Feedback Results
Your CompanyName Here
2024

Sample Employee

Results Generated by HR-Survey
March 2024

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

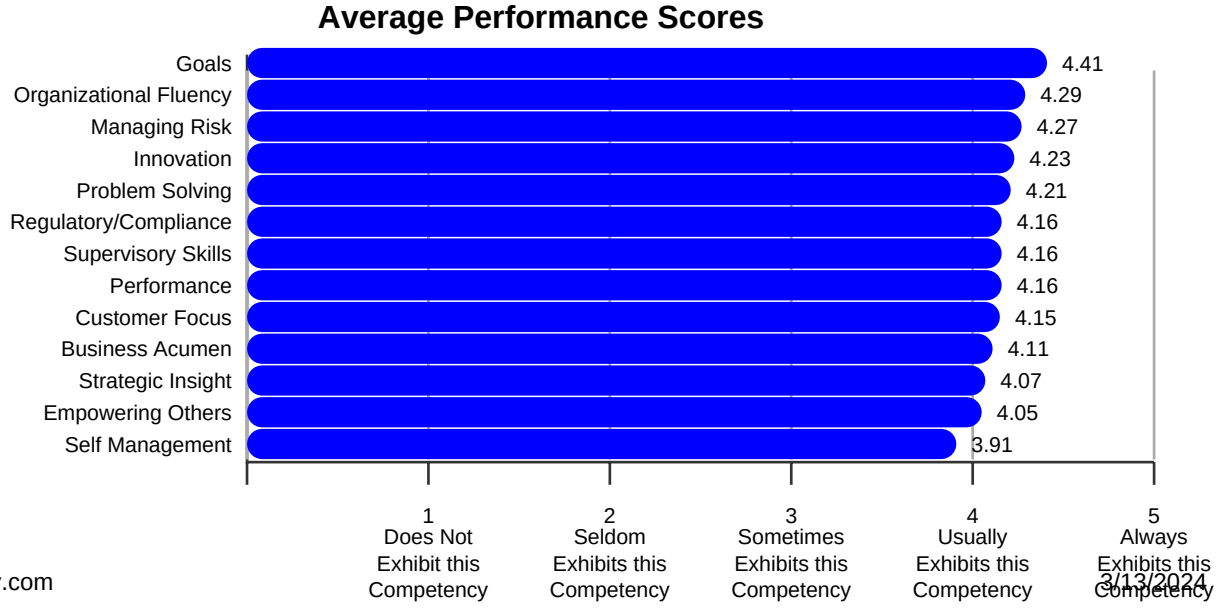
What to Do with Your Feedback

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

Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 13 major dimensions of leadership.

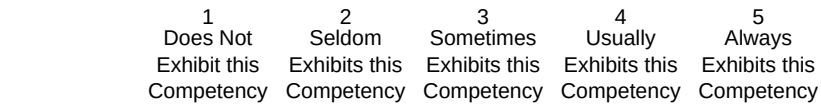
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

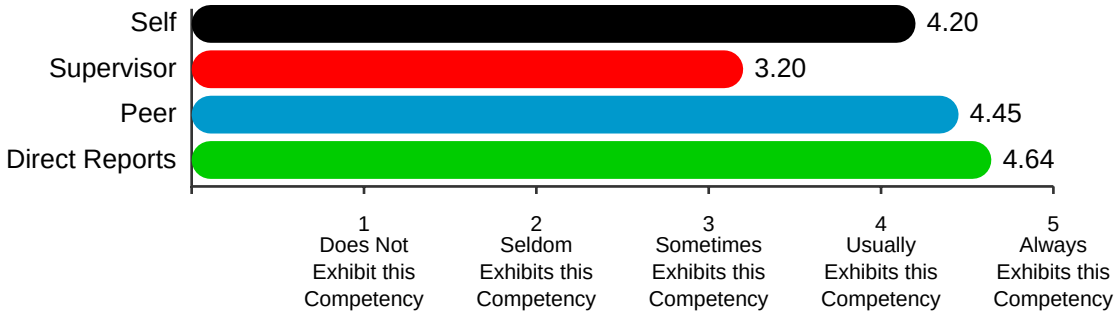
The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more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

Dimension	How you see yourself and how others see you.	Gap
Regulatory/Compliance	Self 3.80, Other 4.19	0.39
Performance	Self 3.80, Other 4.19	0.39
Self Management	Self 3.60, Other 3.93	0.33
Business Acumen	Self 3.80, Other 4.13	0.33
Organizational Fluency	Self 4.00, Other 4.31	0.31
Managing Risk	Self 4.00, Other 4.29	0.29
Empowering Others	Self 3.80, Other 4.07	0.27
Goals	Self 4.20, Other 4.43	0.23
Problem Solving	Self 4.00, Other 4.23	0.23
Customer Focus	Self 4.00, Other 4.16	0.16
Innovation	Self 4.20, Other 4.23	0.03
Supervisory Skills	Self 4.20, Other 4.16	0.04
Strategic Insight	Self 4.20, Other 4.06	0.14

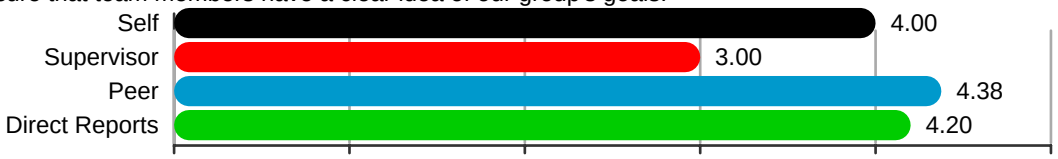


Goals

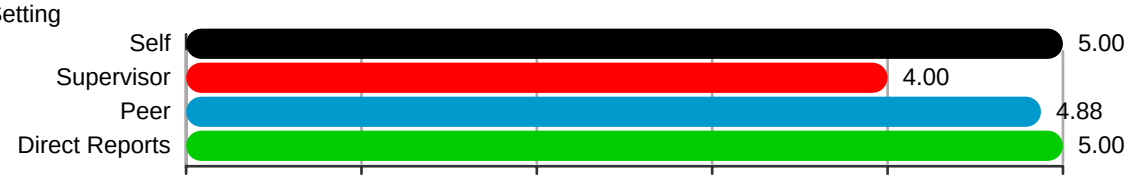
Summary Scores



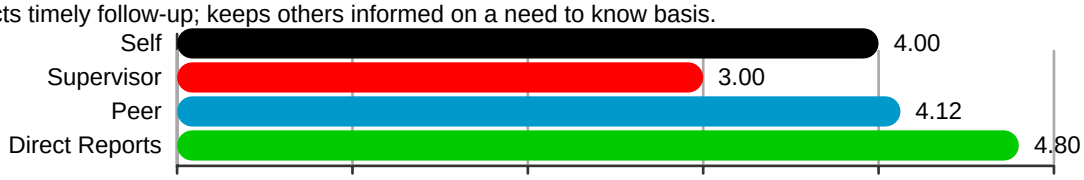
1. Makes sure that team members have a clear idea of our group's goals.



