

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.

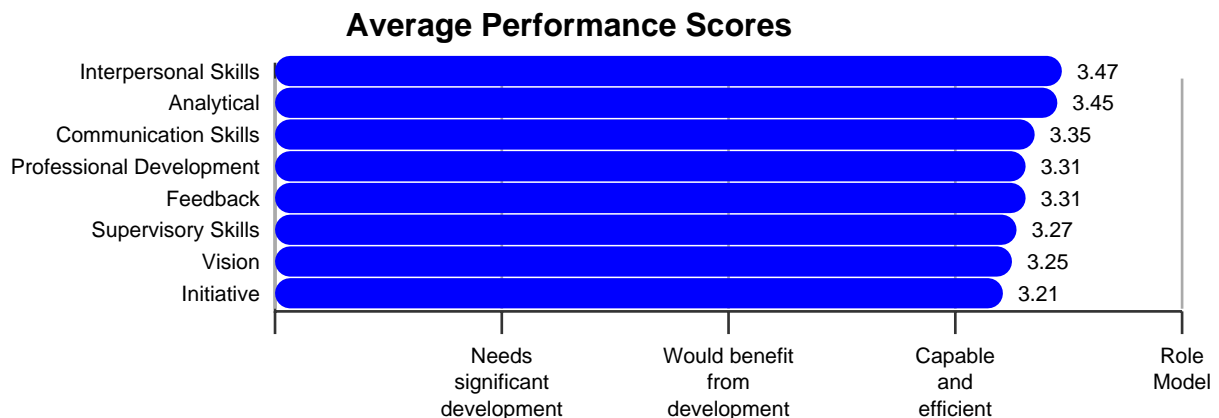
What to Do with Your Feedback

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

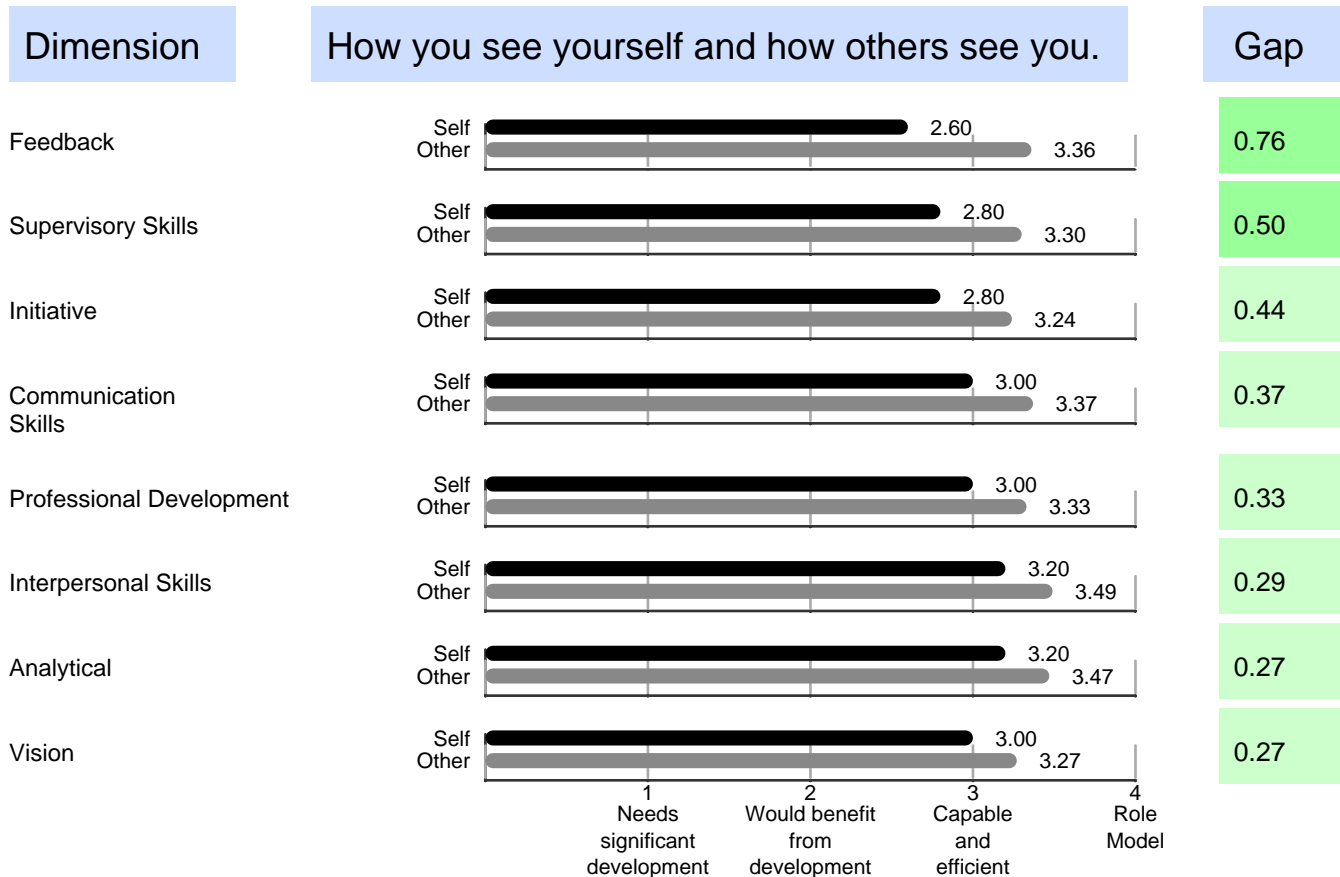
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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 development) to green (Role Model).

