



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.

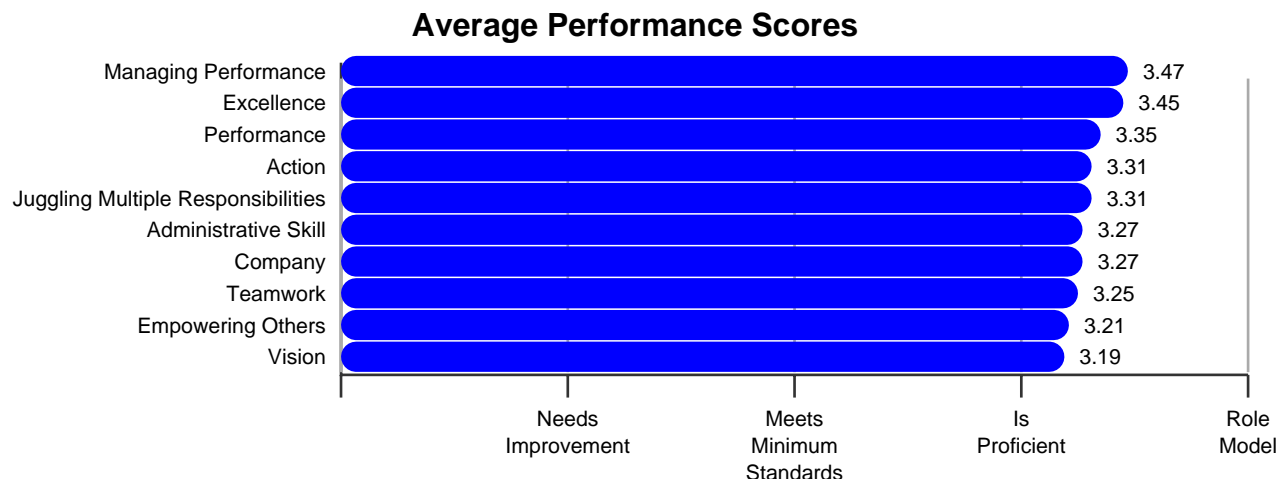
What to Do with Your Feedback

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.



Managing Performance

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. You review job performance shortly after completion of tasks.	15	3.20	93.3	7%	67%		27%
2. You ensure team members receive rewards for positive performance accomplishments.	15	3.87	100.0	13%	87%		
3. You routinely hold audits of performance on a weekly or monthly basis.	15	3.33	93.3	7%	53%		40%
4. You assess employee performance against defined standards.	15	3.60	93.3	7%	27%	67%	
5. You address grievances sooner rather than later.	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 review job performance shortly after completion of tasks.	3.29	3.20	-0.09 ▼
2. You ensure team members receive rewards for positive performance accomplishments.	3.65	3.87	+0.22 ▲
3. You routinely hold audits of performance on a weekly or monthly basis.	3.18	3.33	+0.16 ▲
4. You assess employee performance against defined standards.	3.41	3.60	+0.19 ▲
5. You address grievances sooner rather than later.	3.24	3.33	+0.10 ▲

Comments:

- I appreciate his perspective and guidance on a variety of things.
- _____ always remembers the customer is at the center of what we do.
- He has taken his team to the next level.
- Constantly working on improving the customer experience.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- _____ is smart, detailed and committed. I appreciate having his on our team.

Performance

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. You work well in this position.	15	3.20	93.3	7%	60%		33%
7. You work effectively in the department.	15	3.20	86.7	13%	53%		33%
8. You are able to organize work.	15	3.40	93.3	7%	47%		47%
9. You produce quality	15	3.47	93.3	7%	40%		53%
10. You shown significant improvement in job performance.	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 work well in this position.	3.24	3.20	-0.04 ▼
7. You work effectively in the department.	3.41	3.20	-0.21 ▼
8. You are able to organize work.	3.24	3.40	+0.16 ▲
9. You produce quality	3.18	3.47	+0.29 ▲
10. You shown significant improvement in job performance.	3.35	3.47	+0.11 ▲

Comments:

- _____ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone elses department, he is willing to help in any capacity he can to help reach goals.
- _____ is trusting his team, and expecting high standards of behavior from all employees.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- He correctly sets limits, and expectations of his managers.
- _____ has been in a challenging role this past year with a lot of change and transitions.
- _____ has made great visible improvements in his roles of communication, teamwork and engagement. He is creating a great presence in his position currently.