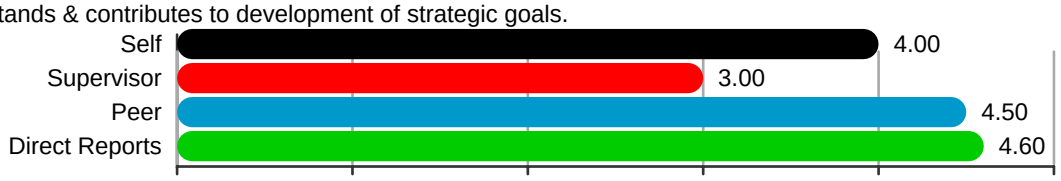
2. Goal Setting



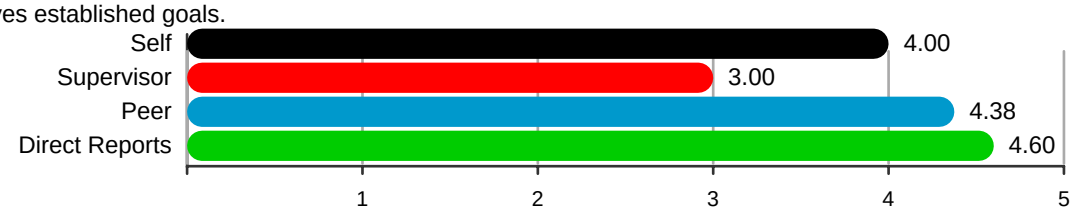
3. Conducts timely follow-up; keeps others informed on a need to know basis.



4. Understands & contributes to development of strategic goals.



5. Achieves established goals.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

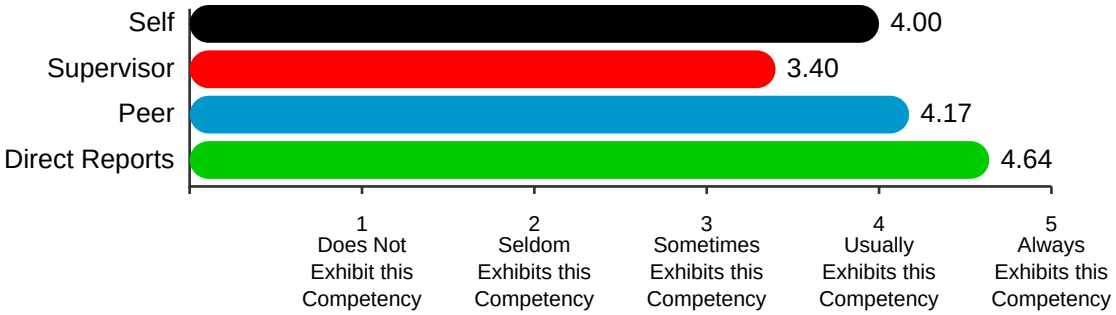
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Makes sure that team members have a clear idea of our group's goals.	15	4.20	93.3	7%			67%	27%
2. Goal Setting	15	4.87	100.0	13%				87%
3. Conducts timely follow-up; keeps others informed on a need to know basis.	15	4.27	93.3	7%			60%	33%
4. Understands & contributes to development of strategic goals.	15	4.40	86.7	13%			33%	53%
5. Achieves established goals.	15	4.33	93.3	7%			53%	40%

Comments:

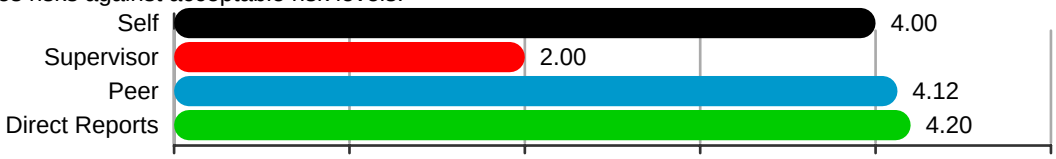
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.
- ___ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- Take charge without feeling like you need approval.
- She supports each and every one of us and was very sensitive to how this was effecting every staff member.

Managing Risk

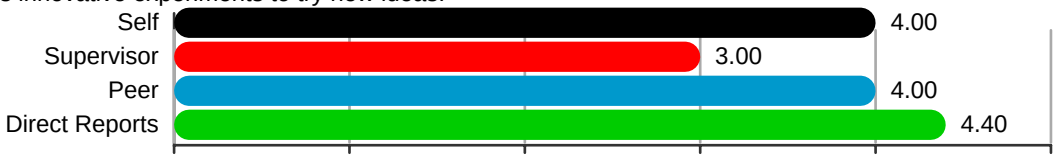
Summary Scores



6. Evaluates risks against acceptable risk levels.

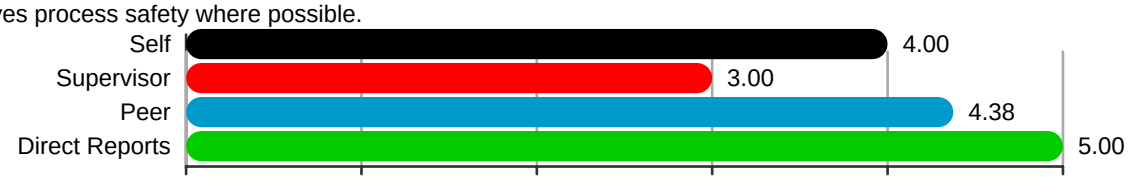


7. Rewards innovative experiments to try new ideas.

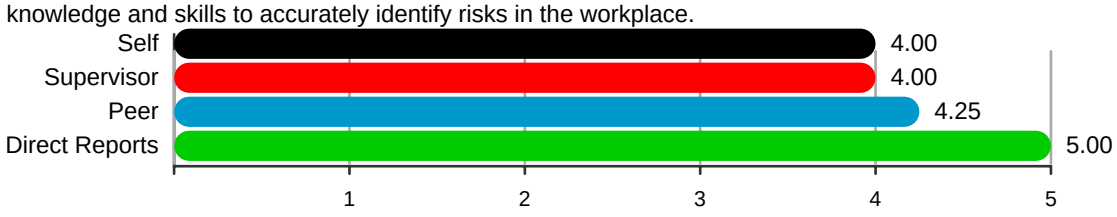


8. Tracks risks in a project.

9. Improves process safety where possible.



10. Has the knowledge and skills to accurately identify risks in the workplace.



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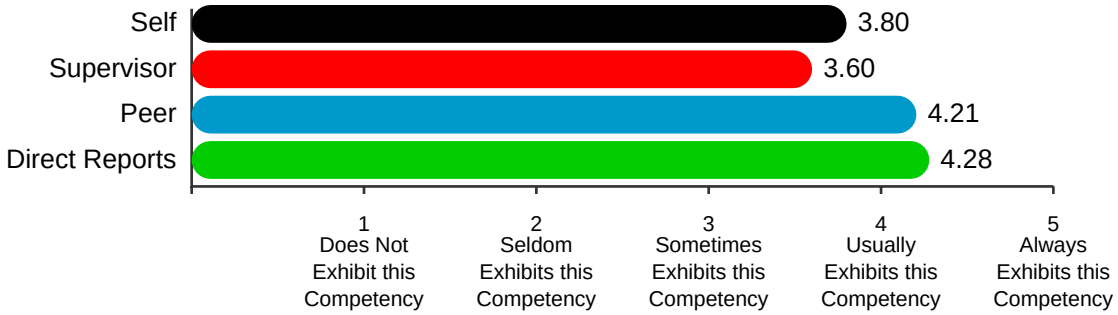
6. Evaluates risks against acceptable risk levels.	15	4.00	80.0	7%		13%	53%	27%
7. Rewards innovative experiments to try new ideas.	15	4.07	80.0		20%		53%	27%
8. Tracks risks in a project.	15	4.33	93.3	7%			47%	47%
9. Improves process safety where possible.	15	4.47	93.3		7%		40%	53%
10. Has the knowledge and skills to accurately identify risks in the workplace.	15	4.47	93.3		7%		40%	53%

Comments:

- Has the experience needed.
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.
- ___ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- Set clear expectations for others.
- ___ 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.

