



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.

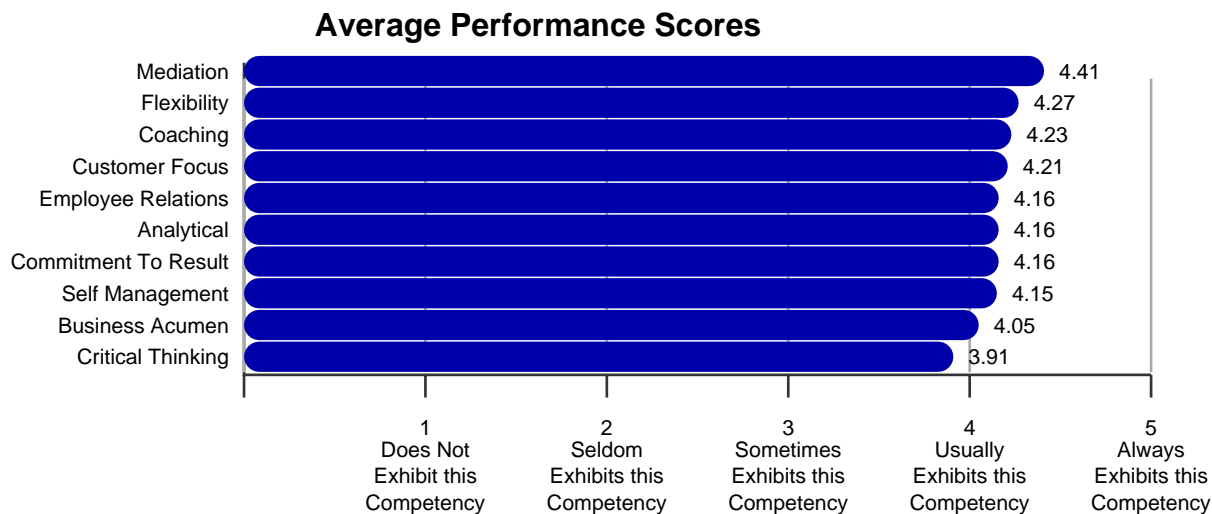
## What to Do with Your Feedback

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

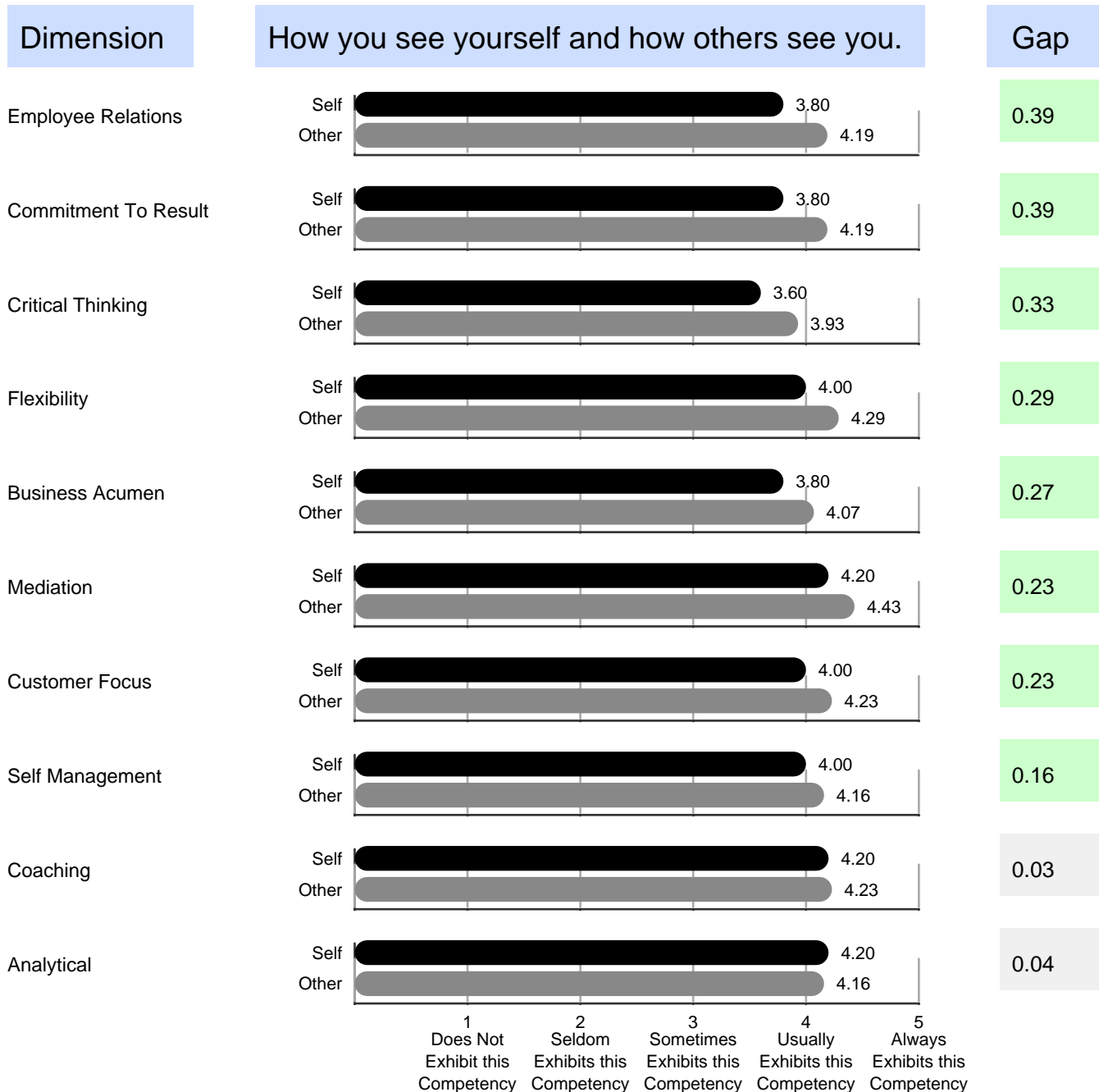
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



