



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.

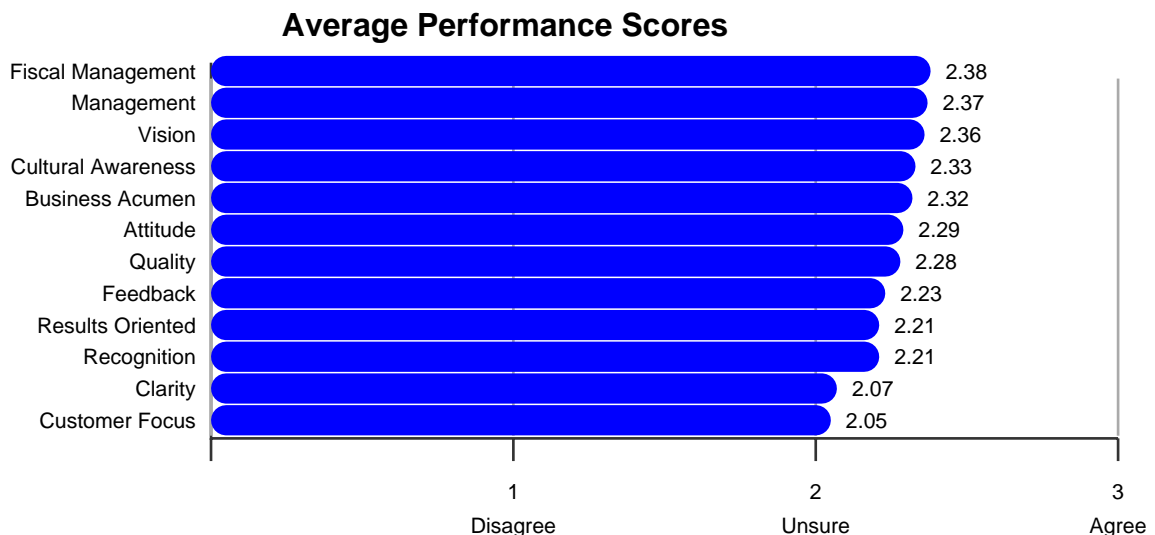
What to Do with Your Feedback

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 12 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.



Management

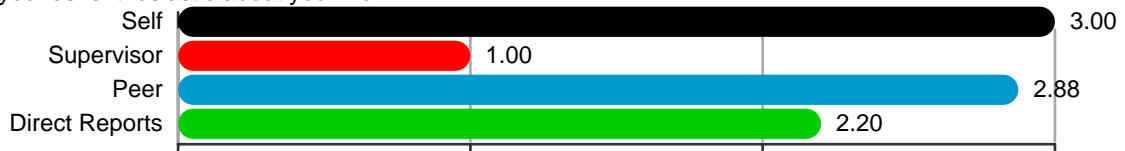
Summary Scores



1. Delegate tasks effectively



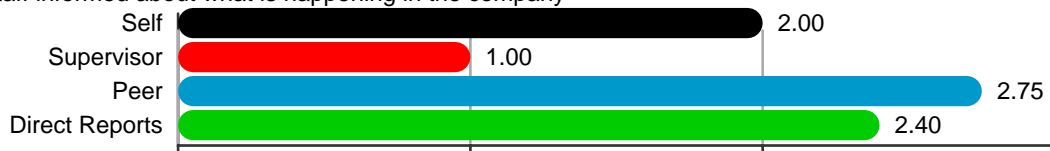
2. Makes you feel enthusiastic about your work



3. Sets an example for others to follow



4. Keep staff informed about what is happening in the company



5. Takes responsibility for things that go wrong



Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Delegate tasks effectively	15	2.27	33.3	7%	60%	33%
2. Makes you feel enthusiastic about your work	15	2.53	73.3	20%	7%	73%
3. Sets an example for others to follow	15	2.33	40.0	7%	53%	40%
4. Keep staff informed about what is happening in the company	15	2.47	53.3	7%	40%	53%
5. Takes responsibility for things that go wrong	15	2.27	40.0	13%	47%	40%

Comments:

- She is a real advocate for the customers. Excellent department and computer skills
- ___ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- Her years of experience and wisdom are generously shared and appreciated.
- ___ continues to be a wonderful boss and mentor.