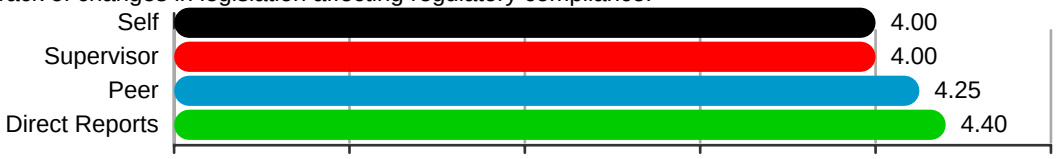
Regulatory/Compliance

Summary Scores



11. Keeps informed of various regulations and procedures.

12. Keeps track of changes in legislation affecting regulatory compliance.



13. Is aware of the documents and reports needed to maintain compliance with regulations.

14. Is professional and courteous in interactions with auditors and regulators.

15. Complies with regulatory requirements for the state.

Level of Skill

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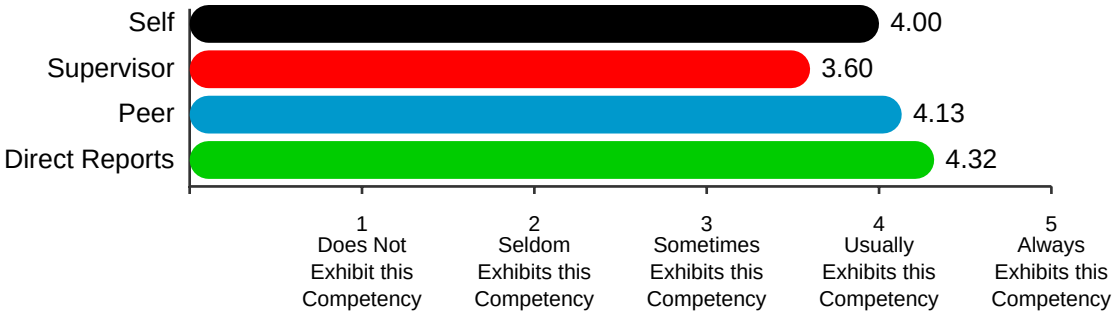
11. Keeps informed of various regulations and procedures.	15	4.60	100.0				40%	60%
12. Keeps track of changes in legislation affecting regulatory compliance.	15	4.27	100.0				73%	27%
13. Is aware of the documents and reports needed to maintain compliance with regulations.	15	4.33	100.0				67%	33%
14. Is professional and courteous in interactions with auditors and regulators.	15	3.93	73.3			27%	53%	20%
15. Complies with regulatory requirements for the state.	14	3.64	57.1		14%	29%	36%	21%

Comments:

- Could be more self-aware of impact on other team members
- ___ has a strong work ethic and is consistently working with the mindset that customers come first.
- She strives for self improvement and is heavily invested in the same for others.
- ___ is amazing at leading by example for our entire organization when it comes role modeling exceptional performance in daily work of communication and integrity.
- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- I like ___, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.

Customer Focus

Summary Scores

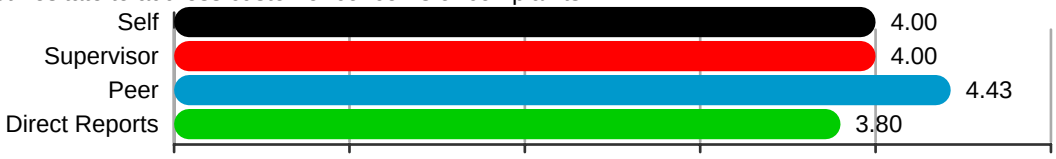


16. Consistently models positive customer service attitudes.

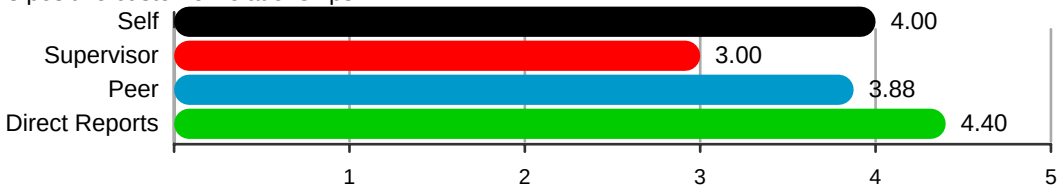
17. Ensures all customer commitments and requirements are met or exceeded.

18. ...friendliness and courtesy

19. Does not hesitate to address customer concerns or complaints.



20. Maintains positive customer relationships.



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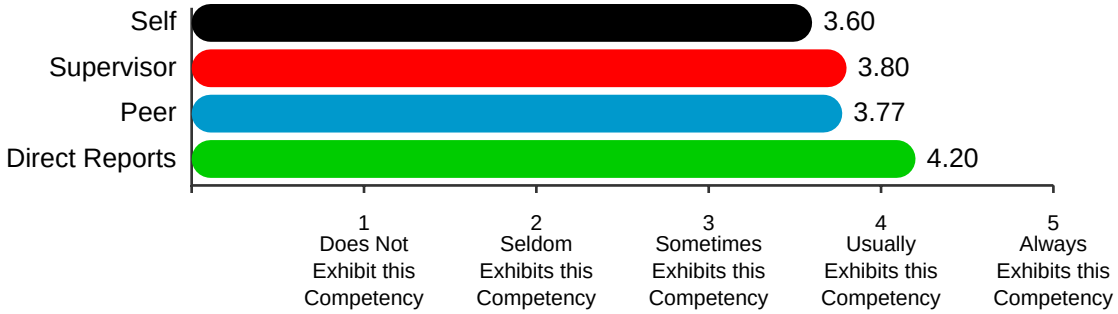
16. Consistently models positive customer service attitudes.	15	4.33	86.7			13%	40%	47%
17. Ensures all customer commitments and requirements are met or exceeded.	15	4.27	93.3			7%	60%	33%
18. ...friendliness and courtesy	14	4.00	92.9			7%	86%	7%
19. Does not hesitate to address customer concerns or complaints.	14	4.14	85.7		7%	7%	50%	36%
20. Maintains positive customer relationships.	15	4.00	66.7		7%	27%	27%	40%

Comments:

- I value ___'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- She communicates well to all staff and we know what is expected of us.
- I thoroughly enjoy working with ___ and she has been very helpful with the rework IS did with their job descriptions.
- ___ 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.
- She does not ask for anything from her team that she is not willing to do, or has done himeself.
- She is open to feedback, but I haven't seen noticeable changes in her behavior as a result.