Administrative Skill

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. You have strong technical/computer skills.	15	3.53	100.0	47%	53%		
12. You complete reports on-time.	15	3.27	100.0	73%	27%		
13. You implement and use performance measures.	15	3.33	100.0	67%	33%		
14. You are enthusiastic about taking on challenging projects.	15	3.13	86.7	13%	60%	27%	
15. You take responsibility for decisions.	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 have strong technical/computer skills.	3.47	3.53	+0.06 ▲
12. You complete reports on-time.	3.47	3.27	-0.20 ▼
13. You implement and use performance measures.	3.35	3.33	-0.02 ▼
14. You are enthusiastic about taking on challenging projects.	3.18	3.13	-0.04 ▼
15. You take responsibility for decisions.	3.00	3.07	+0.07 ▲

Comments:

- _____ takes pride in his department. His follow through is excellent. _____ leads by example.
- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.
- _____ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- He always responds in a timely manner and stays organized.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.

Action

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. You get the job done.	15	3.40	93.3	7%	47%	47%	
17. You drive and mobilizes others progress toward goals.	15	3.27	93.3	7%	60%	33%	
18. You make effective decisions	14	3.00	92.9	7%	79%	14%	
19. You display high energy and enthusiasm on consistent basis.	15	3.47	100.0		53%	47%	
20. You make effective decisions, even when under pressure.	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 get the job done.	3.65	3.40	-0.25 ▼
17. You drive and mobilizes others progress toward goals.	3.47	3.27	-0.20 ▼
18. You make effective decisions	3.12	3.00	-0.12 ▼
19. You display high energy and enthusiasm on consistent basis.	3.59	3.47	-0.12 ▼
20. You make effective decisions, even when under pressure.	3.29	3.40	+0.11 ▲

Comments:

- _____ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support _____ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by _____ without his bringing them before the team for discussion.
- I think _____ is a great manager. He is fair, he is there for us if we need his and helps us in anyway he can.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- _____ is conscientious and expedient in his approach to work. He gets things done quickly and efficiently.
- _____ has been wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.

Juggling Multiple Responsibilities

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. You begin tasks as soon as possible.	15	3.53	100.0	47%	53%		
22. You spend the most time and effort on critical tasks first.	15	3.00	80.0	20%	60%	20%	
23. You recognize and respond to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	2.87	80.0	20%	73%	7%	
24. You complete multiple tasks simultaneously.	15	3.47	100.0	53%	47%		
25. You integrate developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	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 begin tasks as soon as possible.	3.35	3.53	+0.18 ▲
22. You spend the most time and effort on critical tasks first.	3.00	3.00	
23. You recognize and respond to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	2.88	2.87	-0.02 ▼
24. You complete multiple tasks simultaneously.	3.00	3.47	+0.47 ▲
25. You integrate developing others with driving sales, serving customers, merchandising, performing operational procedures, and maintaining an appealing store environment.	3.76	3.67	-0.10 ▼

Comments:

- _____ is committed to our organization and leads by example.
- _____ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- Having very minimum one-on-one discussion.
- He is a natural and perfect fit for the CFO position.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- I think he has built relationships with my team that did not exist before and that will benefit the organization going forwards.