Quality

Summary Scores



6. Encourages others to achieve high quality standards.



7. Encourages employees to produce the best quality products.



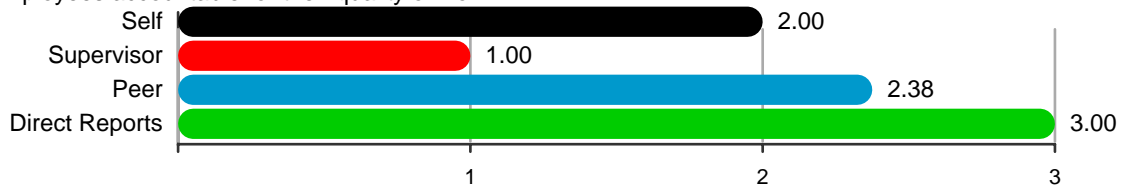
8. Reflects on what is working and what could be improved.



9. Always strives to produce the highest quality work products.



10. Holds employees accountable for their quality of work.



Level of Skill

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

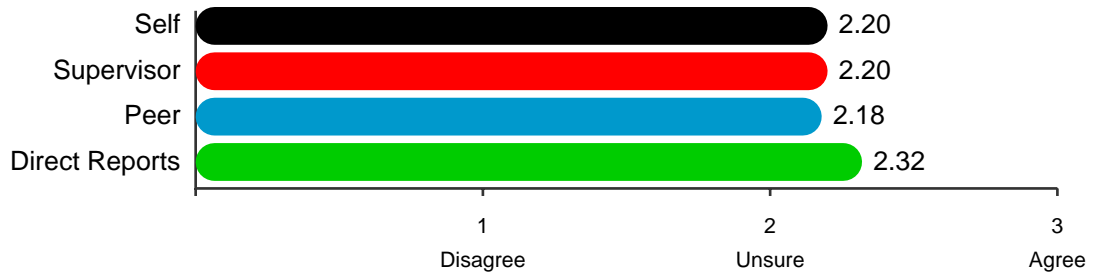
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Encourages others to achieve high quality standards.	15	2.13	33.3	20%	47%	33%
7. Encourages employees to produce the best quality products.	15	2.07	26.7	20%	53%	27%
8. Reflects on what is working and what could be improved.	15	2.33	40.0	7%	53%	40%
9. Always strives to produce the highest quality work products.	15	2.40	53.3	13%	33%	53%
10. Holds employees accountable for their quality of work.	15	2.47	60.0	13%	27%	60%

Comments:

- ___ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- ___ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.
- ___ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- ___ enjoys sharing knowledge and teaching her subordinates about their roles in the department. She regularly would spend 30 minutes sharing her insights on a topic. She also facilitated numerous training sessions when I started my job a year ago.
- ___ has been a consistent resource to the Operations teams as we work in improving our scores.

Feedback

Summary Scores



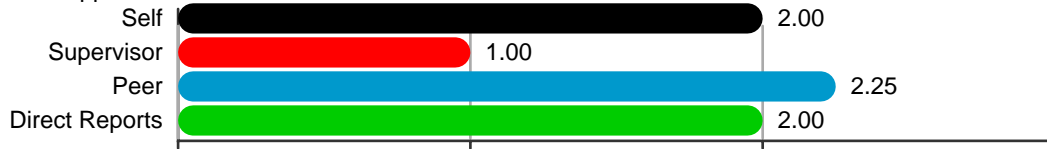
11. Asks others for their ideas and opinions.



12. Is easy to approach with ideas and opinions.



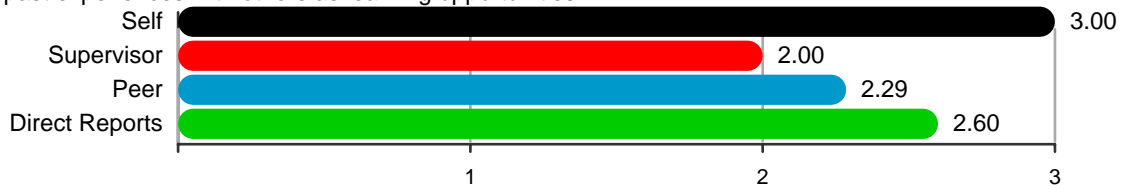
13. Is visible and approachable.