Self Management

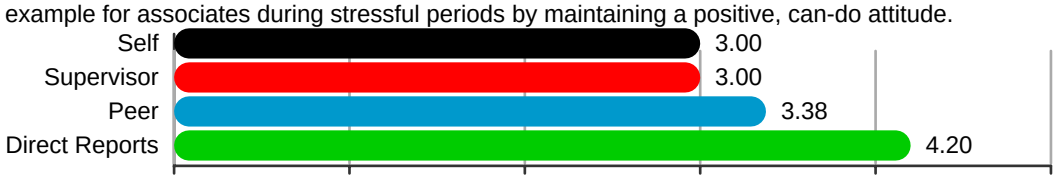
Summary Scores



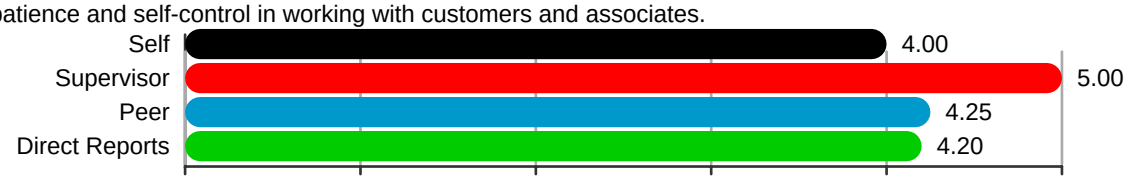
21. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.

22. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.

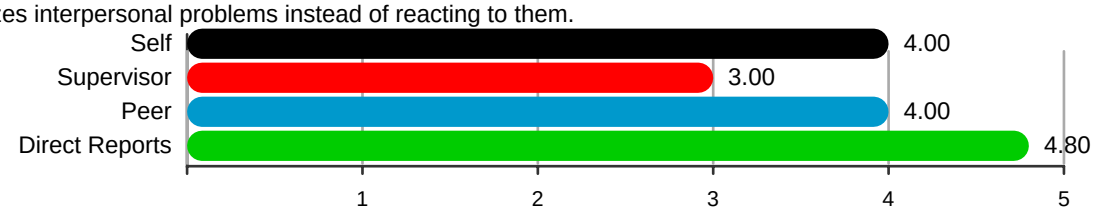
23. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



24. Uses patience and self-control in working with customers and associates.



25. Analyzes interpersonal problems instead of reacting to them.



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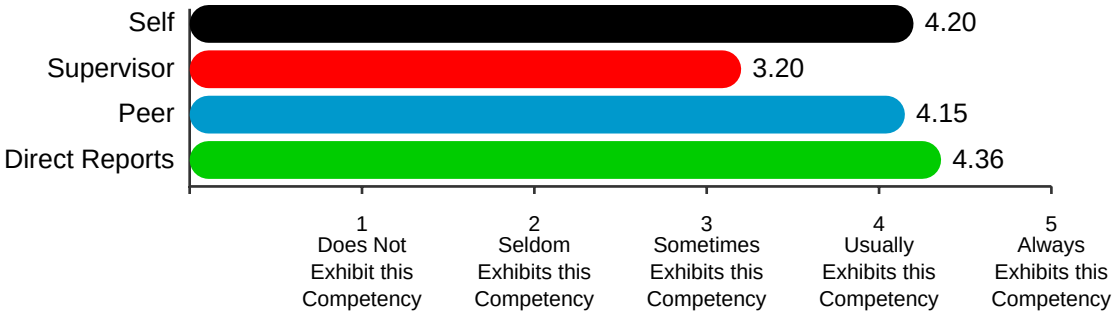
21. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	4.00	66.7	13%		20%	20%	47%
22. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.47	53.3	13%		33%	47%	7%
23. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.60	66.7	13%		20%	60%	7%
24. Uses patience and self-control in working with customers and associates.	15	4.27	86.7	7%	7%		40%	47%
25. Analyzes interpersonal problems instead of reacting to them.	15	4.20	80.0	7%	13%		33%	47%

Comments:

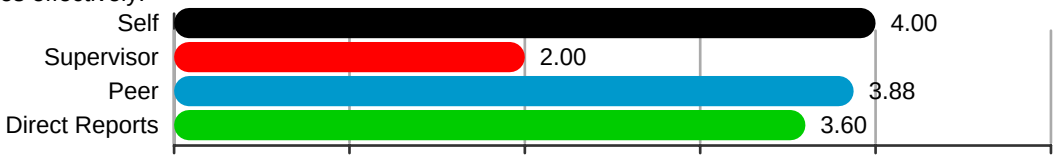
- When there are any issues, I can take them to ___ and together we are able to work out the issues.
- ___ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.

Supervisory Skills

Summary Scores



26. Delegates effectively.

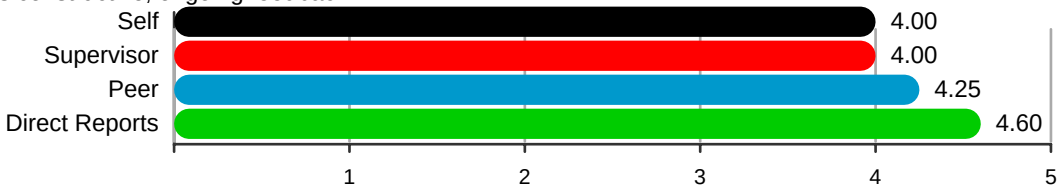


27. Treats all staff equitably.

28. Appropriately recognizes and rewards employees.

29. Encourages employees to achieve their full potential.

30. Provides constructive, ongoing feedback.



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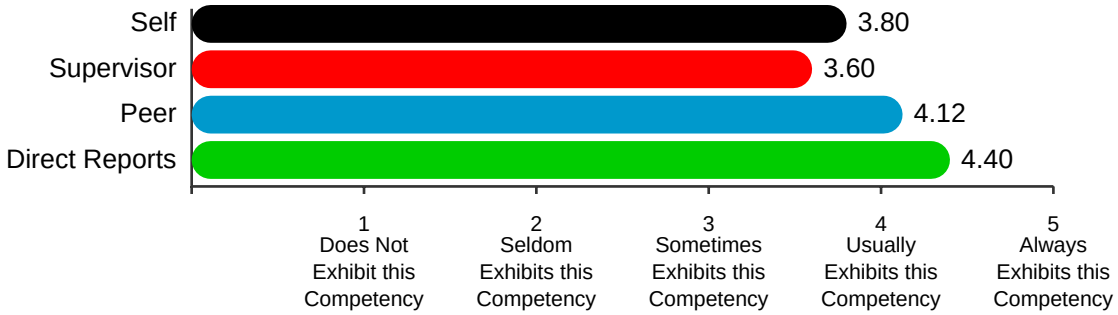
26. Delegates effectively.	15	3.67	66.7	20%	13%		47%	20%
27. Treats all staff equitably.	15	3.80	73.3	20%	7%		47%	27%
28. Appropriately recognizes and rewards employees.	15	4.33	86.7		13%		40%	47%
29. Encourages employees to achieve their full potential.	15	4.67	100.0				33%	67%
30. Provides constructive, ongoing feedback.	15	4.33	100.0				67%	33%

Comments:

- ___ is a wonderful person to work for.
- 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.
- ___ is an outstanding manager.
- She always answers my questions even if she's having a busy day or isn't the right person to be asking.
- Initiative, attitude, and willingness to pitch in.
- ___ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.

