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.
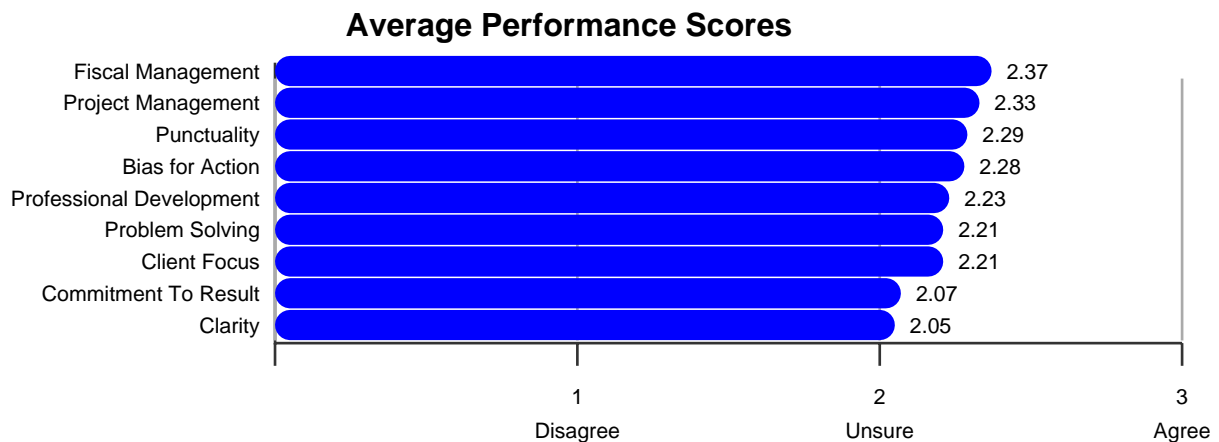
What to Do with Your Feedback

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.
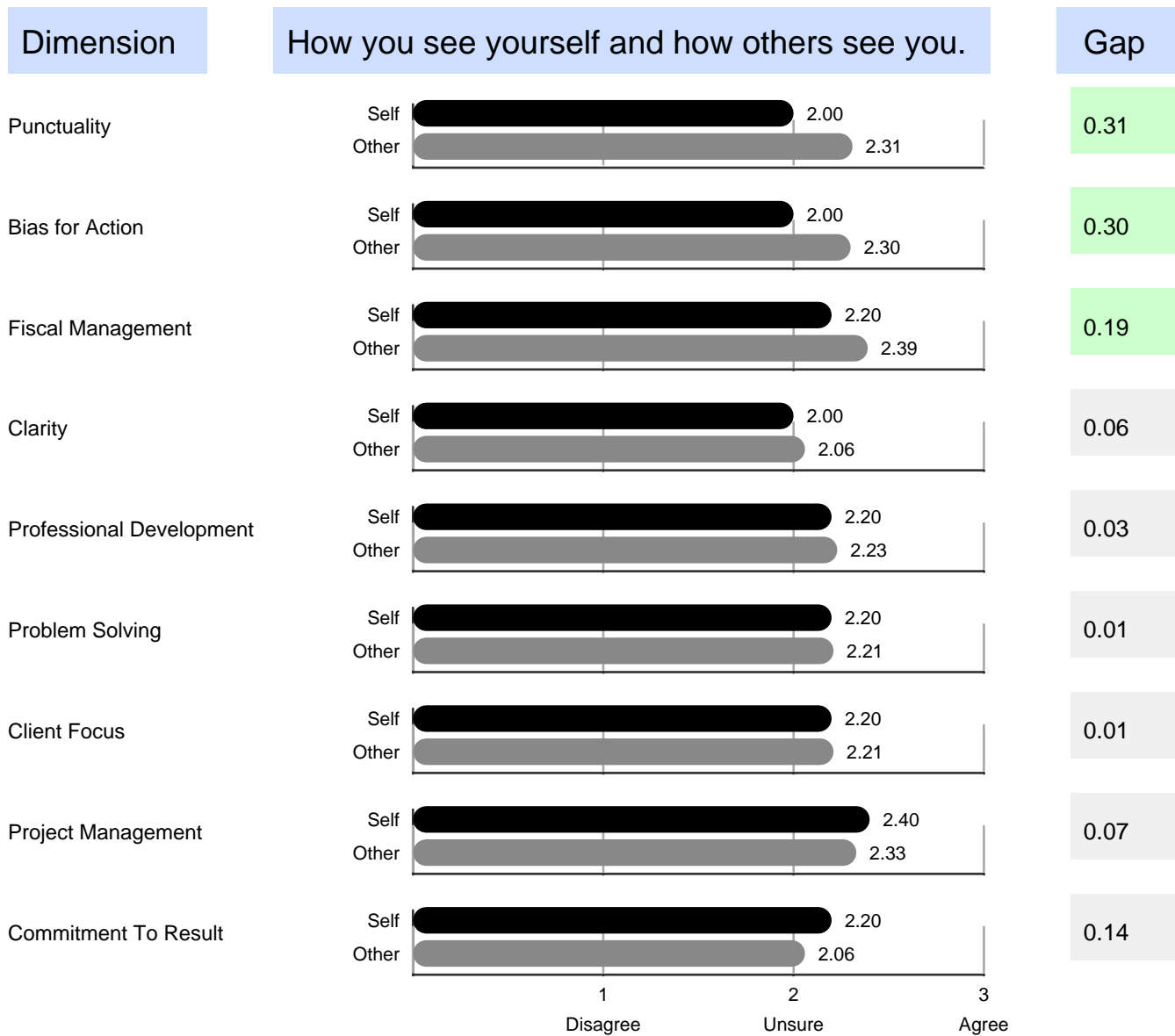
Summary