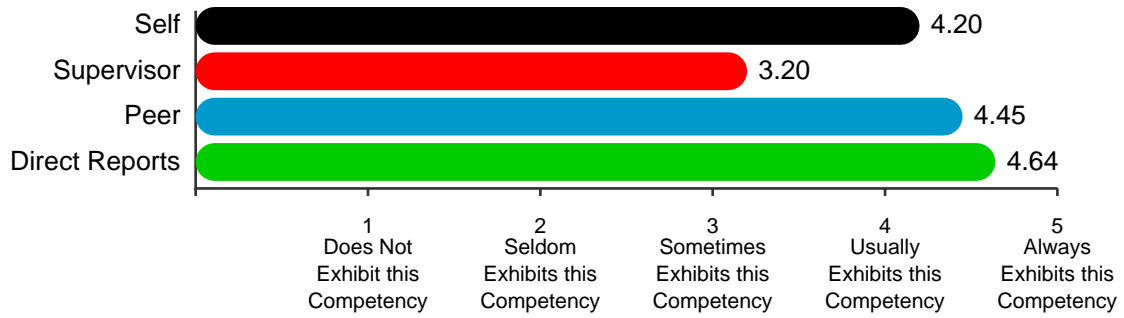
## Gap Analysis

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

## Summary Scores



1. Identifies gaps in understanding and seeks additional input to complete the picture.



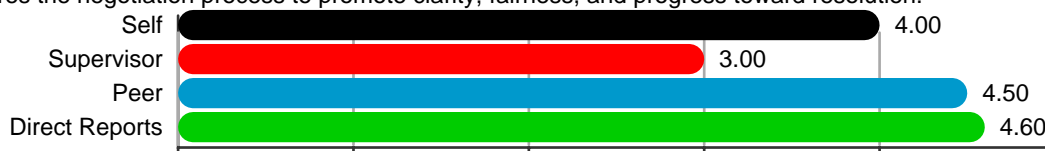
2. Aims to reduce conflict, preserve relationships, and reach voluntary agreements.



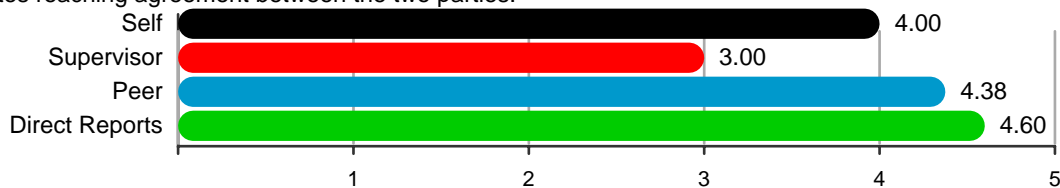
3. Creates a checklist (or agenda) for the meeting to ensure all topics are discussed.



4. Structures the negotiation process to promote clarity, fairness, and progress toward resolution.



5. Facilitates reaching agreement between the two parties.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

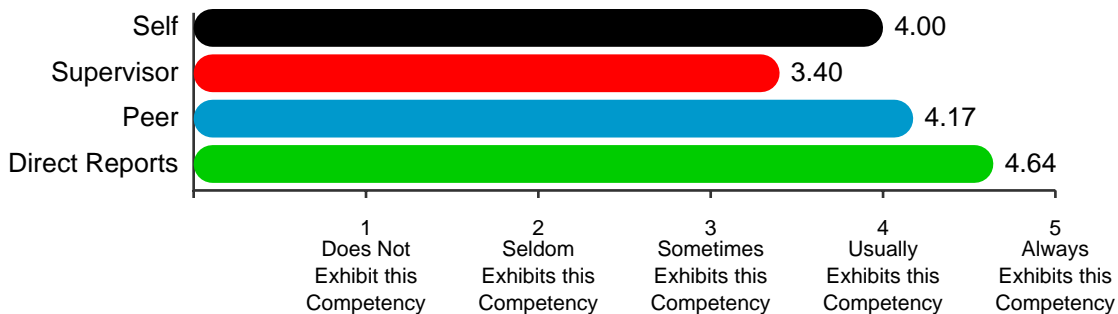
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Identifies gaps in understanding and seeks additional input to complete the picture.	15	4.20	93.3	7%		67%		27%
2. Aims to reduce conflict, preserve relationships, and reach voluntary agreements.	15	4.87	100.0	13%		87%		
3. Creates a checklist (or agenda) for the meeting to ensure all topics are discussed.	15	4.27	93.3	7%		60%		33%
4. Structures the negotiation process to promote clarity, fairness, and progress toward resolution.	15	4.40	86.7	13%		33%		53%
5. Facilitates reaching agreement between the two parties.	15	4.33	93.3	7%		53%		40%