14. Seeks feedback to enhance performance.



15. Shares past experiences with others as learning opportunities.



Level of Skill

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

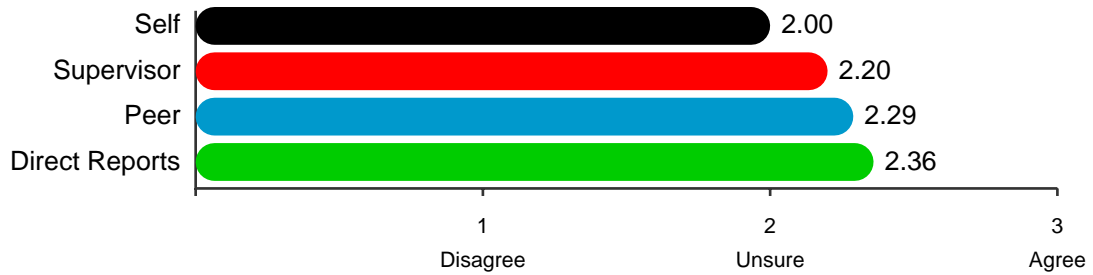
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Asks others for their ideas and opinions.	15	2.33	40.0	7%	53%	40%
12. Is easy to approach with ideas and opinions.	15	2.07	20.0	13%	67%	20%
13. Is visible and approachable.	15	2.07	26.7	20%	53%	27%
14. Seeks feedback to enhance performance.	15	2.27	40.0	13%	47%	40%
15. Shares past experiences with others as learning opportunities.	14	2.43	50.0	7%	43%	50%

Comments:

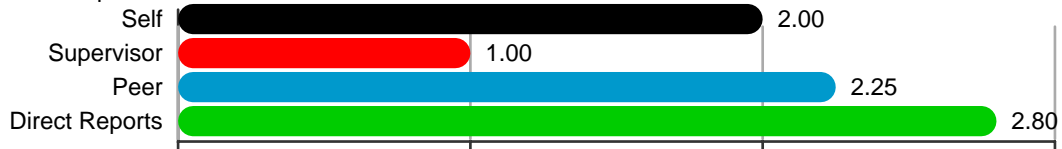
- ___ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- ___ is very approachable. She is able to get people to follow through and engage in their daily work.
- ___ always presents herself in the most professional manner.
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- Sometimes comes across as stubborn and unwilling to try to understand opposing views of an issue.

Attitude

Summary Scores



16. Contributes to a positive and fun work environment.



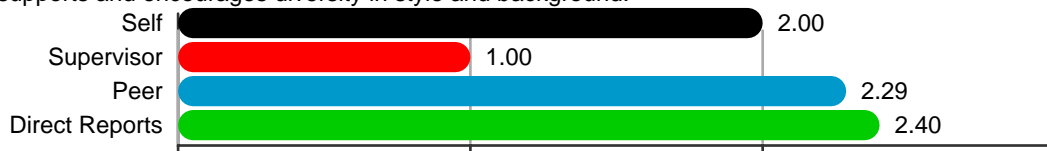
17. Is gracious and professional in their interactions with others.



18. Treats all people fairly and with respect.



19. Visibly supports and encourages diversity in style and background.



20. Works to eliminate unnecessary work or barriers that get in others' way.



Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Contributes to a positive and fun work environment.	15	2.33	46.7	13%	40%	47%
17. Is gracious and professional in their interactions with others.	15	2.33	40.0	7%	53%	40%
18. Treats all people fairly and with respect.	14	2.00	14.3	14%	71%	14%
19. Visibly supports and encourages diversity in style and background.	14	2.21	42.9	21%	36%	43%
20. Works to eliminate unnecessary work or barriers that get in others' way.	15	2.53	60.0	7%	33%	60%

Comments:

- Increase business knowledge relating to overall strategic plan and the day to day operations.
- She is a joy to work for.
- I envy her versatility in working with a wide variety of issues and topics.
- She is detailed when presenting a plan.
- ___ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- ___ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.