Excellence

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. You take a lot of pride in your work.	15	3.40	93.3	7%	47%	47%	
27. You produce high quality work.	15	3.33	93.3	7%	53%	40%	
28. You demonstrate the analytical skills to do your job.	15	3.53	100.0		47%	53%	
29. You demonstrate the functional or technical skills necessary to do your job.	15	3.67	100.0		33%	67%	
30. You keep yourself and others focused on constant improvement.	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 take a lot of pride in your work.	3.53	3.40	-0.13 ▼
27. You produce high quality work.	3.12	3.33	+0.22 ▲
28. You demonstrate the analytical skills to do your job.	3.41	3.53	+0.12 ▲
29. You demonstrate the functional or technical skills necessary to do your job.	3.59	3.67	+0.08 ▲
30. You keep yourself and others focused on constant improvement.	3.41	3.33	-0.08 ▼

Comments:

- _____ has a clear process for hiring which has aided his in building an amazing team.
- _____ has made great strides with increasing communication and teamwork within his reports.
- _____ takes people where they want to go and pushes them to be their own success.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- He can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- _____ has an open door policy, when in the office, and encourages staff to set up appointments with his when he has many meetings throughout his week.

Empowering Others

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. You support the decisions of others.	15	3.20	86.7	13%	53%	33%	
32. You avoid micromanaging your employees.	15	3.40	100.0		60%	40%	
33. You are aware of the skill levels of others.	15	3.20	86.7	13%	53%	33%	
34. You give responsibility for making important decisions to employees.	15	3.27	93.3	7%	60%	33%	
35. You allow employees to make their own decisions.	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 support the decisions of others.	3.18	3.20	+0.02 ▲
32. You avoid micromanaging your employees.	3.35	3.40	+0.05 ▲
33. You are aware of the skill levels of others.	3.18	3.20	+0.02 ▲
34. You give responsibility for making important decisions to employees.	2.88	3.27	+0.38 ▲
35. You allow employees to make their own decisions.	3.18	3.00	-0.18 ▼

Comments:

- He engages the staff and I feel the department is in the best shape it ever has been in.
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- _____ takes people where they want to go and pushes them to be their own success.
- He always takes the time to listen to all of us and never gives you the impression that he's rushing you. He doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that he will really HEAR YOU!
- _____ models teamwork; he is always willing to go the extra mile to assist on a project or help a co-worker.
- _____ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.

Teamwork

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. You demonstrate compassion and respect for others through actions; is concerned about your work and non-work issues	15	3.20	93.3	7%	67%		27%
37. You create a climate that encourages team participation.	15	3.27	93.3	7%	60%		33%
38. You are open to new ideas that may change own goals for benefit of the team	15	3.27	86.7	13%	47%		40%
39. You communicate a clear message that teamwork and collaboration are expected.	15	3.13	86.7	13%	60%		27%
40. You create a culture that fosters and values collaboration.	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 demonstrate compassion and respect for others through actions; is concerned about your work and non-work issues	3.18	3.20	+0.02 ▲
37. You create a climate that encourages team participation.	3.35	3.27	-0.09 ▼
38. You are open to new ideas that may change own goals for benefit of the team	3.24	3.27	+0.03 ▲
39. You communicate a clear message that teamwork and collaboration are expected.	3.59	3.13	-0.45 ▼
40. You create a culture that fosters and values collaboration.	3.29	3.40	+0.11 ▲

Comments:

- _____ is very committed to the growth of [CompanyName] and adaptable to the various changes within.
- He returns email, often within minutes of sending and although, his calendar is packed, somehow, he always makes time to support me and the needs of my department.
- I appreciate _____'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- _____ 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.
- He can always be counted on to do what he commits to.
- I have found _____ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. You express loyalty and dedication to [Company] in interactions with others.	15	3.33	93.3	7%	53%	40%	
42. You understand the "basics" as to how [Company] functions/operates.	15	3.33	93.3	7%	53%	40%	
43. You follow existing procedures and processes.	15	3.13	86.7	13%	60%	27%	
44. You understand the use of [Company] products and services.	15	3.00	86.7	13%	73%	13%	
45. You understand how decisions impact other business units beyond your immediate department of work group.	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 express loyalty and dedication to [Company] in interactions with others.	3.29	3.33	+0.04 ▲
42. You understand the "basics" as to how [Company] functions/operates.	3.41	3.33	-0.08 ▼
43. You follow existing procedures and processes.	3.35	3.13	-0.22 ▼
44. You understand the use of [Company] products and services.	3.18	3.00	-0.18 ▼
45. You understand how decisions impact other business units beyond your immediate department of work group.	3.35	3.53	+0.18 ▲