### Comments:

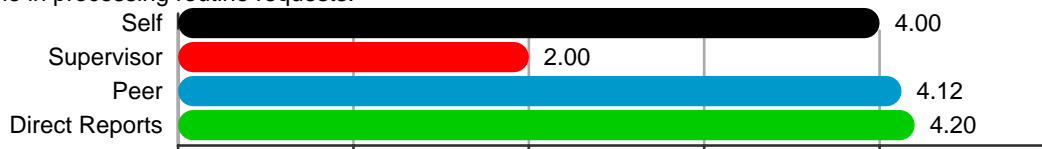
- She has a very engaging style which generates trust and respect.
- In one word I can summarize \_\_\_ in leadership skill. WOW!
- \_\_\_ is an impressive performer.
- \_\_\_ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.
- I was excited to come on board under \_\_\_'s leadership when she hired me, and I began working here in March of this year.
- \_\_\_ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.

# Flexibility

## Summary Scores



### 6. Is flexible in processing routine requests.



### 7. Encourages a culture of experimentation and innovation.



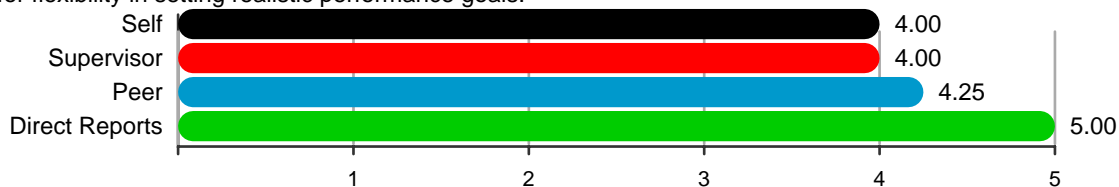
### 8. Maintains an adaptive mindset crucial for navigating the dynamic challenges and opportunities that arise in business environments.



### 9. Responds effectively to changes in the market conditions.



### 10. Allows for flexibility in setting realistic performance goals.



## Level of Skill

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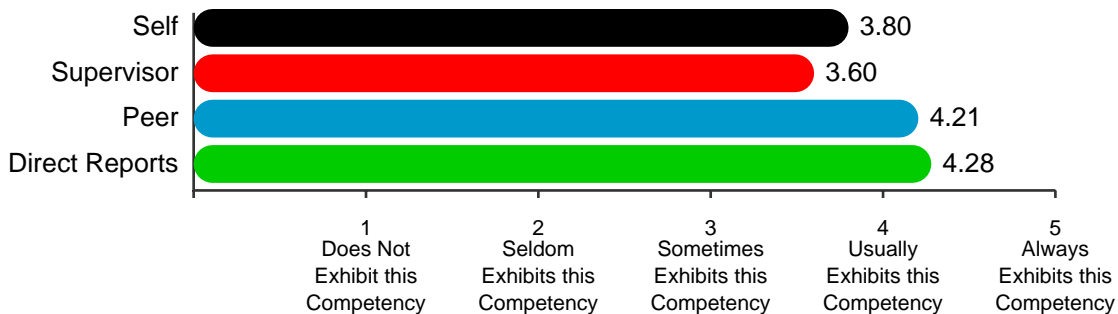
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Is flexible in processing routine requests.	15	4.00	80.0	7%	13%	53%	27%	
7. Encourages a culture of experimentation and innovation.	15	4.07	80.0		20%	53%	27%	
8. Maintains an adaptive mindset crucial for navigating the dynamic challenges and opportunities that arise in business environments.	15	4.33	93.3	7%	47%		47%	
9. Responds effectively to changes in the market conditions.	15	4.47	93.3	7%	40%		53%	
10. Allows for flexibility in setting realistic performance goals.	15	4.47	93.3	7%	40%		53%	

### Comments:

- Confidence is the only thing I think she needs to improve on.
- \_\_\_ is very friendly and expresses genuine care for the staff when she is present.
- \_\_\_ treats all employees with respect and in a very professional manner.
- \_\_\_ is organized and thorough.
- \_\_\_ should consider continuing to expand her technical expertise and understanding of Epic beyond her comfort zone.
- Has a lot of IT knowledge, if he would hold more training and spread his knowledge wealth, it would, in my opinion make him an effective leader.