Cultural Awareness

Summary Scores



21. Treats others with dignity and respect.



22. Shows respect in daily interactions



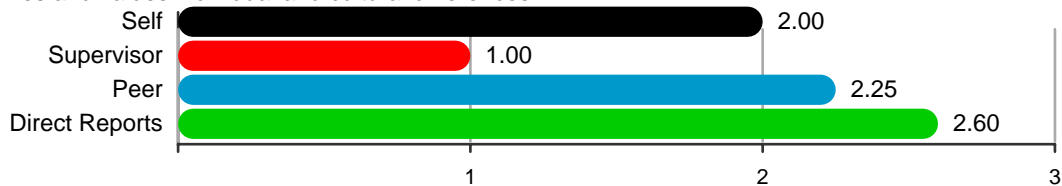
23. Values the opinions of diverse groups and individual.



24. Respects others regardless of age, race, gender, nationality, or disability.



25. Recognizes and values individual and cultural differences.



Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Treats others with dignity and respect.	15	2.60	66.7	7%	27%	67%
22. Shows respect in daily interactions	15	2.33	40.0	7%	53%	40%
23. Values the opinions of diverse groups and individual.	15	2.07	20.0	13%	67%	20%
24. Respects others regardless of age, race, gender, nationality, or disability.	15	2.40	53.3	13%	33%	53%
25. Recognizes and values individual and cultural differences.	15	2.27	53.3	27%	20%	53%

Comments:

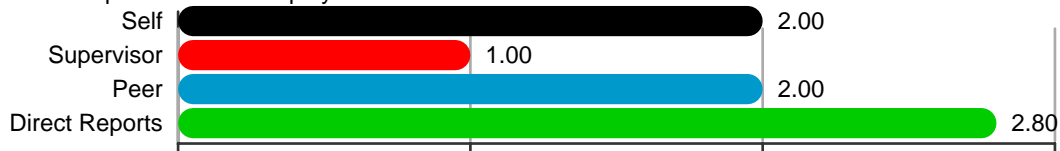
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- I enjoy working with _____. I feel she is honest and has a desire to see improvement in the organization as a whole. Her area is unique which, at times, allows _____ to give a whole new perspective on a subject.
- This year _____ has completed her MBA degree and continues to be open to professional growth opportunities. She is receptive to any feedback that I have given her.
- I respect _____ and have turned to her for advice.
- She has a high level of integrity and expects the same from those around her regardless of one's education level.
- _____ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and _____ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.

Results Oriented

Summary Scores



26. Provides clear expectations for employees.



27. Works toward achievement of goals even when confronted with obstacles.



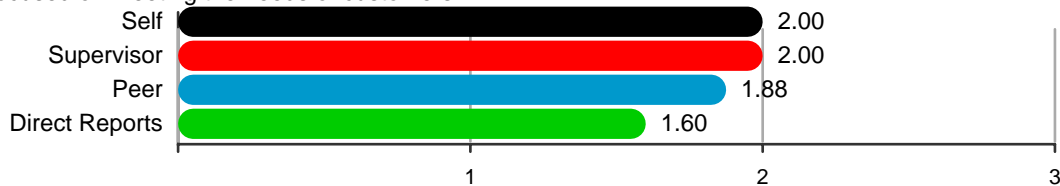
28. Inspires and motivates co-workers to be productive and energetic at work



