



Feedback Results
Your CompanyName Here
2025

Sample Employee

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.

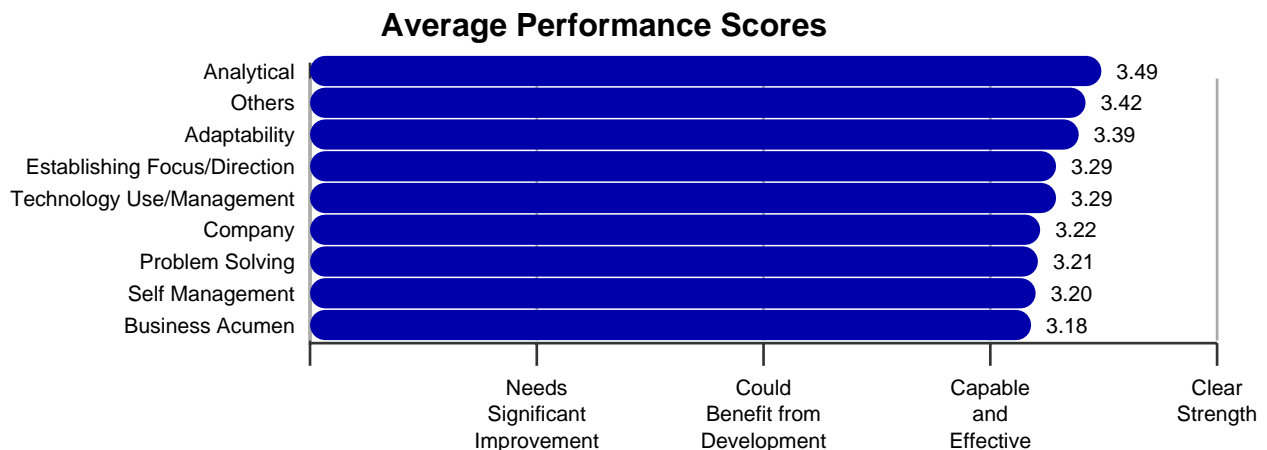
What to Do with Your Feedback

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

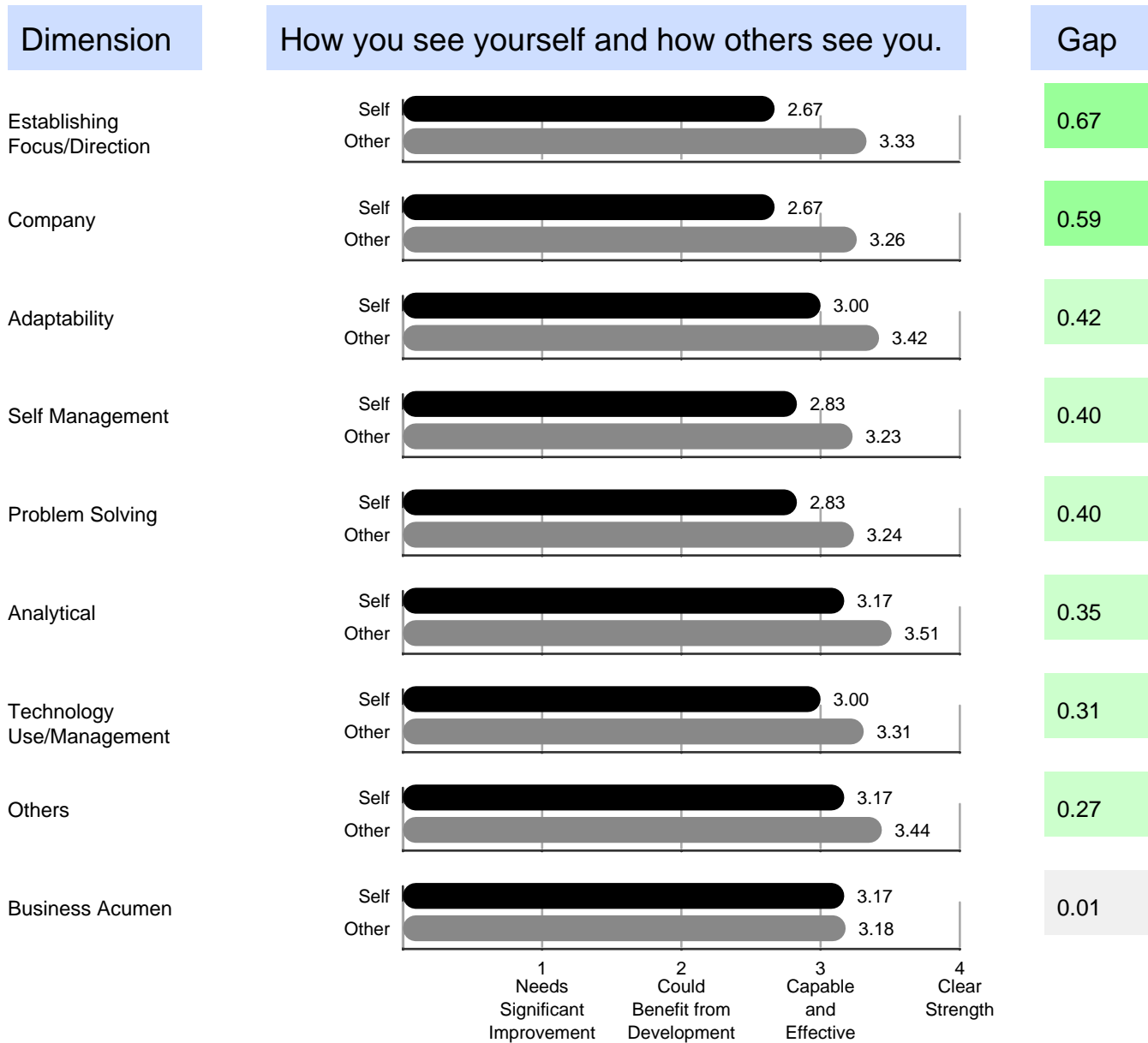
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Includes others in the decision making processes.	15	3.20	93.3	7%	67%	27%	
2. Supports the efforts of other employees in implementing solutions to problems.	15	3.87	100.0	13%	87%		
3. Helpful	15	3.33	93.3	7%	53%	40%	
4. Forms working relationships with employees from other departments.	15	3.60	93.3	7%	27%	67%	
5. Respects the opinions of other employees.	15	3.33	93.3	7%	53%	40%	
6. ...treats others with respect and dignity.	15	3.20	93.3	7%	60%	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
1. Includes others in the decision making processes.	3.29	3.20	-0.09 ▼
2. Supports the efforts of other employees in implementing solutions to problems.	3.65	3.87	+0.22 ▲
3. Helpful	3.18	3.33	+0.16 ▲
4. Forms working relationships with employees from other departments.	3.41	3.60	+0.19 ▲
5. Respects the opinions of other employees.	3.24	3.33	+0.10 ▲
6. ...treats others with respect and dignity.	3.24	3.20	-0.04 ▼

Comments:

- Great addition to the department!
- She sees things that others don't and always have valuable feedback for whomever she is talking/working with.
- The few problems we have experienced during these changes is a reflection of ___'s leadership.
- Her communication style can also come across as very directive at times to peers and subordinates.
