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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.

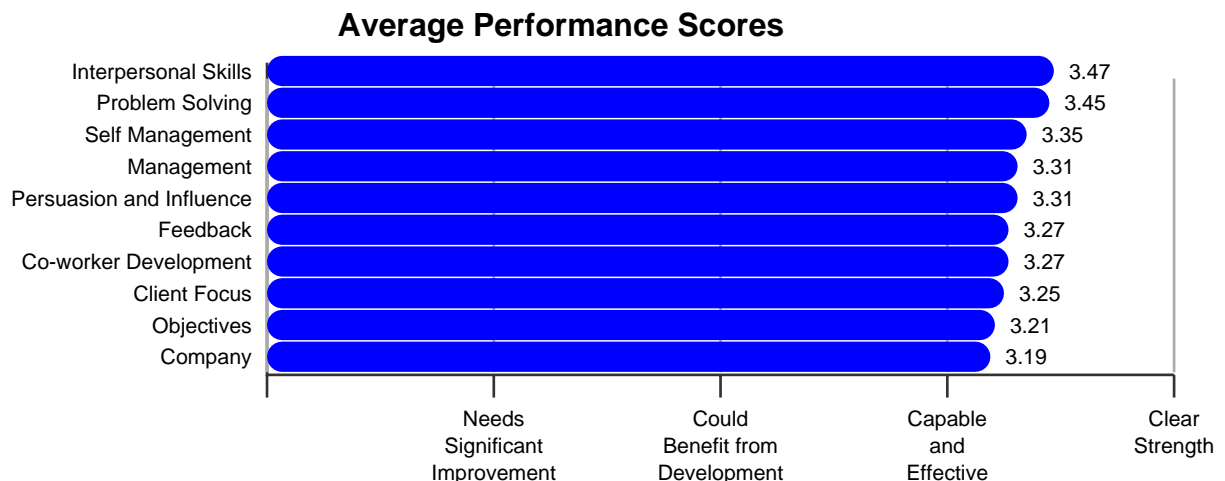
## What to Do with Your Feedback

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.



## Interpersonal Skills

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. You are open and approachable	15	3.20	93.3	7%	67%	27%	
2. You express appreciation of other's work.	15	3.87	100.0	13%	87%		
3. You demonstrate willingness to work with others.	15	3.33	93.3	7%	53%	40%	
4. You demonstrate compassion and understanding of others.	15	3.60	93.3	7%	27%	67%	
5. You apply appropriate communication techniques to the situation.	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. You are open and approachable	3.29	3.20	-0.09 ▼
2. You express appreciation of other's work.	3.65	3.87	+0.22 ▲
3. You demonstrate willingness to work with others.	3.18	3.33	+0.16 ▲
4. You demonstrate compassion and understanding of others.	3.41	3.60	+0.19 ▲
5. You apply appropriate communication techniques to the situation.	3.24	3.33	+0.10 ▲

### Comments:

- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- \_\_\_ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize her knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.
- Again, \_\_\_ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- A willingness and flexibility to pitch in help where needed is important.

## Self 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. You step away from a situation to process appropriate response.	15	3.20	93.3	7%	60%	33%	
7. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.20	86.7	13%	53%	33%	
8. You do not allow own emotions to interfere with the performance of others.	15	3.40	93.3	7%	47%	47%	
9. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	3.47	93.3	7%	40%	53%	
10. You use patience and self-control in working with customers and associates.	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. You step away from a situation to process appropriate response.	3.24	3.20	-0.04 ▼
7. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.41	3.20	-0.21 ▼
8. You do not allow own emotions to interfere with the performance of others.	3.24	3.40	+0.16 ▲
9. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.18	3.47	+0.29 ▲
10. You use patience and self-control in working with customers and associates.	3.35	3.47	+0.11 ▲

#### Comments:

- \_\_\_ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- I like that she challenges me.
- I think she is an asset to the department.
- Has a "go getter" attitude!
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- \_\_\_ routinely goes out of her way to make work a more engaging experience.

## Feedback

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. You actively seek feedback from others.	15	3.53	100.0	47%	53%		
12. You ask others for their ideas and opinions.	15	3.27	100.0	73%	27%		
13. You share past experiences with others as learning opportunities.	15	3.33	100.0	67%	33%		
14. You are open to the suggestions of others.	15	3.13	86.7	13%	60%	27%	
15. You seek feedback to enhance performance.	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. You actively seek feedback from others.	3.47	3.53	+0.06 ▲
12. You ask others for their ideas and opinions.	3.47	3.27	-0.20 ▼
13. You share past experiences with others as learning opportunities.	3.35	3.33	-0.02 ▼
14. You are open to the suggestions of others.	3.18	3.13	-0.04 ▼
15. You seek feedback to enhance performance.	3.00	3.07	+0.07 ▲