29. Helps others when free-time is available.



30. Stays focused on meeting the needs of customers.



Level of Skill

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

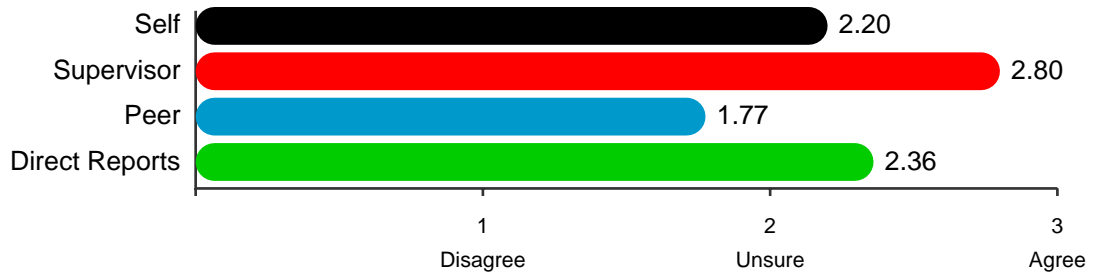
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Provides clear expectations for employees.	15	2.20	33.3	13%	53%	33%
27. Works toward achievement of goals even when confronted with obstacles.	15	2.00	26.7	27%	47%	27%
28. Inspires and motivates co-workers to be productive and energetic at work	15	2.47	53.3	7%	40%	53%
29. Helps others when free-time is available.	15	2.60	60.0		40%	60%
30. Stays focused on meeting the needs of customers.	15	1.80	13.3	33%	53%	13%

Comments:

- I truly appreciate ___'s knowledge, her professionalism, and her reliability.
- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- ___ exemplifies all of the above.
- ___ is very knowledgeable, honest, and consistent in her leadership decisions.

Clarity

Summary Scores



31. Is clear about the roles and duties of team members.



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



33. Clearly explains responsibilities to individuals.



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



35. Adjusts communication methods to the needs of the audience.



Level of Skill

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

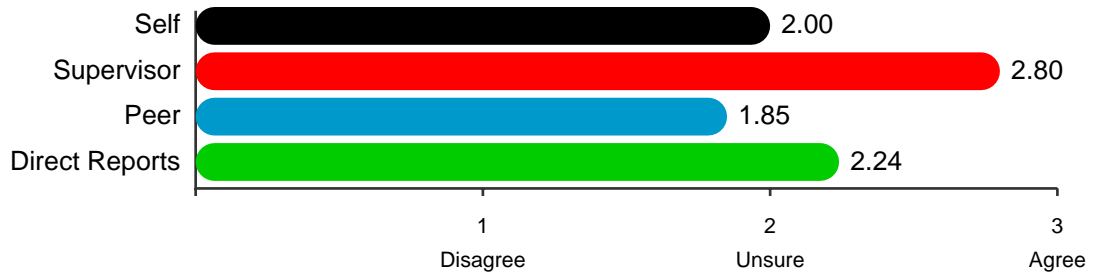
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Is clear about the roles and duties of team members.	15	2.13	33.3	20%	47%	33%
32. Clearly explains the vision and goals of the company.	15	2.13	33.3	20%	47%	33%
33. Clearly explains responsibilities to individuals.	15	2.07	33.3	27%	40%	33%
34. Is clear about goals that need to be achieved.	15	2.13	26.7	13%	60%	27%
35. Adjusts communication methods to the needs of the audience.	15	1.87	20.0	33%	47%	20%

Comments:

- She has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- ___ listens to employees ideas and concerns and address the issues right away.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- ___ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- ___ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- ___ came to [CompanyName] and has done a wonderful job of getting the message out.

Customer Focus

Summary Scores



36. Develops good rapport and trust with the customer.



37. Develops strong customer relationships.



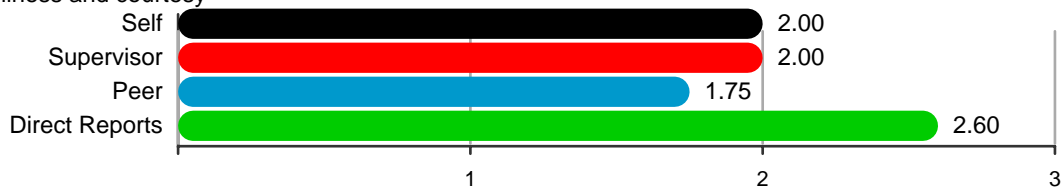
38. Maintains positive customer relationships.