Performance

Summary Scores



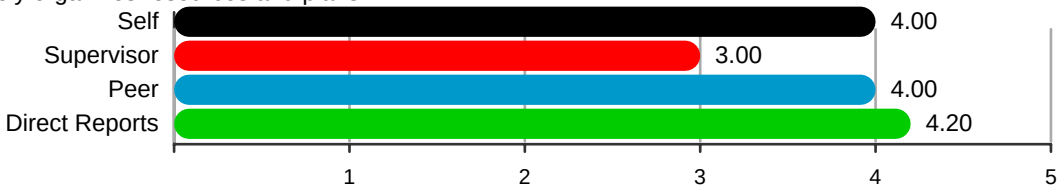
31. Works well in this position.

32. ...Overall Performance

33. Works effectively in the department.

34. ...Produce Quality

35. Effectively organizes resources and plans



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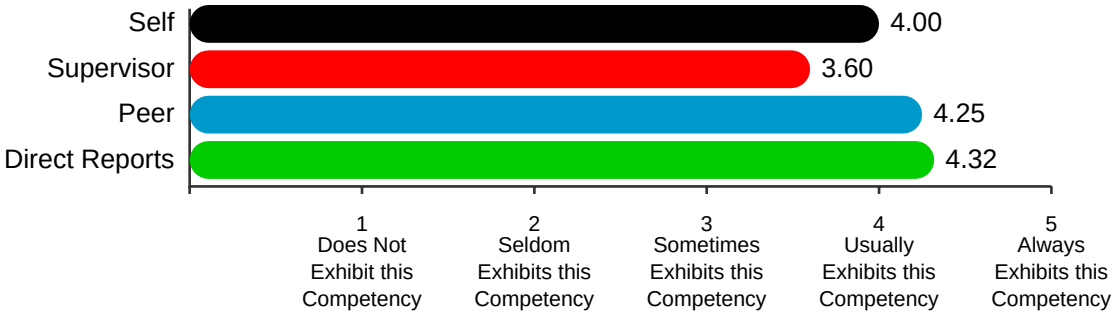
31. Works well in this position.	15	4.07	80.0	20%		53%		27%
32. ...Overall Performance	15	4.47	100.0			53%		47%
33. Works effectively in the department.	15	4.13	80.0	20%		47%		33%
34. ...Produce Quality	15	4.13	86.7	13%		60%		27%
35. Effectively organizes resources and plans	15	4.00	80.0	20%		60%		20%

Comments:

- ___ has brought a level of professionalism and marketing still to our team that we desperately needed. We are glad to have her direction, talent and enthusiasm.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- ___ is a great manager to work for.
- ___ is a great director, knows her scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.
- ___ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on ___ to stand her ground and take care of her employees / department.
- I hope she knows how much I value her and how I've come to rely on her knowledge, self-assurance and wisdom.

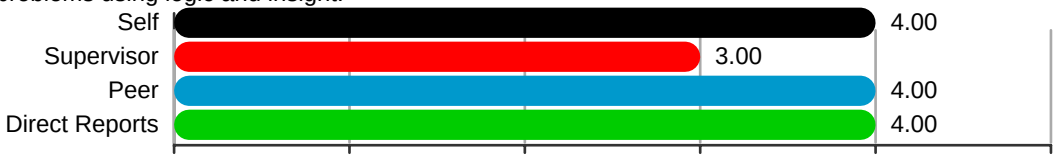
Problem Solving

Summary Scores



36. Actively seeks the root cause of a problem.

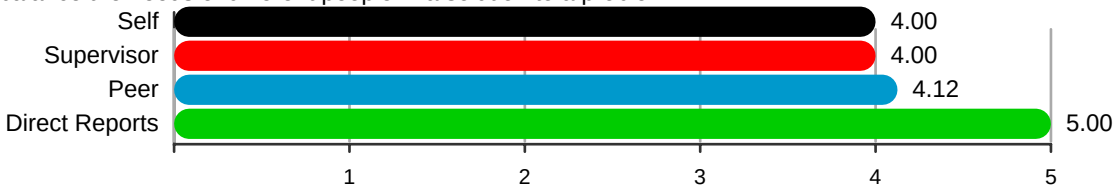
37. Solves problems using logic and insight.



38. Generates alternative solutions to problems and challenges.

39. Works cooperatively with others to solve problems.

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



Level of Skill

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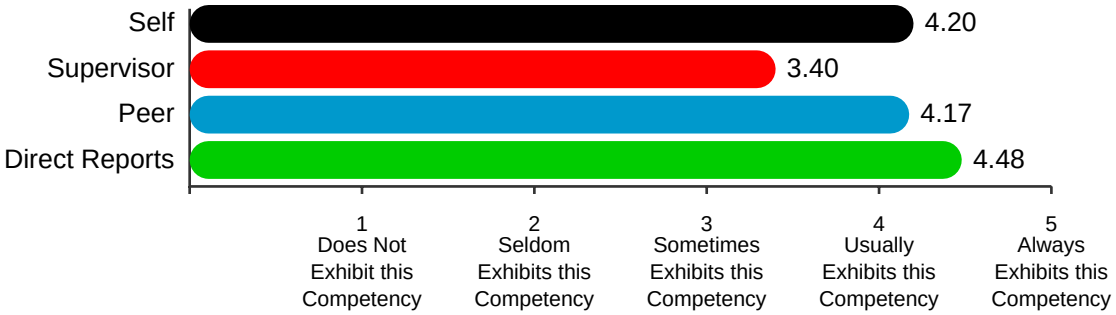
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Actively seeks the root cause of a problem.	15	4.33	100.0				67%	33%
37. Solves problems using logic and insight.	15	3.93	80.0	13%	7%		53%	27%
38. Generates alternative solutions to problems and challenges.	15	4.27	86.7			13%	47%	40%
39. Works cooperatively with others to solve problems.	15	4.13	86.7			13%	60%	27%
40. Able to balance the needs of different people in a solution to a problem.	15	4.40	93.3			7%	47%	47%

Comments:

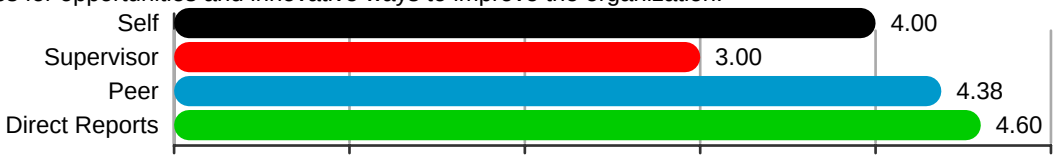
- ___ has also come down to help our department when we have been very busy and needed help.
- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- She is truly a great example of Competency improvement as she continuously improves her skills and abilities.
- 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 approachable and professional in her interaction with staff and with customers.
- She makes it very clear what the expectations are and the goals stay consistent. If there is a change in focus, the reason for the change in focus or priority is clearly explained and is not done on a whim. Changes are thought out and logical.