### Comments:

- \_\_\_ is an expert in process improvement and has moved into a role that will allow her to continuously learn and grow.
- \_\_\_ has improved with her follow-up assignments from meetings.
- Increase in confidence. Being willing to lean into the uncomfortable.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- \_\_\_ provides opportunities for her staff to grow professionally and encourages them.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. You take responsibility for things that go wrong	15	3.40	93.3	7%	47%	47%	
17. You delegate tasks effectively	15	3.27	93.3	7%	60%	33%	
18. You are ready to offer help	14	3.00	92.9	7%	79%	14%	
19. You keep staff informed about what is happening in the company	15	3.47	100.0		53%	47%	
20. You set an example for others to follow	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. You take responsibility for things that go wrong	3.65	3.40	-0.25 ▼
17. You delegate tasks effectively	3.47	3.27	-0.20 ▼
18. You are ready to offer help	3.12	3.00	-0.12 ▼
19. You keep staff informed about what is happening in the company	3.59	3.47	-0.12 ▼
20. You set an example for others to follow	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- Demonstrates an ability to remain focused on outcomes.
- \_\_\_ 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.
- \_\_\_ relies on her direct reports to solicit input and involve front line staff in everyday work.
- Provide more clarity. Increase your technical knowledge.
- \_\_\_ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.

## Persuasion and Influence

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. You have excellent influencing/negotiating skills.	15	3.53	100.0	47%	53%		
22. You communicate effectively with others.	15	3.00	80.0	20%	60%	20%	
23. You understand what others need.	15	2.87	80.0	20%	73%	7%	
24. You attempt to persuade others rather than simply control them.	15	3.47	100.0	53%	47%		
25. You are able to express own goals and needs.	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. You have excellent influencing/negotiating skills.	3.35	3.53	+0.18 ▲
22. You communicate effectively with others.	3.00	3.00	
23. You understand what others need.	2.88	2.87	-0.02 ▼
24. You attempt to persuade others rather than simply control them.	3.00	3.47	+0.47 ▲
25. You are able to express own goals and needs.	3.76	3.67	-0.10 ▼

### Comments:

- \_\_\_ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- \_\_\_ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- She maintains focus, displays confidence and is the definition of tenacity because she keeps [CompanyName]'s best interests always at center.
- Her positive attitude is constant.
- Norm made an excellent choice by selecting \_\_\_ to lead [CompanyName].
- \_\_\_'s leadership at [CompanyName] has been outstanding. I have been very impressed with her since she came here and I admire her work.



## Problem Solving

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. You implement effective solutions to critical problems.	15	3.40	93.3	7%	47%	47%	
27. You can develop innovative solutions to problems.	15	3.33	93.3	7%	53%	40%	
28. You work cooperatively with others to solve problems.	15	3.53	100.0		47%	53%	
29. You generate alternative solutions to problems and challenges.	15	3.67	100.0		33%	67%	
30. You find creative ways to get things done with limited resources.	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. You implement effective solutions to critical problems.	3.53	3.40	-0.13 ▼
27. You can develop innovative solutions to problems.	3.12	3.33	+0.22 ▲
28. You work cooperatively with others to solve problems.	3.41	3.53	+0.12 ▲
29. You generate alternative solutions to problems and challenges.	3.59	3.67	+0.08 ▲
30. You find creative ways to get things done with limited resources.	3.41	3.33	-0.08 ▼

### Comments:

- She is a great leader.
- When issues or questions are raised in the department, \_\_\_ follows thru to address them in a timely manner.
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.
- Constantly working on improving the customer experience.
- \_\_\_ 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.
- The few problems we have experienced during these changes is a reflection of \_\_\_'s leadership.

## Objectives

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. You communicate goals and objectives to employees.	15	3.20	86.7	13%	53%	33%	
32. You assure [Company] principles are understood, employed & pursued.	15	3.40	100.0		60%	40%	
33. You effectively organize resources and plans	15	3.20	86.7	13%	53%	33%	
34. You are able to organize work.	15	3.27	93.3	7%	60%	33%	
35. You work toward achieving established goals and 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. You communicate goals and objectives to employees.	3.18	3.20	+0.02 ▲
32. You assure [Company] principles are understood, employed & pursued.	3.35	3.40	+0.05 ▲
33. You effectively organize resources and plans	3.18	3.20	+0.02 ▲
34. You are able to organize work.	2.88	3.27	+0.38 ▲
35. You work toward achieving established goals and objectives.	3.18	3.00	-0.18 ▼

### Comments:

- \_\_\_ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- I am confident that whenever I need to talk with \_\_\_, she is honest and direct and provides good guidance for my professional growth.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- \_\_\_ encourages collaboration between departments. She has done a great job leading our monthly supervisor/manager meetings.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.
- \_\_\_ is a true asset to [CompanyName].

## Client Focus

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. You form strong client relationships	15	3.20	93.3	7%	67%		27%
37. You ensure client commitments and requirements are met or exceeded	15	3.27	93.3	7%	60%		33%
38. You maintain strong relationships with clients.	15	3.27	86.7	13%	47%		40%
39. You look for opportunities that have a positive impact on Clients.	15	3.13	86.7	13%	60%		27%
40. You are pro-active in dealing with clients and addressing your needs.	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. You form strong client relationships	3.18	3.20	+0.02 ▲
37. You ensure client commitments and requirements are met or exceeded	3.35	3.27	-0.09 ▼
38. You maintain strong relationships with clients.	3.24	3.27	+0.03 ▲
39. You look for opportunities that have a positive impact on Clients.	3.59	3.13	-0.45 ▼
40. You are pro-active in dealing with clients and addressing your needs.	3.29	3.40	+0.11 ▲

#### Comments:

- It has been a pleasure working with \_\_\_\_\_. Her interactions with customers have improved over the last year.
- \_\_\_\_\_ leads by example in each of the areas noted above.
- \_\_\_\_\_ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- \_\_\_\_\_ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. Her high standards for excellence are admirable and inspiring.
- Timely follow through.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.