39. Consistently models positive customer service attitudes.



40. ...friendliness and courtesy



Level of Skill

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

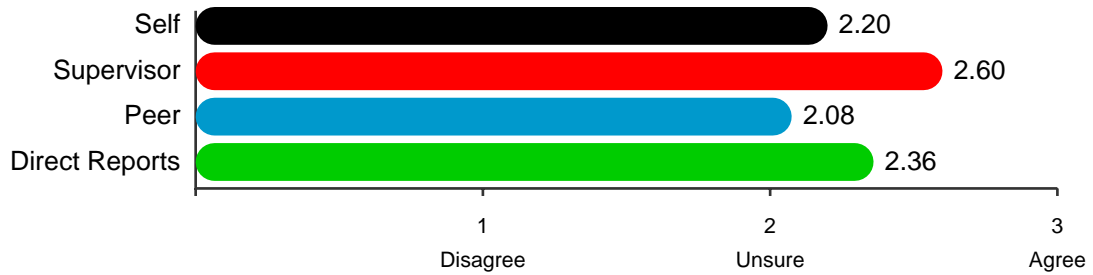
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Develops good rapport and trust with the customer.	15	1.87	20.0	33%	47%	20%
37. Develops strong customer relationships.	15	1.93	13.3	20%	67%	13%
38. Maintains positive customer relationships.	15	2.07	33.3	27%	40%	33%
39. Consistently models positive customer service attitudes.	15	2.33	33.3		67%	33%
40. ...friendliness and courtesy	15	2.07	33.3	27%	40%	33%

Comments:

- ___ is very busy and it is sometimes difficult to find time with her to get the direction needed to move forward.
- I honestly cannot think of anything that she could improve on.
- ___ continually devotes her attention to opportunities for process improvement and professional growth.
- Our desire to improve loss rates has been encouraged and supported by ___.
- She has used her Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- ___ is always professional during interactions with staff.

Recognition

Summary Scores



41. Makes people around them feel appreciated and valued.



42. Lets employees know when they have done well



43. Finds opportunities to recognize others.



44. Offers recognition in a timely manner.



45. Recognizes team members who offer a significant contribution to a project.



Level of Skill

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

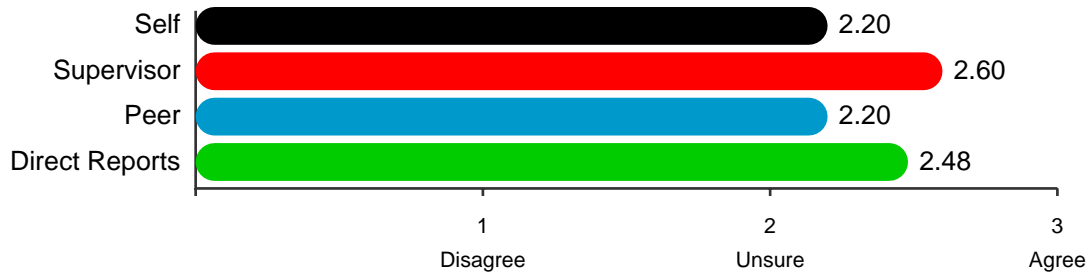
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Makes people around them feel appreciated and valued.	15	2.00	26.7	27%	47%	27%
42. Lets employees know when they have done well	15	2.13	33.3	20%	47%	33%
43. Finds opportunities to recognize others.	15	2.20	40.0	20%	40%	40%
44. Offers recognition in a timely manner.	15	2.20	26.7	7%	67%	27%
45. Recognizes team members who offer a significant contribution to a project.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- ___ has also come down to help our department when we have been very busy and needed help.
- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.
- Confidence, Attitude, Desire to learn.
- I would like to see her expand personal long-term goals at the company.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.

Business Acumen

Summary Scores



46. Understands complex issues and problems.



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



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



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



50. Able to align resources to meet the business needs of the 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 (Disagree) to green (Agree).