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 9 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.

Average Performance Scores

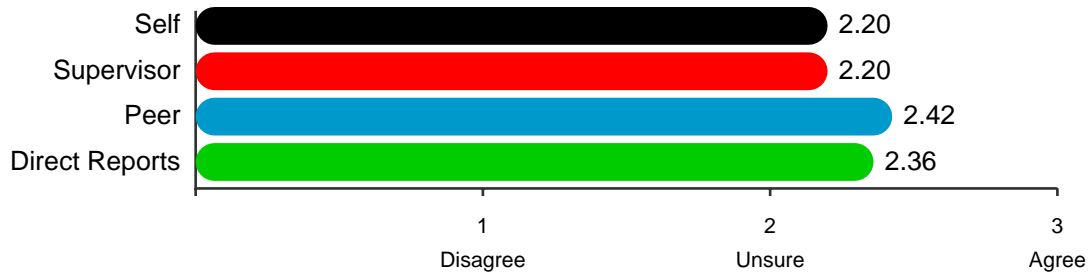| Dimension	Score
Fiscal Management	2.37
Project Management	2.33
Punctuality	2.29
Bias for Action	2.28
Professional Development	2.23
Problem Solving	2.21
Client Focus	2.21
Commitment To Result	2.07
Clarity	2.05

1 Disagree   2 Unsure   3 Agree

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.

Dimension	How you see yourself and how others see you.	Gap
Punctuality	Self 2.00 / Other 2.31	0.31
Bias for Action	Self 2.00 / Other 2.30	0.30
Fiscal Management	Self 2.20 / Other 2.39	0.19
Clarity	Self 2.00 / Other 2.06	0.06
Professional Development	Self 2.20 / Other 2.23	0.03
Problem Solving	Self 2.20 / Other 2.21	0.01
Client Focus	Self 2.20 / Other 2.21	0.01
Project Management	Self 2.40 / Other 2.33	0.07
Commitment To Result	Self 2.20 / Other 2.06	0.14

1 — Disagree   2 — Unsure   3 — Agree

Fiscal Management

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.42
Direct Reports	2.36

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         1            2            3
      Disagree     Unsure       Agree
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1. Develops of the department's annual budget.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

2. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.