# Employee Relations

## Summary Scores



### 11. Allows employees to work independently when necessary.



### 12. Disciplines Employees as necessary.



### 13. Provides guidance and support while allowing employees the freedom to execute tasks independently.



### 14. Enables the union and management to form a partnership within the organization.



### 15. Treats staff fairly and with thoughtfulness.



## 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

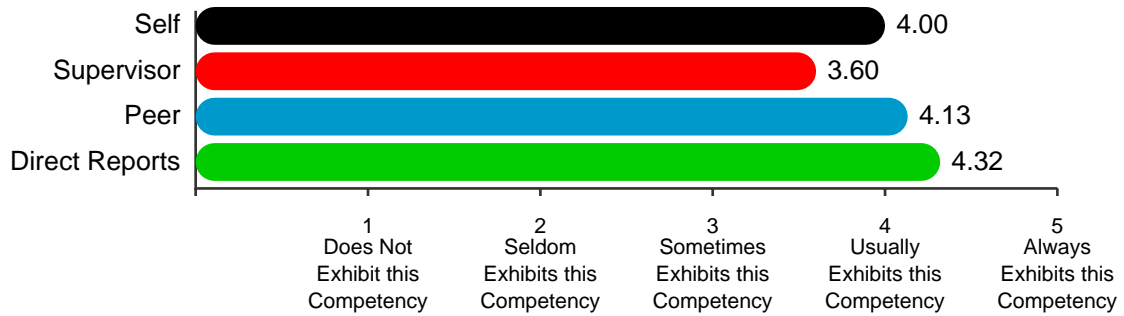
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Allows employees to work independently when necessary.	15	4.60	100.0			40%	60%	
12. Disciplines Employees as necessary.	15	4.27	100.0			73%		27%
13. Provides guidance and support while allowing employees the freedom to execute tasks independently.	15	4.33	100.0			67%	33%	
14. Enables the union and management to form a partnership within the organization.	15	3.93	73.3	27%		53%		20%
15. Treats staff fairly and with thoughtfulness.	14	3.64	57.1	14%	29%		36%	21%

### Comments:

- \_\_\_ is a wonderful partner. She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- \_\_\_ 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.
- \_\_\_ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- I admire \_\_\_'s decision making skills when it comes to hiring new employees for our department.
- I admire her ability to see the big picture (both within our walls and outside our walls).
- \_\_\_ has been so helpful to me as a new manager.

# Self Management

## Summary Scores



16. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



17. Analyzes interpersonal problems instead of reacting to them.



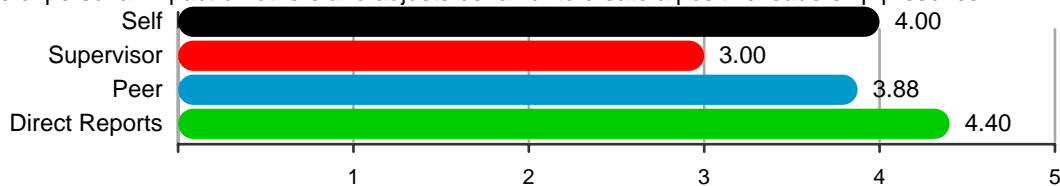
18. Consciously controls own negative emotions in order to keep team morale up.



19. Steps away from a situation to process appropriate response.



20. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.



### Level of Skill

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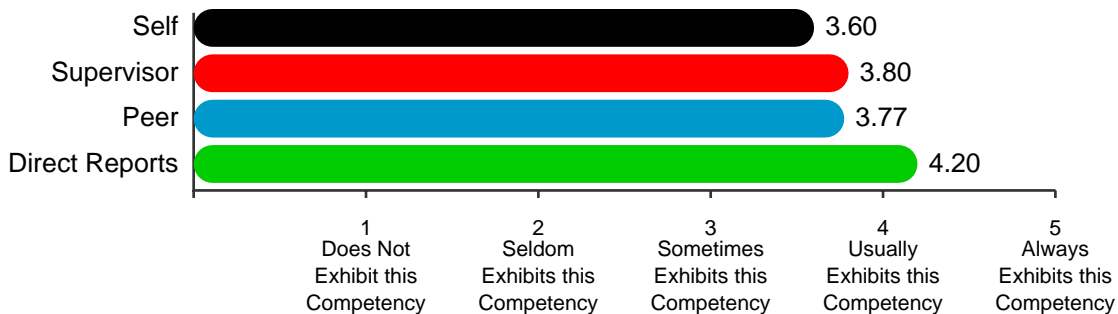
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.33	86.7	13%	40%	47%		
17. Analyzes interpersonal problems instead of reacting to them.	15	4.27	93.3	7%	60%	33%		
18. Consciously controls own negative emotions in order to keep team morale up.	14	4.00	92.9	7%	86%	7%		
19. Steps away from a situation to process appropriate response.	14	4.14	85.7	7%	7%	50%	36%	
20. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	4.00	66.7	7%	27%	27%	40%	

**Comments:**

- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.
- \_\_\_ always presents herself in the most professional manner.
- \_\_\_ has a clear process for hiring which has aided her in building an amazing team.
- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- \_\_\_ defines outcomes clearly and sets expectations/timelines with regards to results. She facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. She is very customer and system focused.