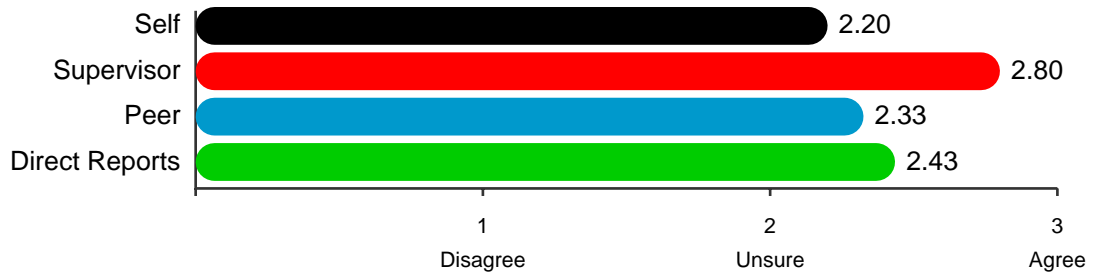
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Understands complex issues and problems.	15	2.27	26.7		73%	27%
47. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	15	2.13	26.7	13%	60%	27%
48. Asks the 'right' questions to size up or evaluate situations.	15	2.40	40.0		60%	40%
49. Applies the knowledge of work processes to influence the achievement of business goals	15	2.47	46.7		53%	47%
50. Able to align resources to meet the business needs of the company.	15	2.33	46.7	13%	40%	47%

Comments:

- I think at times her dedicaton to her team can sometimes come off like she is not thinking about a system perspective, I know that ___ has had a lot of change within her position and team this year and I think that this makes her want to protect her teams as much as she can.
- ___ addresses questions/concerns quickly and listens to staffs' needs.
- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- I appreciate the straight forward style of leadership ___ uses.
- ___ 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.
- I look forward to learning and improving with her and the other members in the division.

Fiscal Management

Summary Scores



51. Ensures others follow the correct rules and regulations on fiscal matters.



52. Effective in using Company's resources.



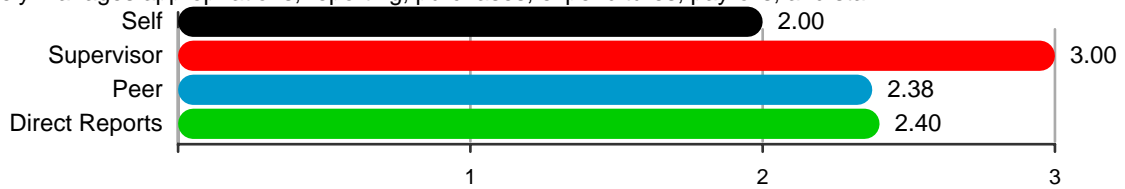
53. Monitors spending.



54. Keeps excellent records for financial transparency.



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



Level of Skill

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

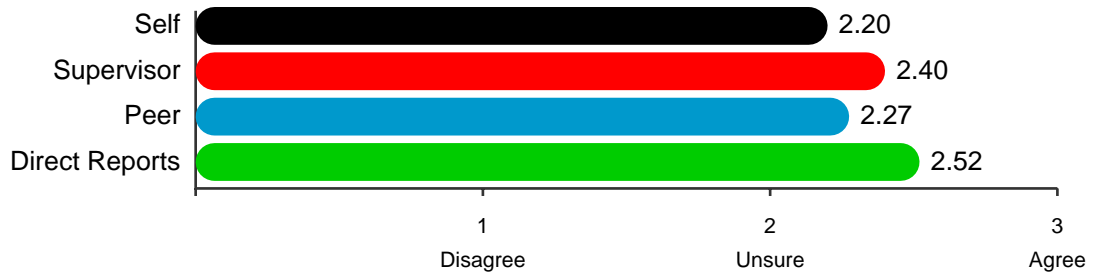
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. Ensures others follow the correct rules and regulations on fiscal matters.	14	2.21	28.6	7%	64%	29%
52. Effective in using Company's resources.	14	2.29	42.9	14%	43%	43%
53. Monitors spending.	15	2.53	53.3		47%	53%
54. Keeps excellent records for financial transparency.	15	2.47	46.7		53%	47%
55. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	2.40	40.0		60%	40%

Comments:

- ___ is a steady leader who maintains her objectivity during stressful times.
- I have found that ___ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- ___ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- The most important attribute that ___ demonstrates is making sure there is a solid, vibrant leadership team. When she meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. She pushes for honest opinions and decisions and she expects those decisions and opinions to be supportable with reason. At the same time, she somehow nurtures innovation that leads to improving process and outcomes.