Self	3.00
Supervisor	1.00
Peer	2.88
Direct Reports	2.20

3. Provides budgeting and accounting support to the Company.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.80

4. Monitors expenses and verifies the need for items purchased.

Self	2.00
Supervisor	1.00
Peer	2.75
Direct Reports	2.40

5. Develops budgets and plans for various programs and initiatives.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

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         1            2            3
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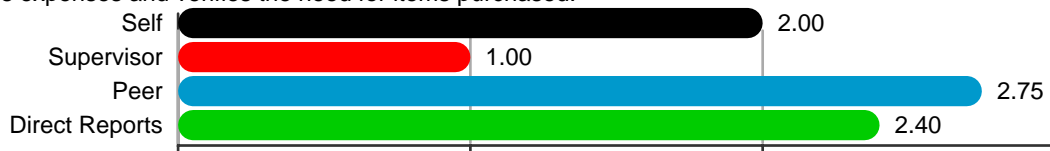
Level of Skill

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 (Disagree) to green (Agree).

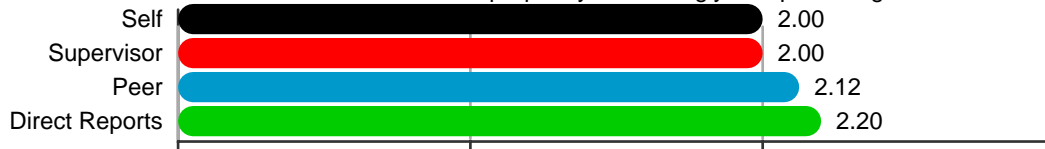| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Develops of the department's annual budget.	15	2.27	33.3	7%	60%	33%
2. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	2.53	73.3	20%	7%	73%
3. Provides budgeting and accounting support to the Company.	15	2.33	40.0	7%	53%	40%
4. Monitors expenses and verifies the need for items purchased.	15	2.47	53.3	7%	40%	53%
5. Develops budgets and plans for various programs and initiatives.	15	2.27	40.0	13%	47%	40%

Comments:
- ___ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff.   This helps in understanding the needs of our lab while developing teamwork within our system.   She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- Excellent Manager.   Quiet, solid leadership.   Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings.   Well liked by staff.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- ___ 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.
- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.

Bias for Action

Summary Scores

Self		2.00
Supervisor		2.40
Peer		2.23
Direct Reports		2.40

1	2	3
Disagree	Unsure	Agree

6. Coach others to foster an environment which can adapt quickly and willingly to rapid change.

Self	2.00
Supervisor	2.00
Peer	2.12
Direct Reports	2.20

7. Encourages risk taking and experimentation to improve performance

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	1.80

8. Displays high energy and enthusiasm on consistent basis.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

9. Conveys a sense of urgency about addressing problems and opportunities

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.60

10. Completes a large volume of work.

Self	2.00
Supervisor	1.00
Peer	2.38
Direct Reports	3.00

1	2	3

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.13	33.3	20%	47%	33%
7. Encourages risk taking and experimentation to improve performance	15	2.07	26.7	20%	53%	27%
8. Displays high energy and enthusiasm on consistent basis.	15	2.33	40.0	7%	53%	40%
9. Conveys a sense of urgency about addressing problems and opportunities	15	2.40	53.3	13%	33%	53%
10. Completes a large volume of work.	15	2.47	60.0	13%	27%	60%

Comments:
- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- Always has a positive, cheerful, and strong attitude.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- She is a fantastic resource.