# Critical Thinking

## Summary Scores



### 21. Categorizes and selects data to arrive at a judgement.



### 22. Carefully considers and examines the issues of concern.



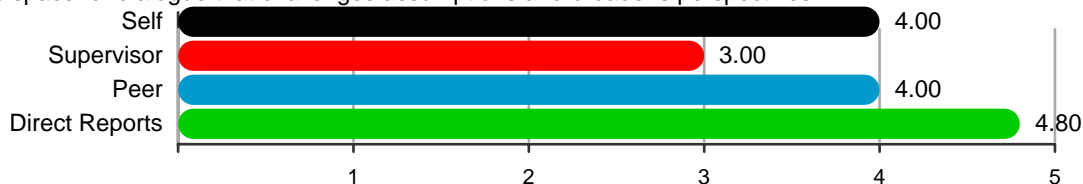
### 23. Invites diverse viewpoints to test assumptions and expand understanding.



### 24. Applies rigorous scrutiny to expert claims.



### 25. Creates space for dialogue that challenges assumptions and broadens perspectives.



### Level of Skill

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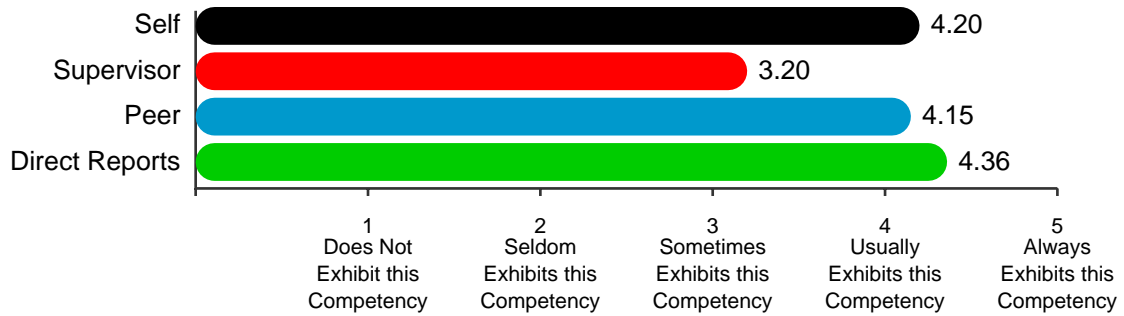
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Categorizes and selects data to arrive at a judgement.	15	4.00	66.7	13%	20%	20%	47%	
22. Carefully considers and examines the issues of concern.	15	3.47	53.3	13%	33%	47%	7%	
23. Invites diverse viewpoints to test assumptions and expand understanding.	15	3.60	66.7	13%	20%	60%	7%	
24. Applies rigorous scrutiny to expert claims.	15	4.27	86.7	7%	7%	40%	47%	
25. Creates space for dialogue that challenges assumptions and broadens perspectives.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

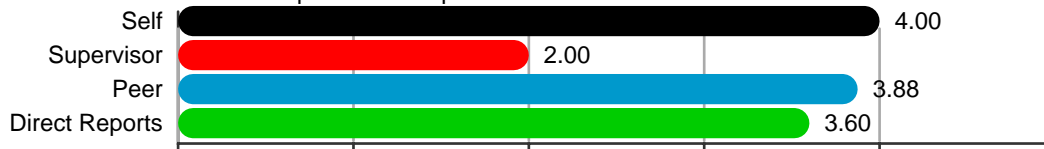
- \_\_\_ has an incredible vision for our organization's strategy and improvement efforts.
- I admire \_\_\_ for her vision and ability to think outside the box to better meet our organization's needs.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- You can always count on \_\_\_ to respond to emails and telephone calls and follow through with commitments.
- \_\_\_ is passionate about her role and does a fantastic job of working with other departments to improve process flows.
- I do see \_\_\_ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.

# Analytical

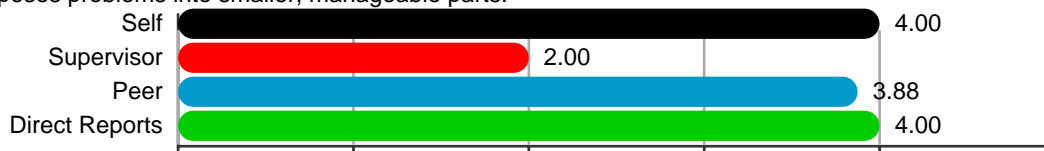
## Summary Scores



26. Checks that the information is both precise and up-to-date.



27. Decomposes problems into smaller, manageable parts.



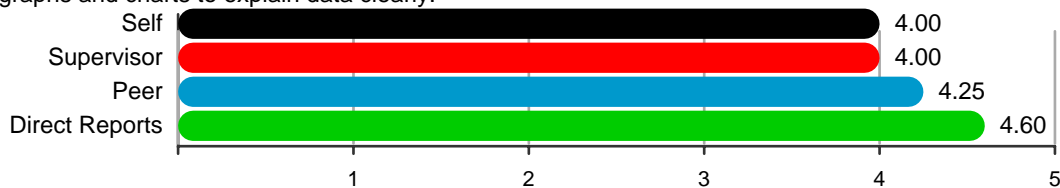
28. Weighs the risks and costs of certain decisions.