Vision

Summary Scores



56. Develops action plans to align his/her work with the goals of the organization



57. Clearly articulates a vision for his/her work and inspires others to support it



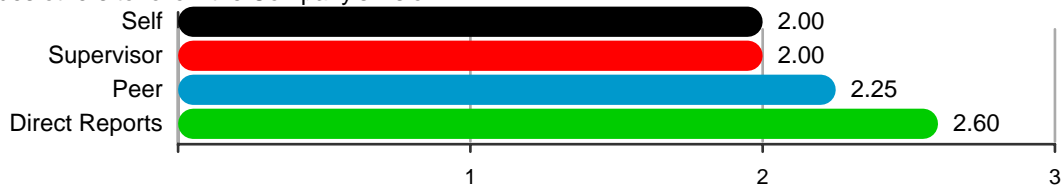
58. Creates a positive vision of the future for the Company.



59. Behaves in a way that is consistent with business values & code of conduct



60. Persuades others to follow the Company's 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
56. Develops action plans to align his/her work with the goals of the organization	15	2.53	53.3	47%	53%	
57. Clearly articulates a vision for his/her work and inspires others to support it	15	2.33	33.3	67%	33%	
58. Creates a positive vision of the future for the Company.	15	2.33	33.3	67%	33%	
59. Behaves in a way that is consistent with business values & code of conduct	15	2.27	26.7	73%	27%	
60. Persuades others to follow the Company's vision.	15	2.33	33.3	67%	33%	

Comments:

- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- ___'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.
- I appreciate her perspective and guidance on a variety of things.
- She is the only manager in the department to help us when we are short.
- ___ takes people where they want to go and pushes them to be their own success.
- She is always collaborative in her approach, and makes good decisions.

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?

- I think she is an asset to the department.
- Participates in training to learn Core Competency processes.
- ___ is an excellent employee, I do not know of any areas that need improvement.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- ___ has been using more shared decision making and has allowed the department to enact recommendations that she personally may not have agreed with. That gave her a lot of credibility with staff and I think will help us to continue to move forward and up as a department.

What do you like best about working with this individual?

- ___ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- ___ 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.
- ___ encourages us as directors to go out with one voice and keeps us accountable.
- Whenever I go to ___ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.
- I feel that we would not be such a great place if it wasn't for ____. ___ is the best!!!!!!
- She is a team player and willing to help other departments and staff when needed.

What do you like least about working with this individual?

- ___ is a great leader and is committed to her role here at [CompanyName]!
- She could help teammates by becoming more proficient in some areas.
- ___ always works toward what is best for [CompanyName] and her work with the CEO is a great example of high ethics and professionalism.
- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- ___ is a role model of a leader and I feel privileged to have ___ as a leader and a mentor.

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

- She can fall behind on projects without providing timely feedback.
- I value ___ for so much more than her negotiating skills which are outstanding.
- The only constructive feedback that I would have for ___ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that ___ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.
- If feel ___ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- ___ has always made herself available to help out in the department as needed, even willing to be there on weekends!
- She is such a model for leaders throughout our organization.

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

- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- She returns email, often within minutes of sending and although, her calendar is packed, somehow, she always makes time to support me and the needs of my department.
- Provide regular updates on the progress of work/tasks/projects.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.
- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.
- She inspires us to remember that as leaders, anything's possible.

Any final comments?

- ___ is very approachable and ensures the best for all employees in the department.
- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- ___ is doing a great job balancing a difficult position with requirements from her role and those from her director that do not always match.
- I would encourage her to share with others the work going on in her area in this regard. It deserves to be recognized and shared.
- Overall, ___ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.