



Feedback Results  
Your CompanyName Here  
2025

Sample Employee

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Results Generated by HR-Survey

November 2025

# 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.

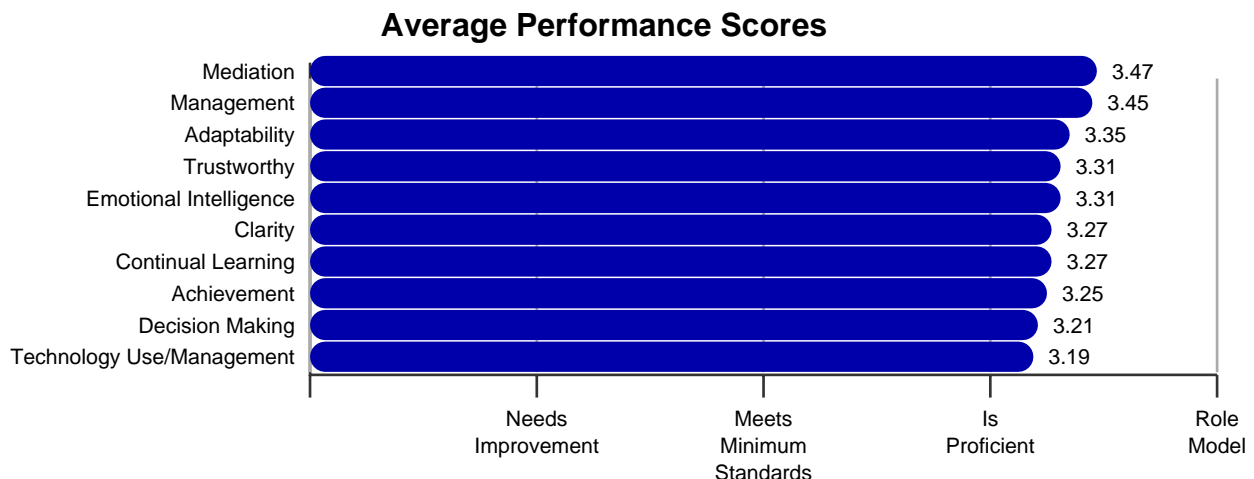
## What to Do with Your Feedback

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

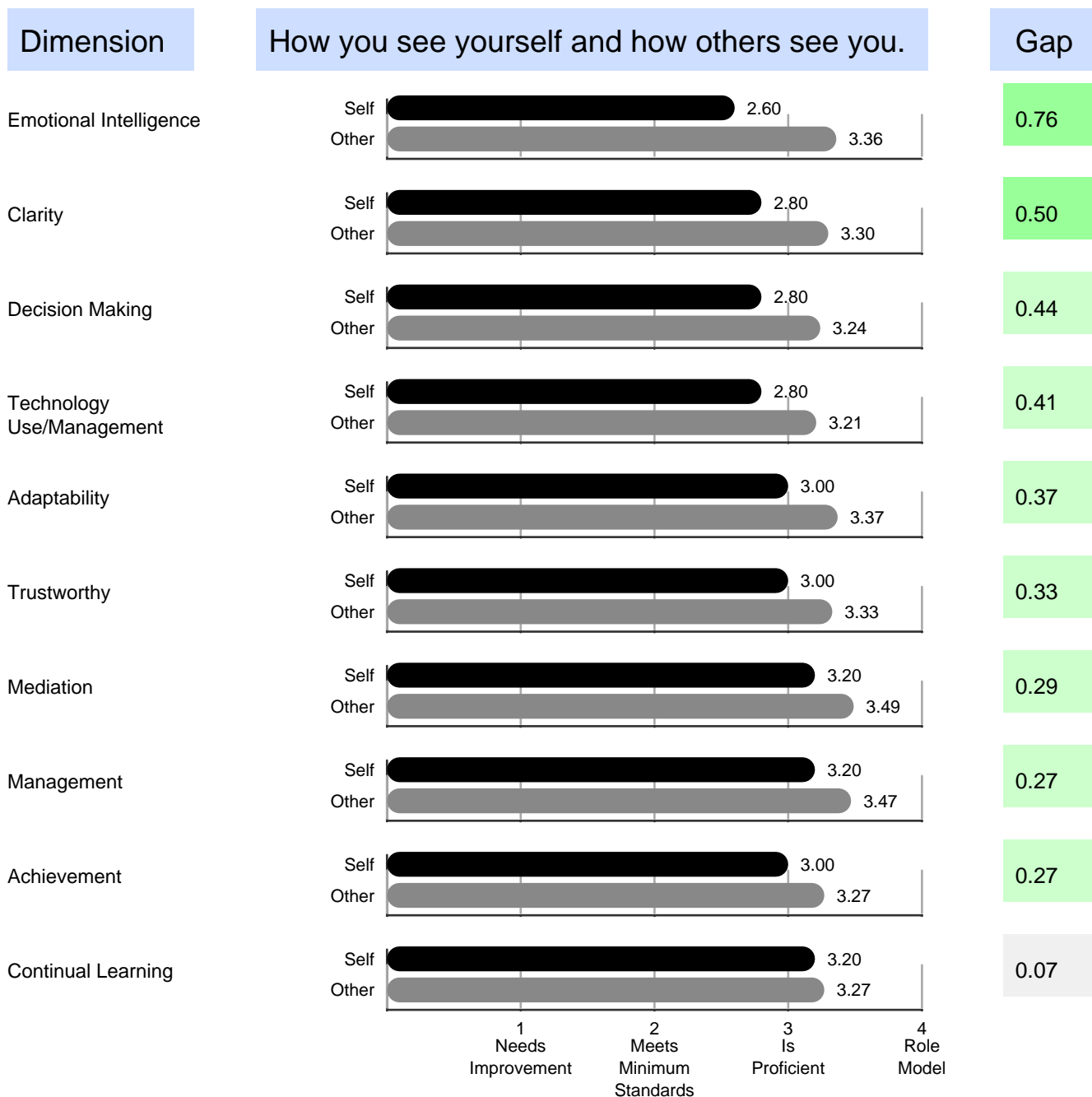
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