29. Measures and assesses the potential loss in value of a portfolio under normal market conditions.



30. Makes graphs and charts to explain data clearly.



## Level of Skill

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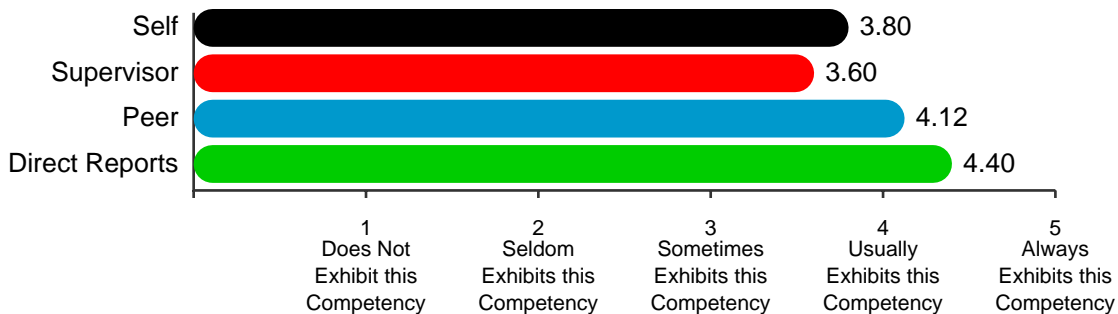
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Checks that the information is both precise and up-to-date.	15	3.67	66.7	20%	13%	47%	20%	
27. Decomposes problems into smaller, manageable parts.	15	3.80	73.3	20%	7%	47%	27%	
28. Weighs the risks and costs of certain decisions.	15	4.33	86.7	13%	40%	47%		
29. Measures and assesses the potential loss in value of a portfolio under normal market conditions.	15	4.67	100.0		33%	67%		
30. Makes graphs and charts to explain data clearly.	15	4.33	100.0		67%		33%	

### Comments:

- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- \_\_\_ maintains a high level of integrity in all her interactions, and inspires the same in all her paid and volunteer staff.
- I look forward to working with her in her new role.
- Personality. Great Mentor and Leader. Talented.
- I appreciate her helpful and cheerful outlook!
- By looking outward and focusing on the needs of our community as well as best practices in other organizations, she aims to meet the needs of our customers and staff both today and in our future.

# Commitment To Result

## Summary Scores



### 31. Encourages commitment in others to obtain results.



### 32. Creates a sense of urgency among the store team members to complete activities, which drive sales.



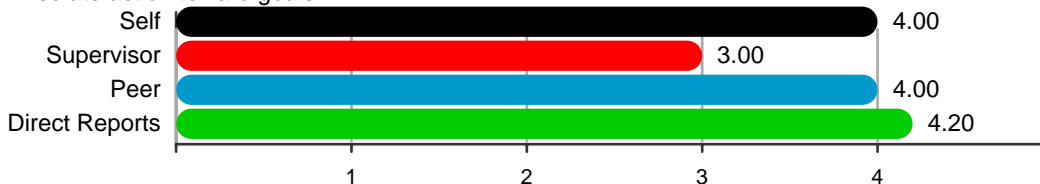
### 33. Coordinates all department activities into a cohesive team effort.



### 34. Committed to the team.



### 35. Takes immediate action toward goals.



### Level of Skill

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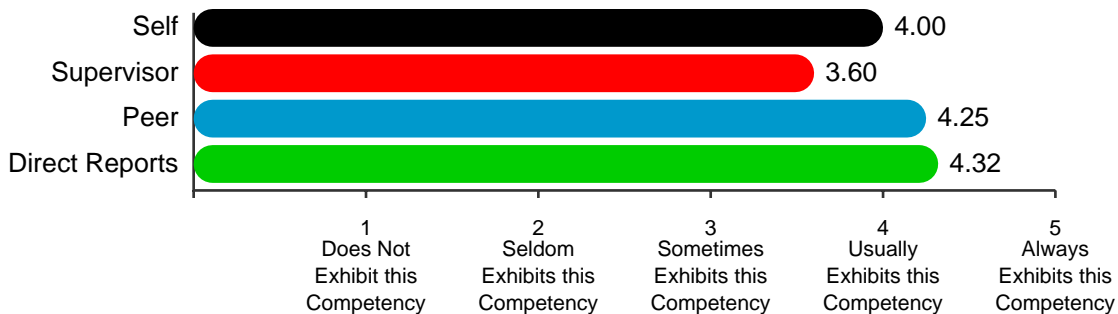
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Encourages commitment in others to obtain results.	15	4.07	80.0	20%		53%		27%
32. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	4.47	100.0		53%		47%	
33. Coordinates all department activities into a cohesive team effort.	15	4.13	80.0	20%		47%		33%
34. Committed to the team.	15	4.13	86.7	13%		60%		27%
35. Takes immediate action toward goals.	15	4.00	80.0	20%		60%		20%

Comments:

- She has created a highly engaged team and manages a diverse group of individuals very well.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- \_\_\_'s diverse professional experiences allow her to bring new ideas to programs, as well as share past successes with others. She is not afraid to tackle change and strives to improve processes for organizational growth. Her engaging communication style is welcomed by customers and the interdisciplinary team members.
- Be being better organized. It would help with prioritizing.
- \_\_\_ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- I know that \_\_\_ cares about me as a total individual not just as a professional.