| Item | n | Avg | LOA | Needs significant development | Would benefit from development | Capable and efficient | Role Model |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 1. Adapts management style to meet the needs of the individual or situation. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 2. Values the opinions of others. | 15 | 3.87 | 100.0 | 13% | 87% | | |
| 3. Is a role model for others | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 4. Provides constructive feedback in a way that fosters acceptance and development. | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 5. Able to work with individuals at all levels of the Company. | 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. Adapts management style to meet the needs of the individual or situation. | 3.29 | 3.20 | -0.09 ▼ |
| 2. Values the opinions of others. | 3.65 | 3.87 | +0.22 ▲ |
| 3. Is a role model for others | 3.18 | 3.33 | +0.16 ▲ |
| 4. Provides constructive feedback in a way that fosters acceptance and development. | 3.41 | 3.60 | +0.19 ▲ |
| 5. Able to work with individuals at all levels of the Company. | 3.24 | 3.33 | +0.10 ▲ |

Comments:

- ___ is the absolute definition of team player.
- Great addition to our team!
- ___'s unit appears to be functioning well in regards to outcomes so she should be proud of her leadership abilities.
- The work ___ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- ___ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.

Communication 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 development) to green (Role Model).

| Item | n | Avg | LOA | Needs significant development | Would benefit from development | Capable and efficient | Role Model |
|---|----|------|------|-------------------------------|--------------------------------|-----------------------|------------|
| 6. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope) | 15 | 3.20 | 93.3 | 7% | 60% | 33% | |
| 7. Listens to others' points of view with an open mind | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 8. An effective listener who is responsive to information needs. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 9. Able to deliver presentations. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 10. Asks follow-up questions as needed. | 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. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope) | 3.24 | 3.20 | -0.04 ▼ |
| 7. Listens to others' points of view with an open mind | 3.41 | 3.20 | -0.21 ▼ |
| 8. An effective listener who is responsive to information needs. | 3.24 | 3.40 | +0.16 ▲ |
| 9. Able to deliver presentations. | 3.18 | 3.47 | +0.29 ▲ |
| 10. Asks follow-up questions as needed. | 3.35 | 3.47 | +0.11 ▲ |

Comments:

- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- I believe ___ has done a very good job in developing her team members and providing guidance for the respect growth of each person. While her time is precious, she is always open to discussing a problem. I really like working with ___ and I appreciate her style and understanding and support of the work that I do.
- ___ analyzes all situations before making a decision.
- She has been challenging us to find other ways to communicate that would be effective, other than email.
- I am glad ___ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.
- I strongly believe the potential she has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of her abilities.

Supervisory 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 development) to green (Role Model).

| Item | n | Avg | LOA | Needs significant development | Would benefit from development | Capable and efficient | Role Model |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 11. Is aware of the unique strengths of each employee. | 15 | 3.53 | 100.0 | 47% | 53% | | |
| 12. Treats all staff equitably. | 15 | 3.27 | 100.0 | 73% | 27% | | |
| 13. Delegates effectively. | 15 | 3.33 | 100.0 | 67% | 33% | | |
| 14. Appropriately recognizes and rewards employees. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 15. Resolves personnel problems quickly and effectively. | 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. Is aware of the unique strengths of each employee. | 3.47 | 3.53 | +0.06 ▲ |
| 12. Treats all staff equitably. | 3.47 | 3.27 | -0.20 ▼ |
| 13. Delegates effectively. | 3.35 | 3.33 | -0.02 ▼ |
| 14. Appropriately recognizes and rewards employees. | 3.18 | 3.13 | -0.04 ▼ |
| 15. Resolves personnel problems quickly and effectively. | 3.00 | 3.07 | +0.07 ▲ |

Comments:

- She is trustworthy, dependable, positive attitude, and team focused.
- Has good intentions, but follow through needs more work.
- ___ has supported me through some tough contract negotiations and she is the consummate professional.
- ___ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- Over the past year I've noticed that ___ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.