## Co-worker Development

### 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. You take immediate action on poor performance	15	3.33	93.3	7%	53%	40%	
42. You provide ongoing feedback to co-workers on your development progress	15	3.33	93.3	7%	53%	40%	
43. You adapt coaching and mentoring approach to meet the style or needs of individuals	15	3.13	86.7	13%	60%	27%	
44. You set and clearly communicate expectations, performance goals, and measurements to others	15	3.00	86.7	13%	73%	13%	
45. You give others development opportunities through project assignments and increased job responsibilities	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. You take immediate action on poor performance	3.29	3.33	+0.04 ▲
42. You provide ongoing feedback to co-workers on your development progress	3.41	3.33	-0.08 ▼
43. You adapt coaching and mentoring approach to meet the style or needs of individuals	3.35	3.13	-0.22 ▼
44. You set and clearly communicate expectations, performance goals, and measurements to others	3.18	3.00	-0.18 ▼
45. You give others development opportunities through project assignments and increased job responsibilities	3.35	3.53	+0.18 ▲

#### Comments:

- She is continually looking for ways to improve our service to our customers.
- \_\_\_ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- She has always encouraged others and provided tools for the employee to do so.
- I trust that I can go to her in confidence and she will really listen to what I am saying.
- \_\_\_ demonstrates a vast amount of knowledge and wisdom as a leader.
- She can always be counted on to do what she commits to.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. You impress upon others the important aspects of [Company].	15	3.00	86.7	13%	73%		13%
47. You attend [Company] gatherings and social events.	15	3.20	93.3	7%	60%		33%
48. You understand the use of [Company] products and services.	15	3.20	93.3	7%	67%		27%
49. You understand how decisions impact other business units beyond your immediate department of work group.	15	3.40	93.3	7%	47%		47%
50. You express loyalty and dedication to [Company] in interactions with others.	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. You impress upon others the important aspects of [Company].	3.24	3.00	-0.24 ▼
47. You attend [Company] gatherings and social events.	3.00	3.20	+0.20 ▲
48. You understand the use of [Company] products and services.	3.18	3.20	+0.02 ▲
49. You understand how decisions impact other business units beyond your immediate department of work group.	3.35	3.40	+0.05 ▲
50. You express loyalty and dedication to [Company] in interactions with others.	3.29	3.13	-0.16 ▼

### Comments:

- \_\_\_ has the talent to use different Leadership styles to fit the situation.
- \_\_\_ is approachable and professional in her interaction with staff and with customers.
- She is always collaborative in her approach, and makes good decisions.
- \_\_\_ has brought a much needed positive change to [CompanyName].
- \_\_\_ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- \_\_\_ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.

## 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?

- \_\_\_ is great...She provides valuable insight/opinion when asked and easily makes decisions.
- \_\_\_ is an excellent manager.
- She communicates with the people involved to resolve the issue. She shows effort to understand each employee's workflow by asking questions. She shares her calendar to us (her subordinates) and tell us that we can talk to her if we have questions or issues to talk about.
- \_\_\_ is a supervisor role model and I have grown immensely under her leadership and because of her honest, valuable feedback!
- She is very supportive and easily approachable.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.

### What do you like best about working with this individual?

- She is well respected.
- She is open to feedback and actively tries to improve.
- \_\_\_ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- Taking everything into consideration, \_\_\_ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.
- She could benefit from becoming more comfortable challenging others.

### What do you like least about working with this individual?

- Transparency and honesty is important early in the process.
- Show others it is possible to understand both sides without having to agree all the time.
- \_\_\_ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.
- \_\_\_ has improved with her follow-up assignments from meetings.
- She asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- Has the experience needed.

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

- \_\_\_ has high expectations of herself and her employees. She does an excellent job of managing the department.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- Need to take in all opinions, not just those of employees who are not always truthful....
- \_\_\_ has done a remarkable job managing the department.
- She follows up on questions and she is easily accessible. I think she is doing a great job!
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.

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

- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- just know going through the hiring process with her.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- She is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what \_\_\_ is trying to communicate with them, I also understand why \_\_\_ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that \_\_\_ does a good job.

### Any final comments?

- She is fully engaged in her work and shares her professional goals and projects so her team is aware of what she is working on and how the work of each team members fits within the departmental goals.
- Taking everything into consideration, \_\_\_ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- \_\_\_ has an incredible vision for our organization's strategy and improvement efforts.
- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- \_\_\_ is friendly to myself and other staff members. I believe she is very knowledgeable in the role of controller. She continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for her to complete work needed from her.
- Needs to have more face-to-face communications with other employees in the company.