Innovation

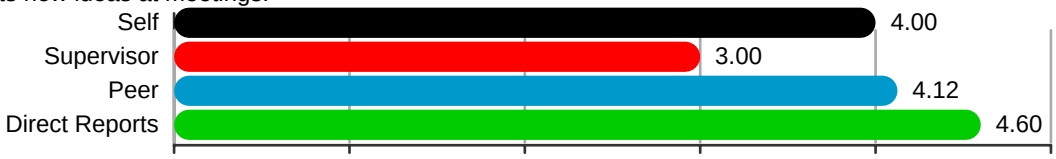
Summary Scores



41. Searches for opportunities and innovative ways to improve the organization.

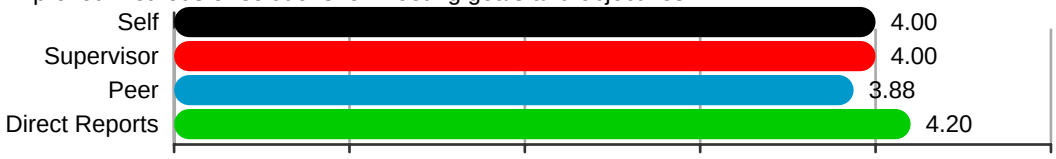


42. Suggests new ideas at meetings.

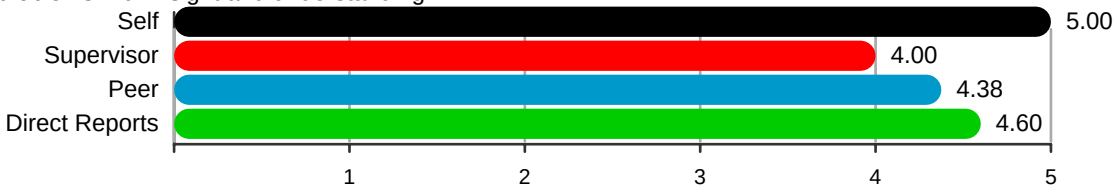


43. Fosters a creative and innovative work environment.

44. Creates improved methods or solutions for meeting goals and objectives.



45. Solves problems with insight and understanding.



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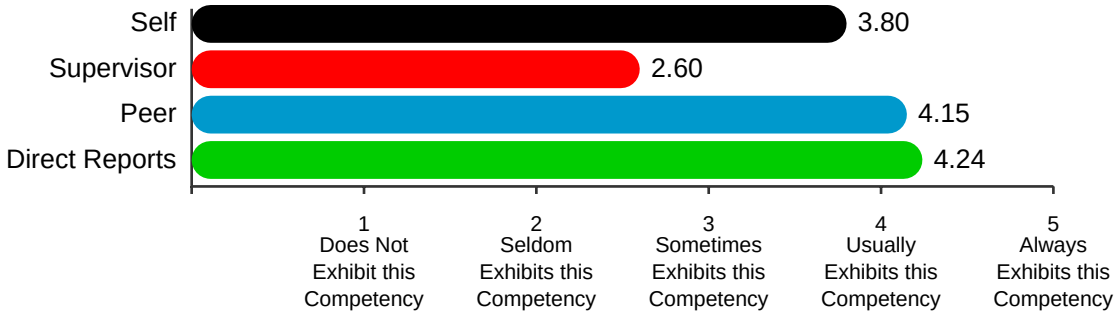
41. Searches for opportunities and innovative ways to improve the organization.	15	4.33	93.3			7%	53%	40%
42. Suggests new ideas at meetings.	15	4.20	80.0			20%	40%	40%
43. Fosters a creative and innovative work environment.	15	4.13	86.7			13%	60%	27%
44. Creates improved methods or solutions for meeting goals and objectives.	15	4.00	86.7			13%	73%	13%
45. Solves problems with insight and understanding.	15	4.47	93.3			7%	40%	53%

Comments:

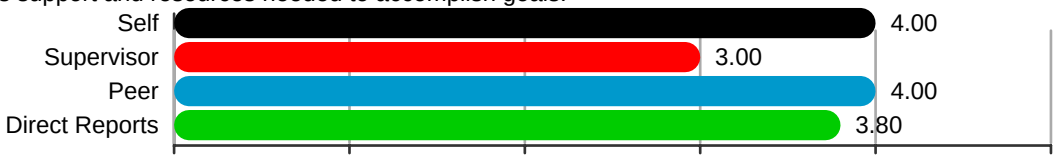
- ___ encourages our staff to strive to be the best that we can be.
- ___ is a great team member. Her technical skills are impeccable...great to see you in MBA program. Keep going.
- I have also had the pleasure of partnering with ___ in our Core Competency leader learning. ___ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- Her guidance is outstanding, as her expectations are very high and that allows anyone to grow and learn under her mentoring skills.
- ___ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- ___ is a solid performer knows her stuff.

Empowering Others

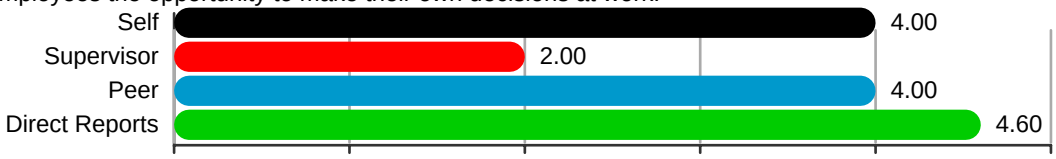
Summary Scores



46. Provides support and resources needed to accomplish goals.



47. Gives employees the opportunity to make their own decisions at work.



48. Distributes the workload to subordinates.

49. Allows the employees to have flexible work schedules.

50. Encourages employees to solve problems on their own.

Level of Skill

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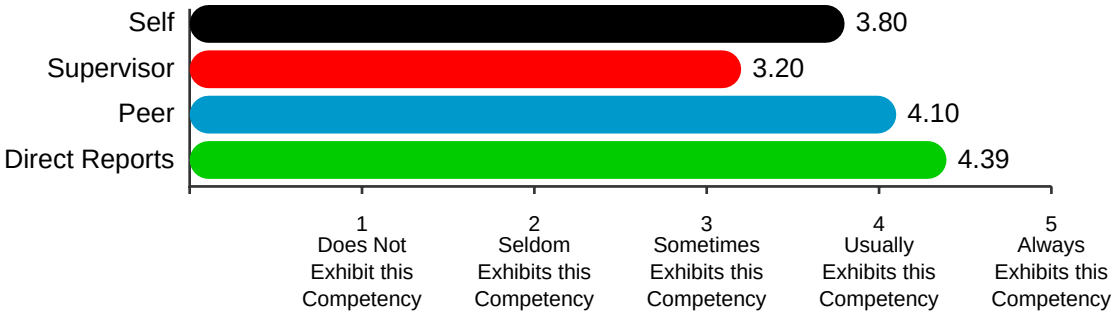
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Provides support and resources needed to accomplish goals.	15	3.87	80.0	7%		13%	67%	13%
47. Gives employees the opportunity to make their own decisions at work.	15	4.07	86.7	13%			53%	33%
48. Distributes the workload to subordinates.	15	4.13	86.7			13%	60%	27%
49. Allows the employees to have flexible work schedules.	15	4.20	86.7	7%		7%	47%	40%
50. Encourages employees to solve problems on their own.	15	4.00	73.3	13%		13%	33%	40%

Comments:

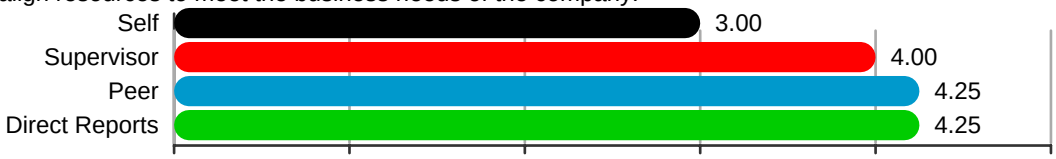
- She is determined to improve her own skillset and knowledge. She is definitely an example is this area.
- Uses visual aids to communicate progress to your team.
- She has deep technical expertise in a number of areas of human resource management.
- She is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.