## Mediation

### 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. Acts as an intermediary in the resolution of disputes.	15	3.20	93.3	7%	67%		27%
2. Develops a procedure for evaluating the resolution options (agreements, accommodations, procedural changes).	15	3.87	100.0	13%	87%		
3. Identifies the relevant interests of each party.	15	3.33	93.3	7%	53%		40%
4. Uses thematic grouping to help parties prioritize and sequence issues constructively.	15	3.60	93.3	7%	27%	67%	
5. Identifies acceptable trade-offs and concessions from the parties.	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	2024	2025	Change
1. Acts as an intermediary in the resolution of disputes.	3.29	3.20	-0.09 ▼
2. Develops a procedure for evaluating the resolution options (agreements, accommodations, procedural changes).	3.65	3.87	+0.22 ▲
3. Identifies the relevant interests of each party.	3.18	3.33	+0.16 ▲
4. Uses thematic grouping to help parties prioritize and sequence issues constructively.	3.41	3.60	+0.19 ▲
5. Identifies acceptable trade-offs and concessions from the parties.	3.24	3.33	+0.10 ▲

### Comments:

- \_\_\_ is a valued peer. I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- I admire \_\_\_ for her vision and ability to think outside the box to better meet our organization's needs.
- I think that \_\_\_ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.
- \_\_\_ has been an excellent assistant manager.

## Adaptability

### 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. Is aware of changes in the environment.	15	3.20	93.3	7%	60%		33%
7. Is flexible when dealing with changes.	15	3.20	86.7	13%	53%		33%
8. Confronts unexpected changes by remaining flexible and adaptable.	15	3.40	93.3	7%	47%		47%
9. Changes decision-making processes and strategies as needed.	15	3.47	93.3	7%	40%		53%
10. Handles rapid changes effectively.	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	2024	2025	Change
6. Is aware of changes in the environment.	3.24	3.20	-0.04 ▼
7. Is flexible when dealing with changes.	3.41	3.20	-0.21 ▼
8. Confronts unexpected changes by remaining flexible and adaptable.	3.24	3.40	+0.16 ▲
9. Changes decision-making processes and strategies as needed.	3.18	3.47	+0.29 ▲
10. Handles rapid changes effectively.	3.35	3.47	+0.11 ▲