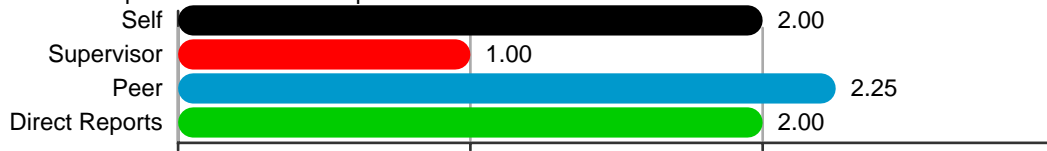# Professional Development

Summary Scores

Self	2.20
Supervisor	2.20
Peer	2.18
Direct Reports	2.32

1	2	3
Disagree	Unsure	Agree

11. Seeks opportunities for professional development.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.60

12. Seeks opportunities for continuous learning.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.80

13. Keep themselves up-to-date of technical/professional issues

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.00

14. Demonstrate enthusiasm and a willingness to learn new skills and knowledge

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	2.60

15. Encourages employees to take courses relevant to their job.

Self	3.00
Supervisor	2.00
Peer	2.29
Direct Reports	2.60

1	2	3

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 (Disagree) to green (Agree).

| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Seeks opportunities for professional development.	15	2.33	40.0	7%	53%	40%
12. Seeks opportunities for continuous learning.	15	2.07	20.0	13%	67%	20%
13. Keep themselves up-to-date of technical/professional issues	15	2.07	26.7	20%	53%	27%
14. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	2.27	40.0	13%	47%	40%
15. Encourages employees to take courses relevant to their job.	14	2.43	50.0	7%	43%	50%

Comments:
- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- She takes the time to explain to staff the rationale of changes being made.
- Everyone who works with ___ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- She encourages staff skill development and input to improve department processes
- ___ has been excellent about obtaining feedback and our opinions about system and program changes.
- ___ is decisive, protective, engaged and is excellent at providing direction without micro-managing.

Punctuality

Summary Scores
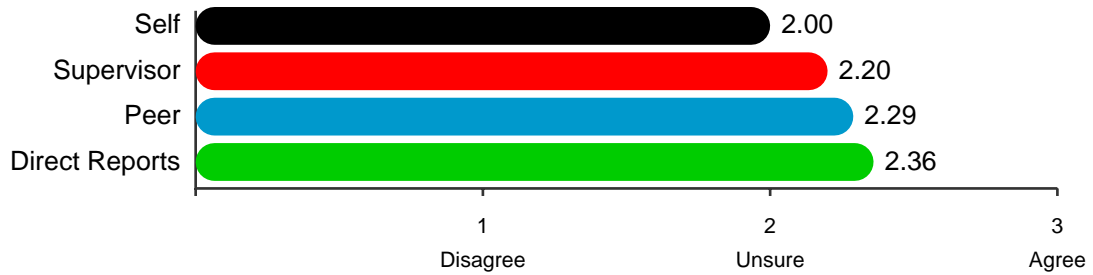
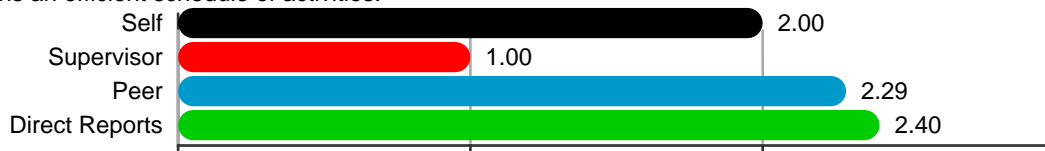16. Responds to requests for information in a timely manner.
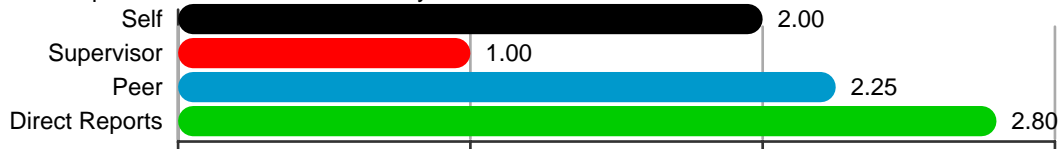
17. Arrives to meetings on time.