- Willingness to pitch in, desire to grow, and a great attitude.
- I feel ___ always has the customer's best interest at heart.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
7. Implements new rules, procedures, or regulations.	15	3.20	86.7	13%	53%	33%	
8. Recognizes when course changes are needed and takes appropriate action.	15	3.40	93.3	7%	47%	47%	
9. Responds quickly to new information.	15	3.47	93.3	7%	40%	53%	
10. Embraces change and fosters an open-minded environment.	15	3.47	93.3	7%	40%	53%	
11. Willing to see things from others' perspectives.	15	3.53	100.0		47%	53%	
12. Adjusts to the new vision and mission of the company.	15	3.27	100.0		73%	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
7. Implements new rules, procedures, or regulations.	3.41	3.20	-0.21 ▼
8. Recognizes when course changes are needed and takes appropriate action.	3.24	3.40	+0.16 ▲
9. Responds quickly to new information.	3.18	3.47	+0.29 ▲
10. Embraces change and fosters an open-minded environment.	3.35	3.47	+0.11 ▲
11. Willing to see things from others' perspectives.	3.47	3.53	+0.06 ▲
12. Adjusts to the new vision and mission of the company.	3.47	3.27	-0.20 ▼

Comments:

- She sees things that others don't and always have valuable feedback for whomever she is talking/working with.
- ___'s priority is our customers and community.
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- ___ takes people where they want to go and pushes them to be their own success.
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.