### Comments:

- Having had minimal interaction with \_\_\_'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- \_\_\_ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about \_\_\_ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- I've only had the pleasure of working with \_\_\_ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- Always approachable no matter how busy she is.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues

## Clarity

### 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. Is clear about the roles and duties of team members.	15	3.53	100.0	47%	53%		
12. Clearly explains the vision and goals of the company.	15	3.27	100.0	73%	27%		
13. Communicates with clarity and efficiency.	15	3.33	100.0	67%	33%		
14. Communicates ideas and facts clearly and effectively in writing.	15	3.13	86.7	13%	60%	27%	
15. Seeks to reduce ambiguity in messaging and documents.	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	2024	2025	Change
11. Is clear about the roles and duties of team members.	3.47	3.53	+0.06 ▲
12. Clearly explains the vision and goals of the company.	3.47	3.27	-0.20 ▼
13. Communicates with clarity and efficiency.	3.35	3.33	-0.02 ▼
14. Communicates ideas and facts clearly and effectively in writing.	3.18	3.13	-0.04 ▼
15. Seeks to reduce ambiguity in messaging and documents.	3.00	3.07	+0.07 ▲

### Comments:

- She has confidence in leading and making decisions improving rapidly.
- \_\_\_ knows her work and knows the facility very well. \_\_\_ is sincere about doing good work, but at times struggles with communicating in objective manner.
- \_\_\_ takes pride in her department. Her follow through is excellent. \_\_\_ leads by example.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- \_\_\_ is a great leader. She provides guidance and sets expectations to ensure desired outcomes.
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.

# Trustworthy

## 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. Demonstrates a sense of responsibility and commitment to public trust.	15	3.40	93.3	7%	47%	47%	
17. Demonstrates congruence between statements and actions.	15	3.27	93.3	7%	60%	33%	
18. Delivers on promises made.	14	3.00	92.9	7%	79%	14%	
19. Works in a way that makes others want to work with her/him.	15	3.47	100.0		53%	47%	
20. Consistently keeps commitments.	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	2024	2025	Change
16. Demonstrates a sense of responsibility and commitment to public trust.	3.65	3.40	-0.25 ▼
17. Demonstrates congruence between statements and actions.	3.47	3.27	-0.20 ▼
18. Delivers on promises made.	3.12	3.00	-0.12 ▼
19. Works in a way that makes others want to work with her/him.	3.59	3.47	-0.12 ▼
20. Consistently keeps commitments.	3.29	3.40	+0.11 ▲

## Comments:

- I appreciate her openness and availability to all the staff.
- She engages the staff and I feel the department is in the best shape it ever has been in.
- She consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. She shows integrity in her approach, always striving to add value, improve quality, and spend resources wisely.
- I am confident that whenever I need to talk with \_\_\_\_, she is honest and direct and provides good guidance for my professional growth.
- I believe I need to give her a chance to get into her position.
- \_\_\_\_ is very professional in dealing with her peers and the staff.

## Emotional Intelligence

### 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. Able to understand others' points of view.	15	3.53	100.0	47%	53%		
22. Is able to manage their own emotions.	15	3.00	80.0	20%	60%	20%	
23. Accurately perceives the emotional reactions of others.	15	2.87	80.0	20%	73%	7%	
24. Is able to control their own emotions.	15	3.47	100.0	53%	47%		
25. Is attentive to emotional cues and interprets others' feelings correctly.	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	2024	2025	Change
21. Able to understand others' points of view.	3.35	3.53	+0.18 ▲
22. Is able to manage their own emotions.	3.00	3.00	
23. Accurately perceives the emotional reactions of others.	2.88	2.87	-0.02 ▼
24. Is able to control their own emotions.	3.00	3.47	+0.47 ▲
25. Is attentive to emotional cues and interprets others' feelings correctly.	3.76	3.67	-0.10 ▼

### Comments:

- I have truly appreciated her guidance.
- \_\_\_ is an excellent Director.
- \_\_\_ is very supportive of Core Competency and concepts. The one concept that \_\_\_ refers to consistently is what we respect most is people's ability to think.
- I appreciate her openness and availability to all the staff.
- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of her position.
- Even though she is part-time, I don't like the minimal face-to-face exposure.