18. Starts the workday when scheduled.

19. Maintains an efficient schedule of activities.

20. Invoices clients on a timely basis.

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Responds to requests for information in a timely manner.	15	2.33	46.7	13%	40%	47%
17. Arrives to meetings on time.	15	2.33	40.0	7%	53%	40%
18. Starts the workday when scheduled.	14	2.00	14.3	14%	71%	14%
19. Maintains an efficient schedule of activities.	14	2.21	42.9	21%	36%	43%
20. Invoices clients on a timely basis.	15	2.53	60.0	7%	33%	60%

Comments:
- ___ routinely goes out of her way to make work a more engaging experience.
- 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.
- ___ 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].
- ___ is a wonderful collaborator and leader.   It is a treat to be able to work with her.
- ___ is one of the most hones, ethical individuals I have ever met. I always trust her to make the right decisions for our unit.
- A great addition to the team.

Project Management

Summary Scores

Self	2.40
Supervisor	2.60
Peer	2.25
Direct Reports	2.40

1 Disagree 2 Unsure 3 Agree

21. Maintains costs and expenses within budget limits.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	3.00

22. Organizes, plans, and directs resources to accomplish the goals and objectives.

Self	3.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.20

23. Responds quickly and appropriately to unforeseen problems.

Self	3.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

24. Regularly reviews project performance and goals.

Self	2.00
Supervisor	3.00
Peer	2.38
Direct Reports	2.40

25. Organizes work and sets priorities as needed.

Self	2.00
Supervisor	1.00
Peer	2.25
Direct Reports	2.60

1 2 3
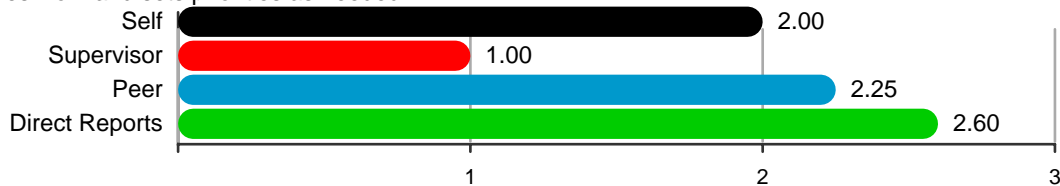
Level of Skill

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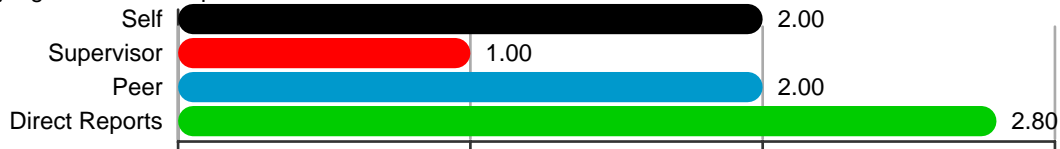| Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Maintains costs and expenses within budget limits.	15	2.60	66.7	7%	27%	67%
22. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	2.33	40.0	7%	53%	40%
23. Responds quickly and appropriately to unforeseen problems.	15	2.07	20.0	13%	67%	20%
24. Regularly reviews project performance and goals.	15	2.40	53.3	13%	33%	53%
25. Organizes work and sets priorities as needed.	15	2.27	53.3	27%	20%	53%

Comments:

- ___ is a new manager she has done a wonderful job, she is still in a learning curve and is still in the process of learning this role
- ___ has demonstrated excellent leadership and organizational qualities.   She keeps her team focused and is open to all ideas.   She certainly makes us feel included in all aspects that pertain to our department.
- ___ has improved in her interaction with other departments.   But this is an area that she could continue to work on.
- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- ___ is an excellent role model.   She received the Employee Excellence Award this past year and also advanced certification, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.
- ___ listens to her staff and delegates responsibilities as appropriate.