Comments:

- Takes complete ownership of role and looks for ways to assist teammates.
- _____ has clear and high, very high expectations for everyone, and practices what he preaches creating an atmosphere of continuous growth.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- He strives for self improvement and is heavily invested in the same for others.
- _____ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- _____'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the management teams that he partners with have great respect for him and value his input.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. You work to support the strategy of [Company]	15	3.00	86.7	13%	73%		13%
47. You communicate a vision of where the Company needs to be in the future.	15	3.20	93.3	7%	60%		33%
48. You express the Company vision in a way that is easily understood and adopted by employees.	15	3.20	93.3	7%	67%		27%
49. You understand the vision of the Company and promote it ahead of any self-interests.	15	3.40	93.3	7%	47%		47%
50. You create a positive vision of the future for the Company.	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 work to support the strategy of [Company]	3.24	3.00	-0.24 ▼
47. You communicate a vision of where the Company needs to be in the future.	3.00	3.20	+0.20 ▲
48. You express the Company vision in a way that is easily understood and adopted by employees.	3.18	3.20	+0.02 ▲
49. You understand the vision of the Company and promote it ahead of any self-interests.	3.35	3.40	+0.05 ▲
50. You create a positive vision of the future for the Company.	3.29	3.13	-0.16 ▼

Comments:

- He is a joy to work for.
- Improvement should come over time. There is potential which is present.
- _____ has been in his new role a short time, but I already am appreciating the higher level of expectations he is setting and the groundwork for quality improvement
- I am grateful for the knowledge, understanding and significant expertise he brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, he always seems to have an understanding that many other leaders do not have or cannot articulate in the same way _____ can.
- He cares deeply for what he does and it shows.
- He has developed a way to be available to all shifts, enabling all staff to be aware of his open door policy.

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 appreciate the honest evaluative feedback _____ provides for the staff in his area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- His calm demeanor when the pressure's the greatest, his ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- He always involves others in decisions ensuring a well rounded approach.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet his current and future needs.
- He is an excellent Manager!
- _____ is friendly to myself and other staff members. I believe he is very knowledgeable in the role of controller. He continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for him to complete work needed from him.

What do you like best about working with this individual?

- He exhibits vision, compassion and high integrity in all of his work.
- He is eager to learn and eager to share knowledge.
- _____ is a professional, motivated, and respected leader. He is able to engage his staff with clear expectations and leads by example.
- _____ is a role model of a leader and I feel privileged to have _____ as a leader and a mentor.
- I appreciate how _____ guides, supports, and direct staff.
- He is such a model for leaders throughout our organization.

What do you like least about working with this individual?

- He is a great mentor and coach. I look forward to working with _____ as our division moves forward with helping the organization develop strategies around improving customer service and experience.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- _____ has a clear process for hiring which has aided his in building an amazing team.
- Great addition to our team!
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- I know I can always count on _____ to consistently encourage collaboration and system perspective.

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

- _____ is doing well overall and shows that he is willing to learn, this is strongly due to _____'s role modeling and encouragement. If _____ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!
- _____ is a very effective communicator and I always felt very well informed as his direct report.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- Whenever I go to _____ with a question, problem, or something that isn't working right, he acts on it immediately - not in a day, a week, or whenever.
- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.
- I appreciate _____'s reputation in the community and his advocacy for the programs and initiatives implemented here at [CompanyName].

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

- _____ always remembers the customer is at the center of what we do.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- He is very professional and caring in his job
- He has been challenging us to find other ways to communicate that would be effective, other than email.
- I believe _____ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- I think _____ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!

Any final comments?

- Always available to give us what we need to succeed.
- _____ is approachable and professional in his interaction with staff and with customers.
- Always has the company's best interest at heart.
- _____ listens to employees ideas and concerns and address the issues right away.
- His focus is for quality that is customer centered.
- I have had the opportunity to work with _____ on several projects through our Core Competency Training. All of which he has approached with a positive team building attitude.