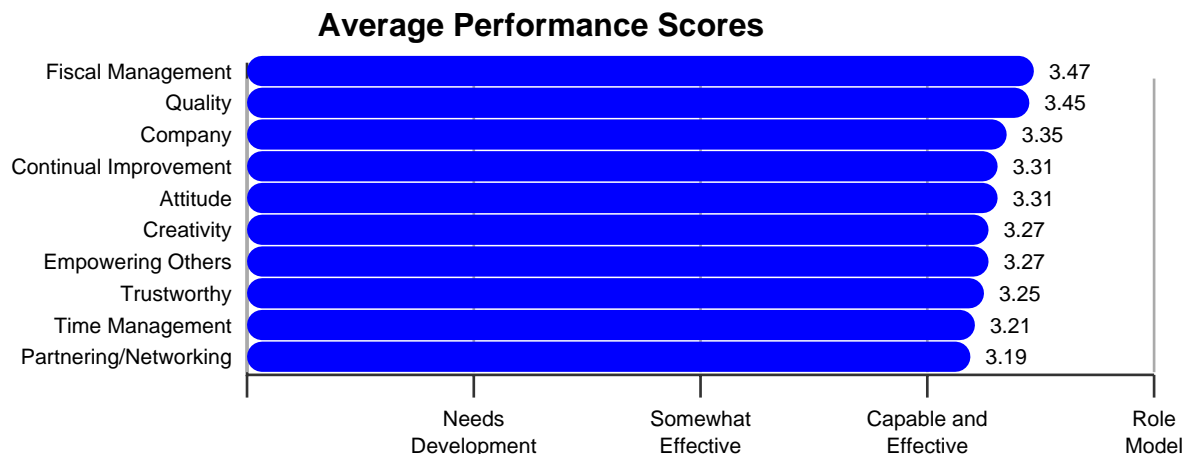
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Fiscal Management

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Develops budgets and plans for various programs and initiatives.	15	3.20	93.3	7%	67%		27%
2. Monitors expenses and verifies the need for items purchased.	15	3.87	100.0	13%		87%	
3. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.33	93.3	7%	53%		40%
4. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.60	93.3	7%	27%	67%	
5. Keeps excellent records for financial transparency.	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	2022	2023	Change
1. Develops budgets and plans for various programs and initiatives.	3.29	3.20	-0.09 ▼
2. Monitors expenses and verifies the need for items purchased.	3.65	3.87	+0.22 ▲
3. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.18	3.33	+0.16 ▲
4. Ensures others follow the correct rules and regulations on fiscal matters.	3.41	3.60	+0.19 ▲
5. Keeps excellent records for financial transparency.	3.24	3.33	+0.10 ▲

Comments:

- She uses the strengths of everyone around her to get the best solutions possible.
- Appreciate ___'s calm approach
- I think at times her dedicaton to her team can sometimes come off like she is not thinking about a system perspective, I know that ___ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.
- ___ continually devotes her attention to opportunities for process improvement and professional growth.
- Shows curiosity.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.

Company

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
6. Understands the "basics" as to how [Company] functions/operates.	15	3.20	93.3	7%	60%	33%	
7. Expresses loyalty and dedication to [Company] in interactions with others.	15	3.20	86.7	13%	53%	33%	
8. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.40	93.3	7%	47%	47%	
9. Understands the use of [Company] products and services.	15	3.47	93.3	7%	40%	53%	
10. Attends [Company] gatherings and social events.	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	2022	2023	Change
6. Understands the "basics" as to how [Company] functions/operates.	3.24	3.20	-0.04 ▼
7. Expresses loyalty and dedication to [Company] in interactions with others.	3.41	3.20	-0.21 ▼
8. Understands how decisions impact other business units beyond their immediate department of work group.	3.24	3.40	+0.16 ▲
9. Understands the use of [Company] products and services.	3.18	3.47	+0.29 ▲
10. Attends [Company] gatherings and social events.	3.35	3.47	+0.11 ▲

Comments:

- She is someone that has proven she can be trusted to do what is right.
- Have persistence and tenacity
- At times I feel like ___ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- She is respectful of the people she works with regardless of the level in the organization.
- She always involves others in decisions ensuring a well rounded approach.

Creativity

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
11. Creates a lot of new ideas.	15	3.53	100.0	47%	53%		
12. Is creative and inspirational.	15	3.27	100.0	73%	27%		
13. Adds value to the department/organization.	15	3.33	100.0	67%	33%		
14. Is creative.	15	3.13	86.7	13%	60%	27%	
15. Conceives, implements and evaluates ideas.	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	2022	2023	Change
11. Creates a lot of new ideas.	3.47	3.53	+0.06 ▲
12. Is creative and inspirational.	3.47	3.27	-0.20 ▼
13. Adds value to the department/organization.	3.35	3.33	-0.02 ▼
14. Is creative.	3.18	3.13	-0.04 ▼
15. Conceives, implements and evaluates ideas.	3.00	3.07	+0.07 ▲

Comments:

- I admire ___'s decision making skills when it comes to hiring new employees for our department.
- ___ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- Delegates often with little to no direction.
- ___ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- ___ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.