Business Acumen

Summary Scores

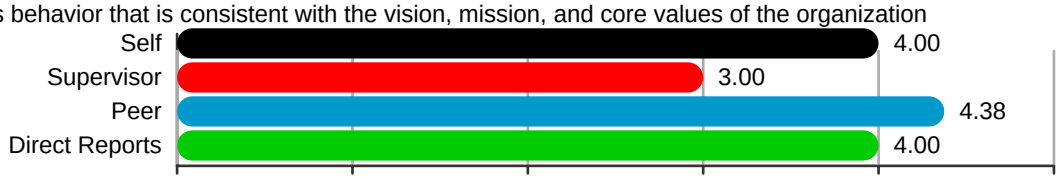


51. Able to align resources to meet the business needs of the company.

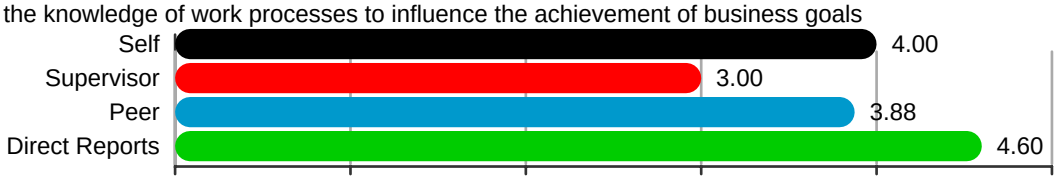


52. Understands complex issues and problems.

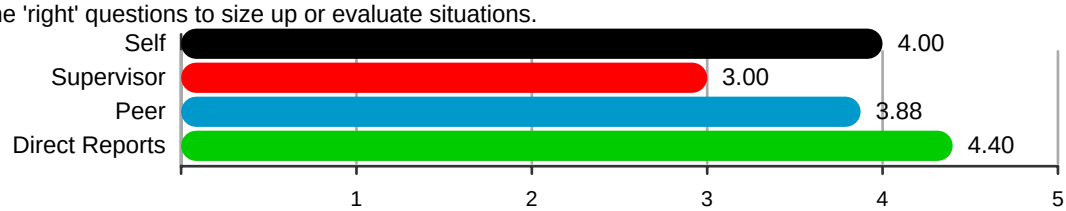
53. Exhibits behavior that is consistent with the vision, mission, and core values of the organization



54. Applies the knowledge of work processes to influence the achievement of business goals



55. Asks the 'right' questions to size up or evaluate situations.



Level of Skill

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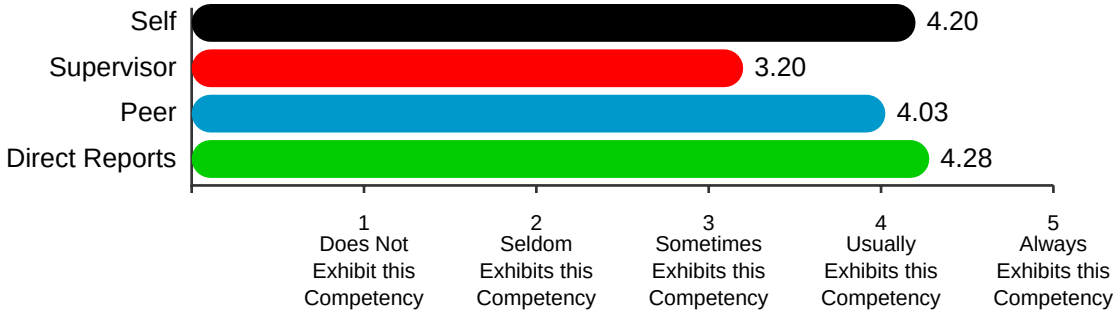
51. Able to align resources to meet the business needs of the company.	14	4.14	92.9		7%		71%	21%
52. Understands complex issues and problems.	14	4.21	85.7		14%		50%	36%
53. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	4.13	80.0		20%		47%	33%
54. Applies the knowledge of work processes to influence the achievement of business goals	15	4.07	80.0		20%		53%	27%
55. Asks the 'right' questions to size up or evaluate situations.	15	4.00	80.0		20%		60%	20%

Comments:

- Overall, I think ___ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually invoves ___ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.
- She has a vast storehouse of knowledge about the facility and our policies.
- I admire ___ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- ___ does an excellent job in her role.
- I think that ___ is making good strides in setting expectations through clear communication.
- ___ is very busy and does a good job delegating work. By delegating she provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but ___ has confidence that the work will be done well.

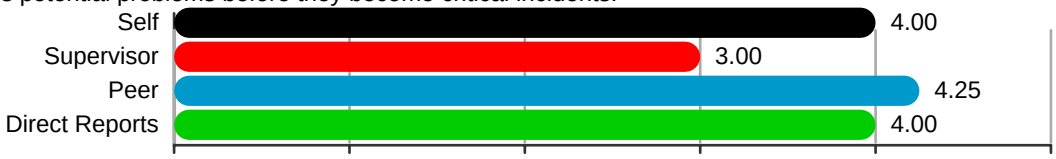
Strategic Insight

Summary Scores

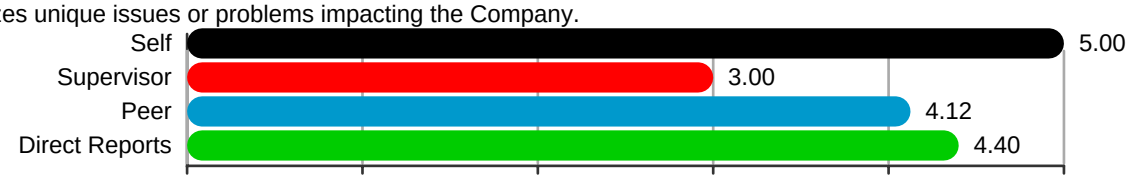


56. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.

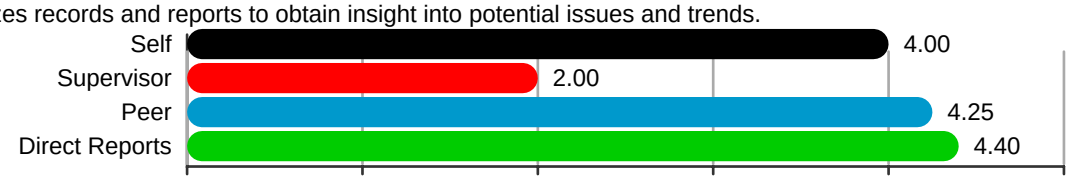
57. Identifies potential problems before they become critical incidents.