Professional 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 development) to green (Role Model).

| Item | n | Avg | LOA | Needs significant development | Would benefit from development | Capable and efficient | Role Model |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 16. Keep themselves up-to-date of technical/professional issues | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 17. Demonstrate enthusiasm and a willingness to learn new skills and knowledge | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 18. Contributing fully to the extent of their skills | 14 | 3.00 | 92.9 | 7% | 79% | 14% | |
| 19. Seeks opportunities for professional development. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 20. Quickly acquire and apply new knowledge and skills when needed | 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. Keep themselves up-to-date of technical/professional issues | 3.65 | 3.40 | -0.25 ▼ |
| 17. Demonstrate enthusiasm and a willingness to learn new skills and knowledge | 3.47 | 3.27 | -0.20 ▼ |
| 18. Contributing fully to the extent of their skills | 3.12 | 3.00 | -0.12 ▼ |
| 19. Seeks opportunities for professional development. | 3.59 | 3.47 | -0.12 ▼ |
| 20. Quickly acquire and apply new knowledge and skills when needed | 3.29 | 3.40 | +0.11 ▲ |

Comments:

- I look forward to learning and improving with her and the other members in the division.
- ___ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- Her view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.
- She has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- Her communication style can also come across as very directive at times to peers and subordinates.
- She makes her expectations clear to her team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.

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 development) to green (Role Model).

| Item | n | Avg | LOA | Needs significant development | Would benefit from development | Capable and efficient | Role Model |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 21. Looks to others for input. | 15 | 3.53 | 100.0 | 47% | 53% | | |
| 22. Is easy to approach with ideas and opinions. | 15 | 3.00 | 80.0 | 20% | 60% | 20% | |
| 23. Shares past experiences with others as learning opportunities. | 15 | 2.87 | 80.0 | 20% | 73% | 7% | |
| 24. Open to the suggestions of others. | 15 | 3.47 | 100.0 | 53% | 47% | | |
| 25. Asks others for their ideas and opinions. | 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. Looks to others for input. | 3.35 | 3.53 | +0.18 ▲ |
| 22. Is easy to approach with ideas and opinions. | 3.00 | 3.00 | |
| 23. Shares past experiences with others as learning opportunities. | 2.88 | 2.87 | -0.02 ▼ |
| 24. Open to the suggestions of others. | 3.00 | 3.47 | +0.47 ▲ |
| 25. Asks others for their ideas and opinions. | 3.76 | 3.67 | -0.10 ▼ |

Comments:

- She encourages individual and professional improvement and provides educational opportunities.
- ___ 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.
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.
- ___ 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 an excellent communicator and is very open and supportive to her staff.

Analytical

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 development) to green (Role Model).

| Item | n | Avg | LOA | Needs significant development | Would benefit from development | Capable and efficient | Role Model |
|--|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 26. Selects the appropriate techniques for analysis. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 27. Analyzes issues and reduces them to their component parts. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 28. Analyzes data and information from several sources and arrives at logical conclusions. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 29. Balances risks and costs with the rewards and probabilities of success when decisions. | 15 | 3.67 | 100.0 | | 33% | 67% | |
| 30. Identifies problems and issues needing resolution. | 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. Selects the appropriate techniques for analysis. | 3.53 | 3.40 | -0.13 ▼ |
| 27. Analyzes issues and reduces them to their component parts. | 3.12 | 3.33 | +0.22 ▲ |
| 28. Analyzes data and information from several sources and arrives at logical conclusions. | 3.41 | 3.53 | +0.12 ▲ |
| 29. Balances risks and costs with the rewards and probabilities of success when decisions. | 3.59 | 3.67 | +0.08 ▲ |
| 30. Identifies problems and issues needing resolution. | 3.41 | 3.33 | -0.08 ▼ |

Comments:

- I think we have a great team. ___ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- Her communication style can also come across as very directive at times to peers and subordinates.
- Always available to give us what we need to succeed.
- I think ___ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.
- She is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when she first came she had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.