# Customer Focus

## Summary Scores



### 36. Develops strong customer relationships.



### 37. Uses feedback from customers to help improve services.



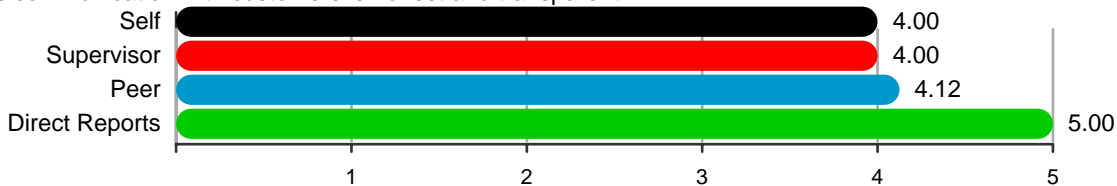
### 38. Is committed to the success of the customer.



### 39. Ensures customers' expectations are met or exceeded.



### 40. Ensures communication with customers is honest and transparent.



### Level of Skill

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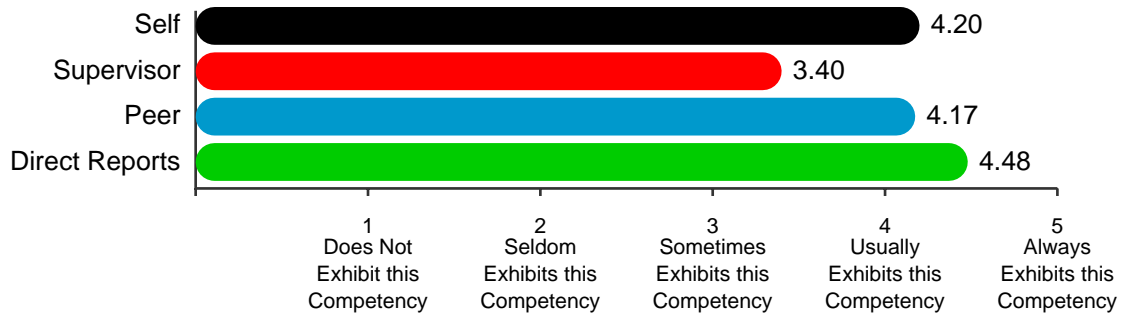
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Develops strong customer relationships.	15	4.33	100.0			67%		33%
37. Uses feedback from customers to help improve services.	15	3.93	80.0	13%	7%		53%	27%
38. Is committed to the success of the customer.	15	4.27	86.7		13%		47%	40%
39. Ensures customers' expectations are met or exceeded.	15	4.13	86.7		13%		60%	27%
40. Ensures communication with customers is honest and transparent.	15	4.40	93.3		7%		47%	47%

Comments:

- \_\_\_ has high expectations of herself and her employees. She does an excellent job of managing the department.
- \_\_\_ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.
- \_\_\_ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, \_\_\_ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- Uses visual aids to communicate progress to your team.
- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.
- She has also greatly improved her communication.

# Coaching

## Summary Scores



41. Considers the ideas and suggestions from coaches.



42. Helps others to understand the responsibilities and expectations of working for \_\_\_\_\_.



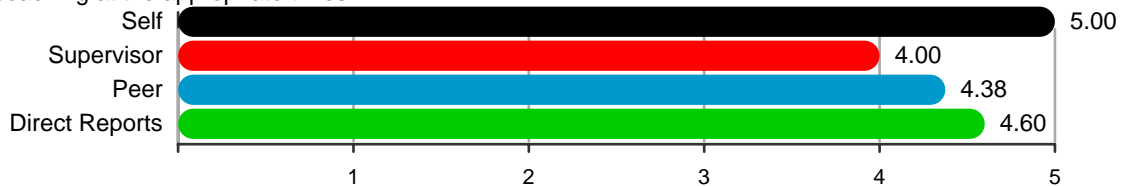
43. Asks questions that lead to discovery, insight or action.



44. Knows the capabilities and motivations of the individuals in the work group.



45. Offers coaching at the appropriate times.



## Level of Skill

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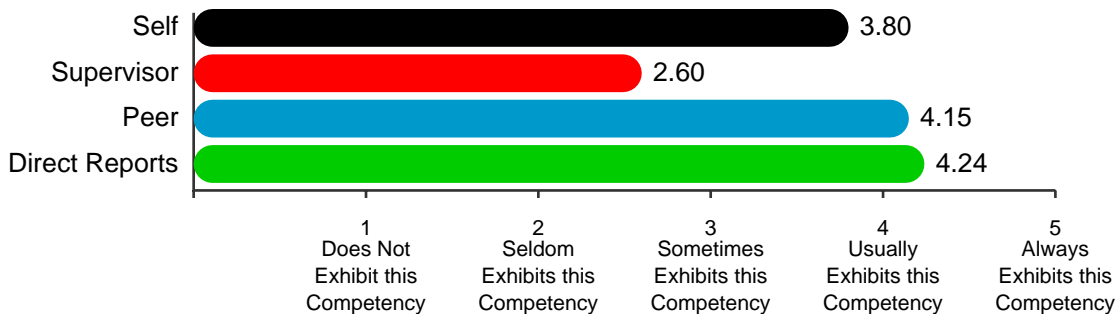
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Considers the ideas and suggestions from coaches.	15	4.33	93.3	7%		53%		40%
42. Helps others to understand the responsibilities and expectations of working for _____.	15	4.20	80.0	20%		40%		40%
43. Asks questions that lead to discovery, insight or action.	15	4.13	86.7	13%		60%		27%
44. Knows the capabilities and motivations of the individuals in the work group.	15	4.00	86.7	13%		73%		13%
45. Offers coaching at the appropriate times.	15	4.47	93.3	7%	40%		53%	

### Comments:

- She communicates clearly, and is always willing to listen attentively.
- Is a fantastic source of feedback and growth development.
- As a leader, I can clearly see that \_\_\_ is open to growth as she is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as she gains leadership experience and mentoring.
- She collaborates with all departments and operates under shared governance.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- Resources are managed carefully with input sought and considered before applying those resources.