Problem Solving

Summary Scores

Self	2.20
Supervisor	1.80
Peer	2.17
Direct Reports	2.36

1	2	3
Disagree	Unsure	Agree

26. Makes judgments based upon relevant information.

Self	2.00
Supervisor	1.00
Peer	2.00
Direct Reports	2.80

27. Actively seeks the root cause of a problem.

Self	2.00
Supervisor	2.00
Peer	2.25
Direct Reports	1.60

28. Effective in solving problems.

Self	2.00
Supervisor	2.00
Peer	2.38
Direct Reports	2.80

29. Implements effective solutions to critical problems.

Self	3.00
Supervisor	2.00
Peer	2.38
Direct Reports	3.00

30. Able to balance the needs of different people in a solution to a problem.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	1.60

1	2	3
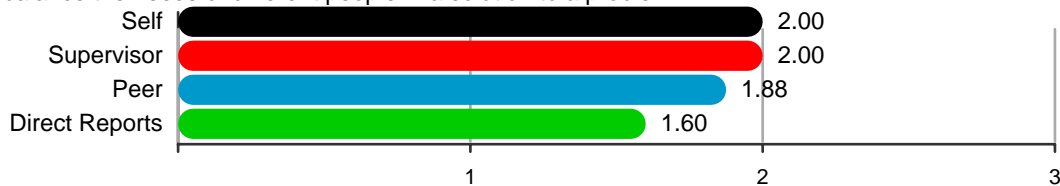
Level of Skill

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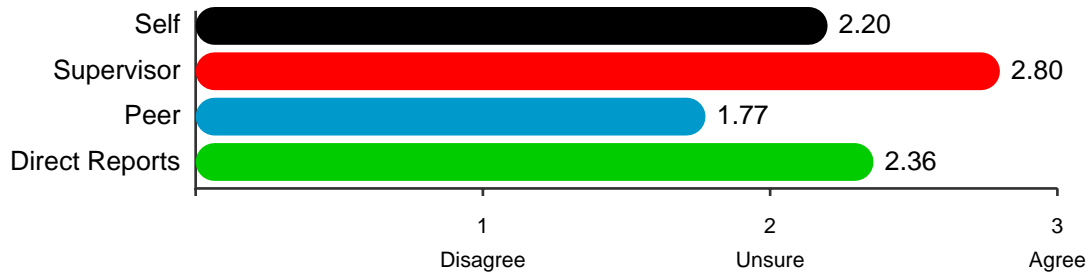
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Makes judgments based upon relevant information.	15	2.20	33.3	13%	53%	33%
27. Actively seeks the root cause of a problem.	15	2.00	26.7	27%	47%	27%
28. Effective in solving problems.	15	2.47	53.3	7%	40%	53%
29. Implements effective solutions to critical problems.	15	2.60	60.0		40%	60%
30. Able to balance the needs of different people in a solution to a problem.	15	1.80	13.3	33%	53%	13%

Comments:
- She cares deeply for what she does and it shows.
- ___ has a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- ___ is a great mentor and leader for her team.   She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths.   ___ also helps her team recognize areas of improvement and works to improve those areas as well.
- She is very collaborative and always attempts to work with others.
- Always looking for ways to grow as a person.   Inspires others to do the same.
- I appreciate her style and support.

Commitment To Result

Summary Scores

Self	2.20
Supervisor	2.80
Peer	1.77
Direct Reports	2.36

1	2	3
Disagree	Unsure	Agree

31. Takes immediate action toward goals.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

32. Willing to do whatever it takes-not afraid to have to put in extra effort.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.40

33. Coordinates all department activities into a cohesive team effort.

Self	3.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.40

34. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.

Self	2.00
Supervisor	2.00
Peer	1.88
Direct Reports	2.60

35. Creates a sense of urgency among the store team members to complete activities, which drive sales.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	1.80

1	2	3

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 (Disagree) to green (Agree).
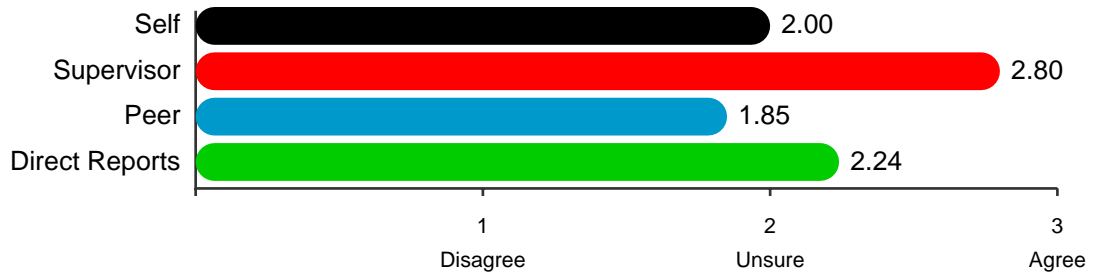
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Takes immediate action toward goals.	15	2.13	33.3	20%	47%	33%
32. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	2.13	33.3	20%	47%	33%
33. Coordinates all department activities into a cohesive team effort.	15	2.07	33.3	27%	40%	33%
34. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.13	26.7	13%	60%	27%
35. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	1.87	20.0	33%	47%	20%