Continual Improvement

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Open to the suggestions from others.	15	3.40	93.3	7%	47%	47%	
17. Promotes training and development opportunities to enhance job performance.	15	3.27	93.3	7%	60%	33%	
18. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	14	3.00	92.9	7%	79%	14%	
19. Looks for ways to expand current job responsibilities.	15	3.47	100.0		53%	47%	
20. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.40	93.3	7%	47%	47%	

Time Comparisons by Item

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

Item	2022	2023	Change
16. Open to the suggestions from others.	3.65	3.40	-0.25 ▼
17. Promotes training and development opportunities to enhance job performance.	3.47	3.27	-0.20 ▼
18. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.12	3.00	-0.12 ▼
19. Looks for ways to expand current job responsibilities.	3.59	3.47	-0.12 ▼
20. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.29	3.40	+0.11 ▲

Comments:

- Charisma, In-depth knowledge, and an ability to train/mentor others.
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- ____, more than anyone, takes what she's learned with Core Competencies and implements them.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- She encourages teammates more as a peer than a coach.
- Outstanding leader.

Attitude

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
21. Visibly supports and encourages diversity in style and background.	15	3.53	100.0	47%		53%	
22. Builds open and trusting relationships.	15	3.00	80.0	20%	60%		20%
23. Contributes to a positive and fun work environment.	15	2.87	80.0	20%	73%		7%
24. Works to eliminate unnecessary work or barriers that get in others' way.	15	3.47	100.0	53%		47%	
25. Is gracious and professional in their interactions with others.	15	3.67	100.0	33%		67%	

Time Comparisons by Item

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

Item	2022	2023	Change
21. Visibly supports and encourages diversity in style and background.	3.35	3.53	+0.18 ▲
22. Builds open and trusting relationships.	3.00	3.00	
23. Contributes to a positive and fun work environment.	2.88	2.87	-0.02 ▼
24. Works to eliminate unnecessary work or barriers that get in others' way.	3.00	3.47	+0.47 ▲
25. Is gracious and professional in their interactions with others.	3.76	3.67	-0.10 ▼

Comments:

- I appreciate ___'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.
- ___ 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.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.
- I appreciate the straight forward style of leadership ___ uses.
- 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.

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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. Corrects issues in a timely manner.	15	3.40	93.3	7%	47%	47%	
27. Encourages others to achieve high quality standards.	15	3.33	93.3	7%	53%	40%	
28. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	3.53	100.0		47%	53%	
29. Always strives to produce the highest quality work products.	15	3.67	100.0		33%	67%	
30. Encourages others to produce the highest quality work products.	15	3.33	100.0		67%	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	2022	2023	Change
26. Corrects issues in a timely manner.	3.53	3.40	-0.13 ▼
27. Encourages others to achieve high quality standards.	3.12	3.33	+0.22 ▲
28. Analyze what occurred and re-adjusts accordingly when goals are not met.	3.41	3.53	+0.12 ▲
29. Always strives to produce the highest quality work products.	3.59	3.67	+0.08 ▲
30. Encourages others to produce the highest quality work products.	3.41	3.33	-0.08 ▼

Comments:

- ___ has excellent job and people skills.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- The Core Competency Training has been a great success. ___ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- Has good intentions, but follow through needs more work.
- She always involves others in decisions ensuring a well rounded approach.
- When in need, she picks the appropriate person to conquer a task, project, initiative or strategy.

Time Management

Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. Sets a good balance between work and family life.	15	3.20	86.7	13%	53%	33%	
32. Makes time for developing plans and schedules.	15	3.40	100.0		60%	40%	
33. Uses agendas when chairing or facilitating meetings.	15	3.20	86.7	13%	53%	33%	
34. Deals effectively with interruptions.	15	3.27	93.3	7%	60%	33%	
35. Prioritizes tasks to identify immediate and long-term objectives.	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	2022	2023	Change
31. Sets a good balance between work and family life.	3.18	3.20	+0.02 ▲
32. Makes time for developing plans and schedules.	3.35	3.40	+0.05 ▲
33. Uses agendas when chairing or facilitating meetings.	3.18	3.20	+0.02 ▲
34. Deals effectively with interruptions.	2.88	3.27	+0.38 ▲
35. Prioritizes tasks to identify immediate and long-term objectives.	3.18	3.00	-0.18 ▼

Comments:

- ___ works very well with other departments.
- I observe her 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.
- ___ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- ___ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- Her communication is precise and at times short when some would prefer a greater detailed account.

Trustworthy

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. Demonstrates congruence between statements and actions.	15	3.20	93.3	7%	67%		27%
37. Is trustworthy; is someone I can trust.	15	3.27	93.3	7%	60%		33%
38. Demonstrates a sense of responsibility and commitment to public trust.	15	3.27	86.7	13%	47%		40%
39. Consistently keeps commitments.	15	3.13	86.7	13%	60%		27%
40. Builds and maintains the trust of others.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

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

Item	2022	2023	Change
36. Demonstrates congruence between statements and actions.	3.18	3.20	+0.02 ▲
37. Is trustworthy; is someone I can trust.	3.35	3.27	-0.09 ▼
38. Demonstrates a sense of responsibility and commitment to public trust.	3.24	3.27	+0.03 ▲
39. Consistently keeps commitments.	3.59	3.13	-0.45 ▼
40. Builds and maintains the trust of others.	3.29	3.40	+0.11 ▲

Comments:

- Her communication techniques are clear and to the point which is very much appreciated.
- ___ continually is analyzing our current states and identifying areas that we can improve.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- She solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- She leads by example.