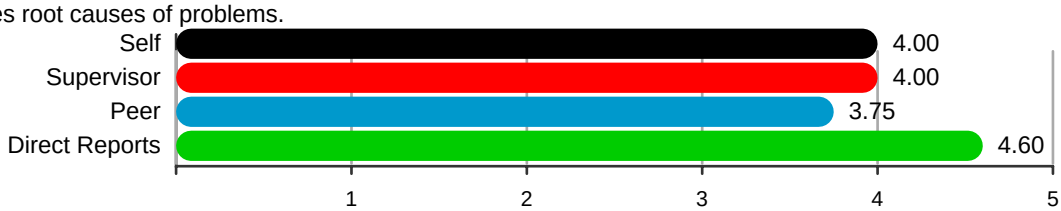
58. Analyzes unique issues or problems impacting the Company.



59. Analyzes records and reports to obtain insight into potential issues and trends.



60. Identifies root causes of problems.



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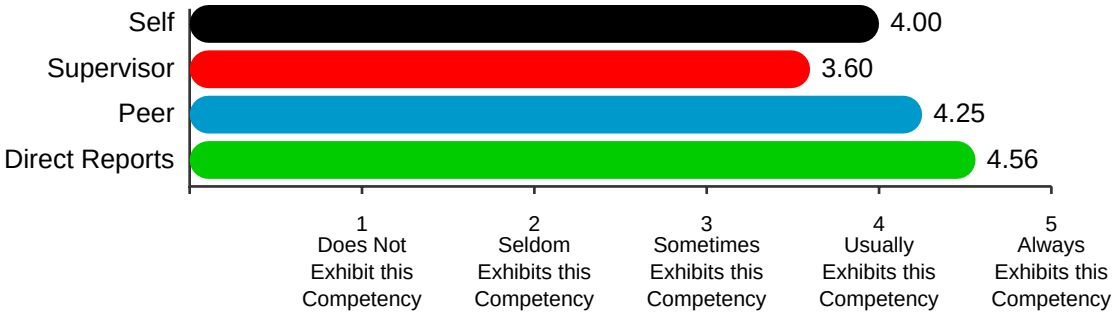
56. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	3.87	66.7			33%	47%	20%
57. Identifies potential problems before they become critical incidents.	15	4.07	86.7			13%	67%	20%
58. Analyzes unique issues or problems impacting the Company.	15	4.20	93.3			7%	67%	27%
59. Analyzes records and reports to obtain insight into potential issues and trends.	15	4.13	93.3			7%	67%	27%
60. Identifies root causes of problems.	15	4.07	86.7		7%	7%	60%	27%

Comments:

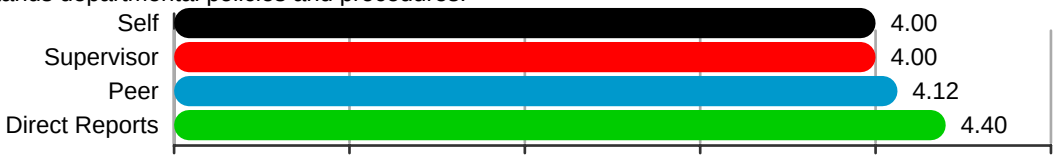
- ___ has been an effective leader for me. She encourages me to develop and knows what my strengths are. She assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- Her open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- She has been and is a mentor for me.
- ___ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- She has really filled the role of interim manager for the department well.

Organizational Fluency

Summary Scores



61. Understands departmental policies and procedures.

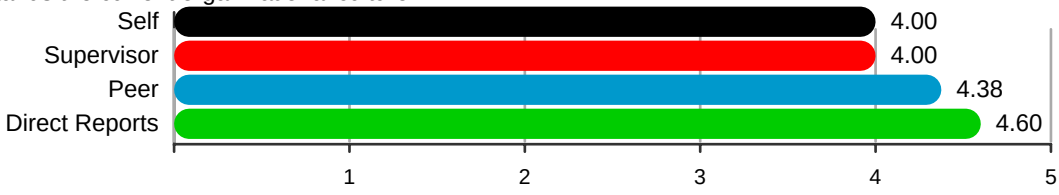


62. Able to deal with sensitive issues with tact and professionalism.

63. Is aware of other organizational cultures to compare/contrast with the current organizational culture.

64. Anticipates problems that may affect the department.

65. Understands the current organizational culture.



Level of Skill

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Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
61. Understands departmental policies and procedures.	15	4.20	86.7	7%		7%	47%	40%
62. Able to deal with sensitive issues with tact and professionalism.	15	4.20	86.7			13%	53%	33%
63. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	4.20	86.7			13%	53%	33%
64. Anticipates problems that may affect the department.	15	4.47	93.3			7%	40%	53%
65. Understands the current organizational culture.	15	4.40	100.0				60%	40%

Comments:

- ___ does an exceptional job at running the department.
- I have not had any issues with ___ since I have been working for her.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- She uses the strengths of everyone around her to get the best solutions possible.
- She has been very thoughtful and taken a deliberative approach when designing and rolling out the IT upgrades.
- ___ is a very clear communicator is always prepared for meetings and projects. She works with other team members throughout the organization to reach goals whether it is her department or someone elses department, she is willing to help in any capacity she can to help reach goals.

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?

- 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.
- She has hired good people, and developed strong relationship's with finance.
- ___ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- 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.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.

What do you like best about working with this individual?

- I can not say enough good things about ___.
- I have enjoyed working with ___ and will miss her support and direction.
- ___ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- Always available to give us what we need to succeed.
- ___ 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.

What do you like least about working with this individual?

- In every interaction that I have had with ___, I have found her to be professional, reliable, and engaged in the process.
- ___ is very visible on the unit. Spending many hours with staff.
- I may not know all that is going on behind the scenes, however there are times when she may need to take more action with some employees to help provide a more positive environment overall for the entire team.
- She includes appropriate people in her decisions and follows through on decisions made.
- ___ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.

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

- ___ is a strong leader and continues to grow in her role. ___ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that ___ does especially well and seems to do with ease are bulleted below.
- She communicates clearly and responds to request without unnecessary delay.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- With Process improvement & porfessional growth I do believe that I meet the performance level but I am working with my mentor (___) to move to a higher level of growth and knowledge. With communication skills I meet the performance level but I am one that would be more likly to go to someone to talk instead of sending out emails which I have noted from some of my staff to be not what they are needing from me. I am working on increasing communication with email as well to meet the needs of the staff and their learning style.

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

- Our desire to improve loss rates has been encouraged and supported by ___.
- ___ helped to keep us positively focus in the right direction, while keeping us well informed.
- She also sees herself as a problem solver. The staff, however, experience being inundated with ideas and solutions that she presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- Everyone who works with ___ knows she's results-oriented and has amazing insights into human behavior and its motivations.
- Overall ___ is highly competent and brings a fresh perspective to the Engineering department.
- She handles situations in a calm, collective manner, and researches a situation before making a decision.

Any final comments?

- ___ is a hands on leader in our program.
- Don't work with her enough to observe the vast majority of these items.
- She has been a great addition to the department in this area.
- I have observed that ___ is always professional and respectful towards myself and others. She asks for our input before making decisions.
- ___ makes great hiring choices. she is clear on what needs to be done.
- I have appreciated ___'s approach to team work. Close collaborative work between managers is needed to provide high quality to customers.