Self 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
13. Does not allow own emotions to interfere with the performance of others.	15	3.33	100.0		67%		33%
14. Consciously controls own negative emotions in order to keep team morale up.	15	3.13	86.7	13%	60%		27%
15. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	3.07	80.0	20%	53%		27%
16. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.40	93.3	7%	47%		47%
17. Steps away from a situation to process appropriate response.	15	3.27	93.3	7%	60%		33%
18. Uses patience and self-control in working with customers and associates.	14	3.00	92.9	7%	79%		14%

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
13. Does not allow own emotions to interfere with the performance of others.	3.35	3.33	-0.02 ▼
14. Consciously controls own negative emotions in order to keep team morale up.	3.18	3.13	-0.04 ▼
15. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	3.00	3.07	+0.07 ▲
16. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.65	3.40	-0.25 ▼
17. Steps away from a situation to process appropriate response.	3.47	3.27	-0.20 ▼
18. Uses patience and self-control in working with customers and associates.	3.12	3.00	-0.12 ▼

Comments:

- Gets the job organized and in time. Makes sure all are on the same page and communicates very well.
- ___ strives to be professional with each and every interaction and I think inspires confidence.
- ___ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- She has a calm demeanor and willingness to help with anything.
- ___ is great...She provides valuable insight/opinion when asked and easily makes decisions.
- Sometimes it seems like ___'s priorities or expectations shift unexpectedly.

Establishing Focus/Direction

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
19. Sets timelines, roles, responsibilities, and resources required to achieve the goal.	15	3.47	100.0		53%	47%	
20. Reassesses assignments and ensures coverage without overburdening others due to absences of personnel within the department.	15	3.40	93.3	7%	47%	47%	
21. Identifies which tasks or projects need immediate attention and which can be deferred.	15	3.53	100.0		47%	53%	
22. Tailors guidance and support based on individual strengths, challenges, or circumstances.	15	3.00	80.0	20%	60%		20%
23. Gets employees back on track when they wander from the assigned tasks/projects.	15	2.87	80.0	20%	73%		7%
24. Creates well articulated goals for the team to pursue.	15	3.47	100.0		53%	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
19. Sets timelines, roles, responsibilities, and resources required to achieve the goal.	3.59	3.47	-0.12 ▼
20. Reassesses assignments and ensures coverage without overburdening others due to absences of personnel within the department.	3.29	3.40	+0.11 ▲
21. Identifies which tasks or projects need immediate attention and which can be deferred.	3.35	3.53	+0.18 ▲
22. Tailors guidance and support based on individual strengths, challenges, or circumstances.	3.00	3.00	
23. Gets employees back on track when they wander from the assigned tasks/projects.	2.88	2.87	-0.02 ▼
24. Creates well articulated goals for the team to pursue.	3.00	3.47	+0.47 ▲

Comments:

- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- Her confidence allows her to take on any task and also allows her to lead a team of leaders effectively.
- She has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, she seems to be able to keep our unit in the financial green.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.

Analytical

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
25. Ensures staff records financial transactions accurately and completely.	15	3.67	100.0	33%	67%		
26. Critically examines the information presented to determine its truthfulness and applicability to the topic at hand.	15	3.40	93.3	7%	47%	47%	
27. Helps employees to understand the issues better by using logic and research carefully.	15	3.33	93.3	7%	53%	40%	
28. Calculates and interprets financial ratios (such as liquidity ratios, profitability ratios, and leverage ratios) to assess the financial health of the company.	15	3.53	100.0	47%	53%		
29. Reduces issues to their fundamental elements.	15	3.67	100.0	33%	67%		
30. Identifies the part of the business value chain that is affected by a particular decision or action, diagnoses the situation, and prioritize what needs to be done and who needs to be involved.	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
25. Ensures staff records financial transactions accurately and completely.	3.76	3.67	-0.10 ▼
26. Critically examines the information presented to determine its truthfulness and applicability to the topic at hand.	3.53	3.40	-0.13 ▼
27. Helps employees to understand the issues better by using logic and research carefully.	3.12	3.33	+0.22 ▲
28. Calculates and interprets financial ratios (such as liquidity ratios, profitability ratios, and leverage ratios) to assess the financial health of the company.	3.41	3.53	+0.12 ▲
29. Reduces issues to their fundamental elements.	3.59	3.67	+0.08 ▲
30. Identifies the part of the business value chain that is affected by a particular decision or action, diagnoses the situation, and prioritize what needs to be done and who needs to be involved.	3.41	3.33	-0.08 ▼