# Management

## Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Embodies a values-driven approach to work that energizes and galvanizes the team.	15	3.40	93.3	7%	47%	47%	
27. Is confident in the abilities of their subordinates.	15	3.33	93.3	7%	53%	40%	
28. Develops innovative strategies to determine the best course of action to achieve organizational goals.	15	3.53	100.0		47%	53%	
29. Credits subordinates for good performance.	15	3.67	100.0		33%	67%	
30. Communicates specific standards to ensure alignment and accountability.	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	2024	2025	Change
26. Embodies a values-driven approach to work that energizes and galvanizes the team.	3.53	3.40	-0.13 ▼
27. Is confident in the abilities of their subordinates.	3.12	3.33	+0.22 ▲
28. Develops innovative strategies to determine the best course of action to achieve organizational goals.	3.41	3.53	+0.12 ▲
29. Credits subordinates for good performance.	3.59	3.67	+0.08 ▲
30. Communicates specific standards to ensure alignment and accountability.	3.41	3.33	-0.08 ▼

### Comments:

- Her years of experience and wisdom are generously shared and appreciated.
- She checks in to see how the team is doing and will make needed adjustments that would best facilitate the job.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however \_\_\_ surpasses anyone I met before.
- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.
- Provide more frequent development feedback.
- \_\_\_ has great insights regarding individuals and relationships, as well as good ideas about processes.

## Decision Making

### 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. Makes decisions based on novel interpretations of the facts.	15	3.20	86.7	13%	53%	33%	
32. Understands what factors are important for deciding if a decision is "worth it"?	15	3.40	100.0		60%	40%	
33. Anticipates impacts that may not be immediately obvious, reducing risk exposure.	15	3.20	86.7	13%	53%	33%	
34. Determines constraints that may impact what decisions are acceptable.	15	3.27	93.3	7%	60%	33%	
35. Makes creative 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	2024	2025	Change
31. Makes decisions based on novel interpretations of the facts.	3.18	3.20	+0.02 ▲
32. Understands what factors are important for deciding if a decision is "worth it"?	3.35	3.40	+0.05 ▲
33. Anticipates impacts that may not be immediately obvious, reducing risk exposure.	3.18	3.20	+0.02 ▲
34. Determines constraints that may impact what decisions are acceptable.	2.88	3.27	+0.38 ▲
35. Makes creative decisions.	3.18	3.00	-0.18 ▼

### Comments:

- Great year of growth!
- She has done amazingly well considering all of the global threats to the product line.
- \_\_\_ is an excellent role model. She received the Employee Excellence Award this past year and also advanced certification, so she obviously is very motivated! Thank you for allowing me to participate in her evaluation.
- \_\_\_ is collaborative in everything she does and inspires a collaborative approach in others.
- Outstanding leader.
- \_\_\_ not only values and listens to her staff she also gives them the support they need.

## Achievement

### 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. Sets performance metrics to measure achievement or attainment of goals.	15	3.20	93.3	7%	67%		27%
37. Establishes "stretch" goals to continuously elevate performance standards.	15	3.27	93.3	7%	60%		33%
38. Follows-up and takes action when goals are not met to ensure better results in the future.	15	3.27	86.7	13%	47%		40%
39. Moves decisively to complete initiatives ahead of schedule.	15	3.13	86.7	13%	60%		27%
40. Has an intense drive to exceed expectations.	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	2024	2025	Change
36. Sets performance metrics to measure achievement or attainment of goals.	3.18	3.20	+0.02 ▲
37. Establishes "stretch" goals to continuously elevate performance standards.	3.35	3.27	-0.09 ▼
38. Follows-up and takes action when goals are not met to ensure better results in the future.	3.24	3.27	+0.03 ▲
39. Moves decisively to complete initiatives ahead of schedule.	3.59	3.13	-0.45 ▼
40. Has an intense drive to exceed expectations.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.
- She has some challenges ahead, but as far as I can tell, we ALL want her to keep plugging away; she has our support!
- I would encourage her to empathize with her team and show more of a calm, caring side.
- Her communication is precise and at times short when some would prefer a greater detailed account.
- \_\_\_ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- \_\_\_ has brought a much needed positive change to [CompanyName].