Comments:
- Appreciate ___'s dedication to making the facilities cleaner. Results are evident.
- ___ did a great job with the new employee program development and she should be proud of her accomplishments.
- ___ is very good at reading people which enables her to respond quickly and appropriately.
- ___ 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.
- She is passionate about providing the services necessary to meet the needs of our organization.
- I think ___ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.

Clarity

Summary Scores

Self	2.00
Supervisor	2.80
Peer	1.85
Direct Reports	2.24

1 — Disagree   2 — Unsure   3 — Agree

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

Self	2.00
Supervisor	3.00
Peer	1.62
Direct Reports	2.00

37. Clearly explains the vision and goals of the company.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.00

38. Writes clear job descriptions for positions in the organization.

Self	2.00
Supervisor	3.00
Peer	1.88
Direct Reports	2.20

39. Clearly defines work objectives for employees.

Self	2.00
Supervisor	3.00
Peer	2.25
Direct Reports	2.40

40. Is clear about goals that need to be achieved.

Self	2.00
Supervisor	2.00
Peer	1.75
Direct Reports	2.60

1   2   3
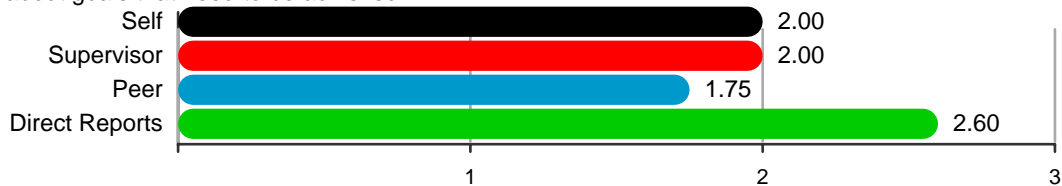
Level of Skill

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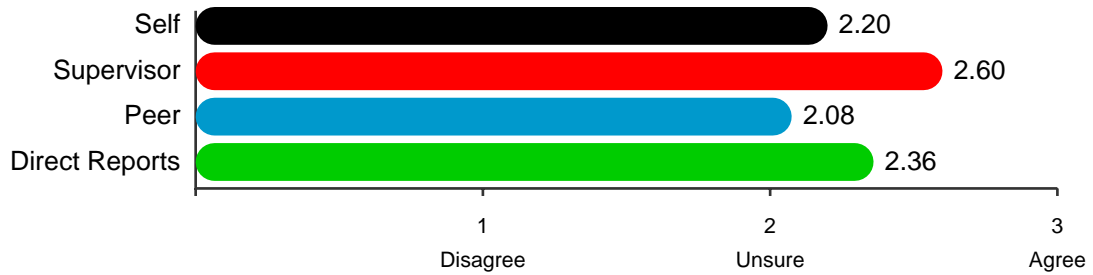
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Clarifies problems and their causes to help employees correct them.	15	1.87	20.0	33%	47%	20%
37. Clearly explains the vision and goals of the company.	15	1.93	13.3	20%	67%	13%
38. Writes clear job descriptions for positions in the organization.	15	2.07	33.3	27%	40%	33%
39. Clearly defines work objectives for employees.	15	2.33	33.3		67%	33%
40. Is clear about goals that need to be achieved.	15	2.07	33.3	27%	40%	33%

Comments:
- I admire ___'s decision making skills when it comes to hiring new employees for our department.
- We rarely have team meetings. They are often canceled when scheduled and as a result we work as a group of individuals rather than a team.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- ___ will sometimes delegate work while continuing to do her own work on the same project she delegated without including the employee she originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we funtion as one corporation.