Initiative

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 development) to green (Role Model).

| Item | n | Avg | LOA | Needs significant development | Would benefit from development | Capable and efficient | Role Model |
|---|----|------|-------|-------------------------------|--------------------------------|-----------------------|------------|
| 31. Prepares for unexpected contingencies. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 32. Takes the initiative to change the direction or course of events. | 15 | 3.40 | 100.0 | | 60% | 40% | |
| 33. Immediately works to complete goals well before their deadline. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 34. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 35. Takes action without being asked. | 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. Prepares for unexpected contingencies. | 3.18 | 3.20 | +0.02 ▲ |
| 32. Takes the initiative to change the direction or course of events. | 3.35 | 3.40 | +0.05 ▲ |
| 33. Immediately works to complete goals well before their deadline. | 3.18 | 3.20 | +0.02 ▲ |
| 34. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve. | 2.88 | 3.27 | +0.38 ▲ |
| 35. Takes action without being asked. | 3.18 | 3.00 | -0.18 ▼ |

Comments:

- ___ is always looking for ways to improve our workflow and values input from the team members. On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- ___ is always working collaboratively with many different teams not only within the organization but within the community
- ___ is so attentive to the needs of our department and to the needs of individuals.
- ___ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- Loyalty. Willingness to get it right.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs. When taking on a project, initiative or educational need, she always ensures there is a purpose behind the work that's being accomplished.

Vision

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 development) to green (Role Model).

| Item | n | Avg | LOA | Needs significant development | Would benefit from development | Capable and efficient | Role Model |
|---|----|------|------|-------------------------------|--------------------------------|-----------------------|------------|
| 36. Communicates a vision of where the Company needs to be in the future. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 37. Works to support the strategy of [Company] | 15 | 3.27 | 93.3 | 7% | 60% | | 33% |
| 38. Leads employees in new directions. | 15 | 3.27 | 86.7 | 13% | 47% | | 40% |
| 39. Demonstrates consistency between words and actions | 15 | 3.13 | 86.7 | 13% | 60% | | 27% |
| 40. Creates a positive vision of the future for the Company. | 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. Communicates a vision of where the Company needs to be in the future. | 3.18 | 3.20 | +0.02 ▲ |
| 37. Works to support the strategy of [Company] | 3.35 | 3.27 | -0.09 ▼ |
| 38. Leads employees in new directions. | 3.24 | 3.27 | +0.03 ▲ |
| 39. Demonstrates consistency between words and actions | 3.59 | 3.13 | -0.45 ▼ |
| 40. Creates a positive vision of the future for the Company. | 3.29 | 3.40 | +0.11 ▲ |

Comments:

- ___ knows her work and knows the facility very well. ___ is sincere about doing good work, but at times struggles with communicating in objective manner.
- ___ is continuously looking for ways to learn and grow as a manager. She has shown a willingness to take suggestions from the staff as well.
- She translated the creative thinking into real change and solution that advanced our department.
- She has established credibility and trust with all the directors and managers.
- 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 look forward to working with her in her new role.

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?

- Positive energy and a team player.
- When ___ was the manager of engineering she identified areas that needed improvement and implemented the changes to improve the department. The impressive part. By working collaboratively with the team She was able to raise the departments moral while implementing those changes. ___ is an engaged Leader.
- We have made improvements in our documentation and have decreased duplicate reporting.
- She is an excellent teammate, great attitude, effort, and energy.
- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- She is always collaborative in her approach, and makes good decisions.

What do you like best about working with this individual?

- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- Norm made an excellent choice by selecting ___ to lead [CompanyName].
- ___ defines outcomes clearly and sets expectations/timelines with regards to results. She facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. She is very customer and system focused.
- ___ has been very helpful to me as a new manager this year.
- ___ works very well with other departments.
- ___ is smart, detailed and committed. I appreciate having her on our team.

What do you like least about working with this individual?

- She presents a clear picture of where the department is now and where we need to be headed.
- ___ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- ___ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big initiatives that have been very successful.
- She has integrated into Systems more than anyone else. She is truly an asset for [CompanyName]'s work.
- Is extremely knowledgeable and is always continuing her education to stay up to date.
- She makes me feel like an important and valued team member.

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

- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- She has been a great addition to the company.
- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- ___ 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.
- I have not observed ___'s interaction with the members of her team. ___ consistently communicates openly in my interactions with her.

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

- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- ___ is a tremendous leader in our organization.
- I truly enjoy working with ___ on a daily basis.
- I am confident that whenever I need to talk with ___, she is honest and direct and provides good guidance for my professional growth.
- You can always count on ___ to respond to emails and telephone calls and follow through with commitments.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.

Any final comments?

- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- ___ has been the best manager by far we have had in this department. She encourages personal growth with making sure we have time to attend classes offered to us.
- She is always available to listen, lend a hand, or guide the staff when needed.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.