## Continual Learning

### 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. Grasps new ideas, concepts, technical, or business knowledge.	15	3.33	93.3	7%	53%	40%	
42. Is open to new ideas and concepts.	15	3.33	93.3	7%	53%	40%	
43. Pursues self-improvement through continual learning.	15	3.13	86.7	13%	60%	27%	
44. Sets relevant learning objectives and goals.	15	3.00	86.7	13%	73%	13%	
45. Seeks opportunities to grow in skills and knowledge.	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	2024	2025	Change
41. Grasps new ideas, concepts, technical, or business knowledge.	3.29	3.33	+0.04 ▲
42. Is open to new ideas and concepts.	3.41	3.33	-0.08 ▼
43. Pursues self-improvement through continual learning.	3.35	3.13	-0.22 ▼
44. Sets relevant learning objectives and goals.	3.18	3.00	-0.18 ▼
45. Seeks opportunities to grow in skills and knowledge.	3.35	3.53	+0.18 ▲

### Comments:

- It's been great working with her.
- She has been and is a mentor for me.
- \_\_\_ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- \_\_\_ is a very good leader.
- Her communication techniques are clear and to the point which is very much appreciated.
- I think \_\_\_ consistently involves Angela in shared decision-making but I don't know about the rest of us.

## Technology Use/Management

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Uses technology in decision making and problem solving.	15	3.00	86.7	13%	73%		13%
47. Adopts the implementation of new technology into the workplace.	15	3.20	93.3	7%	60%		33%
48. Supports technical training and development of employees.	15	3.20	93.3	7%	67%		27%
49. Applies complex rules and regulations to maintain optimal system performance.	15	3.40	93.3	7%	47%		47%
50. Maximizes the use of new technology to deliver products and services.	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	2024	2025	Change
46. Uses technology in decision making and problem solving.	3.24	3.00	-0.24 ▼
47. Adopts the implementation of new technology into the workplace.	3.00	3.20	+0.20 ▲
48. Supports technical training and development of employees.	3.18	3.20	+0.02 ▲
49. Applies complex rules and regulations to maintain optimal system performance.	3.35	3.40	+0.05 ▲
50. Maximizes the use of new technology to deliver products and services.	3.29	3.13	-0.16 ▼

### Comments:

- Participates in training to learn Core Competency processes.
- She seems to be well respected from members of her own team as well.
- I've only had the pleasure of working with \_\_\_ for a short while but I have to say she is one of the most helpful people that I've run into at [CompanyName].
- When there are any issues, I can take them to \_\_\_ and together we are able to work out the issues.
- Is very upbeat and quick to contribute to the team.
- Willingness to help, patience in teaching.

## 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?

- She has an open door policy and is available when needed.
- She sets a good example for personal growth.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- \_\_\_ has good knowledge and awareness of the strengths and talents within the organization.
- \_\_\_ is creative and has great ideas and she's quick to implement her ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- She is also good with follow up to make sure that the issue was resolved in a satisfactory manner.

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

- \_\_\_ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- \_\_\_ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- She is truly dedicated to doing a good job, by helping us do a good job.
- Outstanding leader.
- I am very surprised and impressed with \_\_\_'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- \_\_\_ has done tremendous work this past year in the Finance team.

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

- \_\_\_ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- \_\_\_ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- I am always impressed by \_\_\_'s insight into our processes so that we continuously strive to improve and be consistent.
- \_\_\_ has done a wonderful job in supporting her team and making herself available.
- \_\_\_ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.

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

- I have enjoyed working with \_\_\_ and will miss her support and direction.
- \_\_\_ is very reliable and collaborates well on projects.
- \_\_\_ is a great role model and leader. Others could learn from her style.
- \_\_\_ needs to make sure and pass on company information she gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- Does excellent job, always.
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.

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

- \_\_\_ 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.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- Needs to have more face-to-face communications with other employees in the company.
- \_\_\_ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- \_\_\_ 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.
- Establishes a culture where everyone's contribution is acknowledged and valued.

### Any final comments?

- I think \_\_\_ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- Transparency and honesty is important early in the process.
- She is admired for her desire to engage in opportunities to challenge herself professionally and seek continuous learning and growth opportunities.
- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- She has created a highly engaged team and manages a diverse group of individuals very well.