# Business Acumen

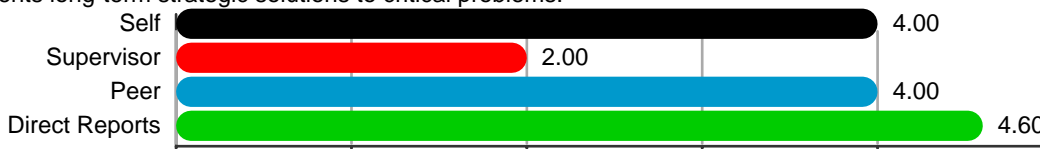
## Summary Scores



46. Gathers essential customer data to align our products with their expectations.



47. Implements long-term strategic solutions to critical problems.



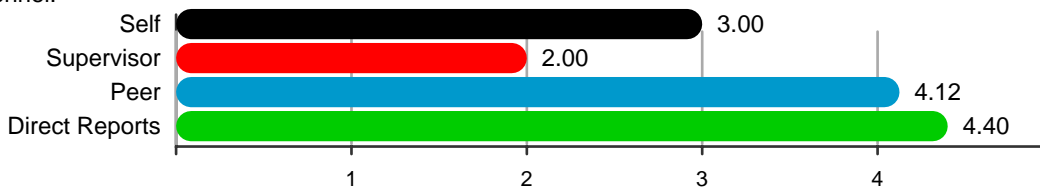
48. Rewards risky ideas that may yield significant benefits to the business.



49. Gathers important information from customers to make sure our products are relevant and useful.



50. Shares information on best practices to facilitate business workflows and operations during times of transition and changes in personnel.



### 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Gathers essential customer data to align our products with their expectations.	15	3.87	80.0	7%	13%	67%	13%	
47. Implements long-term strategic solutions to critical problems.	15	4.07	86.7	13%	53%	33%		
48. Rewards risky ideas that may yield significant benefits to the business.	15	4.13	86.7	13%	60%	27%		
49. Gathers important information from customers to make sure our products are relevant and useful.	15	4.20	86.7	7%	7%	47%	40%	
50. Shares information on best practices to facilitate business workflows and operations during times of transition and changes in personnel.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- Resources are managed carefully with input sought and considered before applying those resources.
- \_\_\_ knows her work and knows the facility very well. \_\_\_ is sincere about doing good work, but at times struggles with communicating in objective manner.
- Please know that stress can occasionally slow down progress.
- Great addition to the department!
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- She is such a positive person and always willing to pitch in where help is needed.

## 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 can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- \_\_\_'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase her strengths and [CompanyName] has not capitalized on them.
- \_\_\_ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- \_\_\_ is a valued member of the department.
- \_\_\_ came to [CompanyName] and has done a wonderful job of getting the message out.
- There have been many changes in each department and \_\_\_'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.

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

- \_\_\_ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- \_\_\_ is a great asset to the team. We are grateful to have her.
- I so appreciate that \_\_\_ is so on top of everything that we do in payroll.
- \_\_\_ is highly professional and amazingly skilled at both critical thinking and detail management.
- \_\_\_ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- I have seen improvement and will try to encourage even more growth.

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

- She is a high energy individual, with a level of integrity that goes above and beyond.
- \_\_\_ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- She is a pleasure to work with and an asset to [CompanyName].
- \_\_\_ teams with others to improve communication and process.
- I know I can always count on \_\_\_ to consistently encourage collaboration and system perspective.
- Increase business knowledge relating to overall strategic plan and the day to day operations.

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

- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. \_\_\_ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- I appreciate her receptiveness and openness and her sense of humor.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.
- \_\_\_ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- When I bring a problem to \_\_\_ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.

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

- I honestly cannot think of anything that she could improve on.
- \_\_\_ has been here a short time, but I have believe from attending meeting with her and by her actions in the department, she is the right person to lead us forward in our growth and changes.
- She can be friendly and does care about people. However she can be dismissive of ideas she does not agree with. It's possible that she is unaware of how strongly she comes across and how the simple fact of being a vice president can amplify people's perceptions of her actions and behaviors.
- I strongly believe the potential she has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of her abilities.
- \_\_\_ is a very supportive co-worker who is quick to assist others in need. She's a great teammate.
- Detail oriented

### Any final comments?

- She consistently involves employees in shared decision making.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- \_\_\_ has a calm and professional style.
- She strives to be an effective and available leader.
- \_\_\_ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.
- She has established credibility and trust with all the directors and managers.