Empowering Others

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
41. Avoids micromanaging their employees.	15	3.33	93.3	7%	53%	40%	
42. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.	15	3.33	93.3	7%	53%	40%	
43. Set clear goals for assignments.	15	3.13	86.7	13%	60%	27%	
44. Provides support and resources needed to accomplish goals.	15	3.00	86.7	13%	73%	13%	
45. Ensures employees understand what is being assigned to them.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

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

Item	2022	2023	Change
41. Avoids micromanaging their employees.	3.29	3.33	+0.04 ▲
42. Is aware of the skill levels of employees and assigns tasks that are at the appropriate skill level.	3.41	3.33	-0.08 ▼
43. Set clear goals for assignments.	3.35	3.13	-0.22 ▼
44. Provides support and resources needed to accomplish goals.	3.18	3.00	-0.18 ▼
45. Ensures employees understand what is being assigned to them.	3.35	3.53	+0.18 ▲

Comments:

- She has a calm demeanor and willingness to help with anything.
- ___ has been excellent about obtaining feedback and our opinions about system and program changes.
- She recognized where I needed help and supported me in making the case to get it.
- ___ is the heart and soul of the pharmacy. She has great vision and she is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.
- She is professional, reliable, ethical, and thoroughly engaged. She demonstrates this by showing up every day, providing feedback and stewardship for all her reports.
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.

Partnering/Networking

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
46. Creates the conditions for partnerships to grow and develop.	15	3.00	86.7	13%	73%		13%
47. Promotes the understanding of how the department affects the organization overall.	15	3.20	93.3	7%	60%		33%
48. Seeks to reduce institutional roadblocks to information sharing.	15	3.20	93.3	7%	67%		27%
49. Creates value within the Company by building networks.	15	3.40	93.3	7%	47%		47%
50. Supports and encourages relationships that are created by diverse team members.	15	3.13	80.0	7%	13%	40%	40%

Time Comparisons by Item

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

Item	2022	2023	Change
46. Creates the conditions for partnerships to grow and develop.	3.24	3.00	-0.24 ▼
47. Promotes the understanding of how the department affects the organization overall.	3.00	3.20	+0.20 ▲
48. Seeks to reduce institutional roadblocks to information sharing.	3.18	3.20	+0.02 ▲
49. Creates value within the Company by building networks.	3.35	3.40	+0.05 ▲
50. Supports and encourages relationships that are created by diverse team members.	3.29	3.13	-0.16 ▼

Comments:

- I really enjoy working with ___ and I respect her as a leader and role model.
- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.
- ___ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.
- ___ is very involved with her team and any process change which I think helps the team change their process more effectively. I keep trying to copy her style.
- ___ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- She is kind, respectful, and a good listener. I can always discuss my concerns with her and she is never judgmental, but gives me honest and helpful feedback.

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?

- ___ has been in her new role a short time, but I already am appreciating the higher level of expectations she is setting and the groundwork for quality improvement
- She gives you confidence knowing she always has your back.
- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- I have never known ___ to not hire for talent.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.

What do you like best about working with this individual?

- ___ is professional, collaborative. . .a great team member.
- When issues or questions are raised in the department, ___ follows thru to address them in a timely manner.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- She can always be counted on to do what she commits to.
- ___ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- We have some very experienced people in our department and they need to be able to work more autonomously and run with projects.

What do you like least about working with this individual?

- I appreciate that ___ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of her and areas that our work touches.
- She has been a great addition to the department in this area.
- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- From my perspective, ___ is a very effective leader. I have seen ___ provide good leadership for her staff allowing them to use and develop their skills further and giving them confidence to do even more. ___ is always open and is a great collaborator.
- She is a charismatic leader. Really the best!!

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

- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- She is highly engaged in her work and passionate about connecting with others in a meaningful way.
- Participates in training to learn Core Competency processes.
- Confidence, Attitude, Desire to learn.
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- 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.

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

- She strives for self improvement and is heavily invested in the same for others.
- ___ has been in a challenging role this past year with a lot of change and transitions.
- ___ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- ___ understands the impact her teams have within the organization and is very much a system thinker in that regard. She demonstrates and communicates a very clear understanding of her teams diverse needs and of the expectations she has for each team member.

Any final comments?

- She is committed to modeling anything that she would like to see implemented in our work environment.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- I have only worked under ___ for a short time but I am impressed often at her excellent leadership skills and ability to guide her staff under the competency model.
- ___ is an outstanding leader. She offers great communication and staff allows know what is expected of them.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- She is kind, respectful, and a good listener. I can always discuss my concerns with her and she is never judgmental, but gives me honest and helpful feedback.