Client Focus

Summary Scores

Self		2.20	
Supervisor		2.60	
Peer		2.08	
Direct Reports		2.36	

	1	2	3
	Disagree	Unsure	Agree

41. Is pro-active in dealing with clients and addressing their needs.

Self	2.00
Supervisor	3.00
Peer	2.00
Direct Reports	1.80

42. Satisfies client needs.

Self	2.00
Supervisor	3.00
Peer	1.75
Direct Reports	2.60

43. Maintains strong relationships with clients.

Self	2.00
Supervisor	3.00
Peer	2.12
Direct Reports	2.20

44. Obtains feedback to ensure client needs are being met.

Self	2.00
Supervisor	2.00
Peer	2.00
Direct Reports	2.60

45. Forms strong client relationships

Self	3.00
Supervisor	2.00
Peer	2.50
Direct Reports	2.60

1	2	3

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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Is pro-active in dealing with clients and addressing their needs.	15	2.00	26.7	27%	47%	27%
42. Satisfies client needs.	15	2.13	33.3	20%	47%	33%
43. Maintains strong relationships with clients.	15	2.20	40.0	20%	40%	40%
44. Obtains feedback to ensure client needs are being met.	15	2.20	26.7	7%	67%	27%
45. Forms strong client relationships	15	2.53	60.0	7%	33%	60%

Comments:
- ___ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- She has learned at a very quick pace, and is both supportive and clear in her intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- She had done amazingly well considering all of the global threats to the product line.
- She's a very hard worker and always helping out when needed.
- ___ has improved on her quick assessment of situations and as a result it has helped me improve also
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.

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?

- When ___ was tapped for the VP position I was very pleased as she was a very good director.
- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- ___ is very approachable for all departmental staff. She maintains a professional yet personable attitude at all times.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- She is always first to share what's on the horizon.   At conclusion of a project, she shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.

What do you like best about working with this individual?

- She is a great teammate!
- ___ is a tremendous leader in our organization.
- ___ is a wonderful team member. . .has the gift of empathy and encouragement.   She has a can do attitude when faced with projects/issues.
- ___ is a valuable manager in the Department. She is approachable for ideas and questions.   She contributes well as a team in meetings.
- ___ does an exceptional job at running the department.
- ___, more than anyone, takes what she's learned with Core Competencies and implements them.

What do you like least about working with this individual?

- ___ has certainly done great things at [CompanyName].   She was the perfect match for the community and the staff.   She has built a strong team at [CompanyName] and their work has continued to be outstanding after she added [CompanyName] to her responsibilities. I like working with ___ at [CompanyName] and appreciate her support and leadership.. ___ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time.   She has been great at diagnosing the problems and finding solutions.   She is definietly the person to redirect the work of [CompanyName] and make it a viable entity.
- She can ask a question and truly listen to the answer before giving feedback.
- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- ___ has excellent job and people skills.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.

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

- She is also an excellent resource to other managers and will take the time to offer information and support.
- ___ does an exceptional job at running the department.
- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- ___ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- ___ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.

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

- I have found ___ to be very knowledgeable regarding the appropriate resources despite the fact that she is fairly new in her position.
- My interaction with ___ is very limited, but when I have requested time with her, she makes time for me.
- ___ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- ___'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- You can count on ___ to be honest and stay true to committments.

Any final comments?

- ___ is an excellent employee, I do not know of any areas that need improvement.
- ___'s oral communication at times has been lengthy and lacks a focused attention to the issue(s).   Written I've experienced good communication.
- ___ does a great job in letting me know what is expected.   She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- I know ___ is working with her director and HR business partner in understanding her role as a operational manager.
- I think ___ is off to a very good start with the new division.   She is engaging key players and helping form vision with her leadership team.
- ___ exceeds in above in all she does.