Comments:

- There are two items above that will be part of my goals for the coming year.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- ___ also gives us assignments that may not be one of our strengths, but challenges us to become stronger in those areas so that we may become a stronger individual as a whole.
- ___ is a new manager and it is clear that she wants to do well and engage her team.
- ___ communicates her expectations of the team well and involves them in the process improvement plans.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.

Problem Solving

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Analyzes the potential success of proposed solutions.	15	3.20	86.7	13%	53%	33%	
32. Gathers relevant data to track the solution's performance and identify any trends or patterns.	15	3.40	100.0		60%	40%	
33. Adapts to different problems by applying a wide range of strategies and techniques.	15	3.20	86.7	13%	53%	33%	
34. Implements solutions to solve the problem.	15	3.27	93.3	7%	60%	33%	
35. Able to balance the needs of different people in a solution to a problem.	15	3.00	80.0	20%	60%	20%	
36. Assesses the extent to which proposed solutions would lead to success.	15	3.20	93.3	7%	67%	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
31. Analyzes the potential success of proposed solutions.	3.18	3.20	+0.02 ▲
32. Gathers relevant data to track the solution's performance and identify any trends or patterns.	3.35	3.40	+0.05 ▲
33. Adapts to different problems by applying a wide range of strategies and techniques.	3.18	3.20	+0.02 ▲
34. Implements solutions to solve the problem.	2.88	3.27	+0.38 ▲
35. Able to balance the needs of different people in a solution to a problem.	3.18	3.00	-0.18 ▼
36. Assesses the extent to which proposed solutions would lead to success.	3.18	3.20	+0.02 ▲

Comments:

- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- ___ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.
- I enjoy working with ___ very much.
- ___ has been in her new role a short time, but I already am appreciating the higher level of expectations she is setting and the groundwork for quality improvement
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- ___'s engagement scores for her direct reports are some of the highest in all of [CompanyName]. She deserves recognition for this.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
37. Understands and is committed to implementing new technologies.	15	3.27	93.3	7%	60%	33%	
38. Maximizes the use of new technology to deliver products and services.	15	3.27	86.7	13%	47%	40%	
39. Applies complex rules and regulations to maintain optimal system performance.	15	3.13	86.7	13%	60%	27%	
40. Supports employee training and development initiatives regarding implementation of technology.	15	3.40	93.3	7%	47%	47%	
41. Supports technical training and development of employees.	15	3.33	93.3	7%	53%	40%	
42. Adopts the implementation of new technology into the workplace.	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
37. Understands and is committed to implementing new technologies.	3.35	3.27	-0.09 ▼
38. Maximizes the use of new technology to deliver products and services.	3.24	3.27	+0.03 ▲
39. Applies complex rules and regulations to maintain optimal system performance.	3.59	3.13	-0.45 ▼
40. Supports employee training and development initiatives regarding implementation of technology.	3.29	3.40	+0.11 ▲
41. Supports technical training and development of employees.	3.29	3.33	+0.04 ▲
42. Adopts the implementation of new technology into the workplace.	3.41	3.33	-0.08 ▼

Comments:

- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- Help subordinates grow by challenging them to solve a problems instead of providing the answers.
- She offers up ideas of how I could have handled something differently in a constructive manner.
- Her integrity is never in question. I appreciate her ability to partner with me on issues between the VP and my unit.
- Her priorities are clear and appropriate, as she recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- She is very supportive and easily approachable.

Business Acumen

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
43. Able to decipher complex data making it easier to generate new insights.	15	3.13	86.7	13%	60%	27%	
44. Able to get department employees to accept new business workflows.	15	3.00	86.7	13%	73%	13%	
45. Meets with customers to gain insights into their core needs and how to strategically serve them.	15	3.53	100.0		47%	53%	
46. Understands business fundamentals and practices.	15	3.00	86.7	13%	73%	13%	
47. Understands impacts of domestic & global market events & issues.	15	3.20	93.3	7%	60%	33%	
48. Responds quickly to customer business inquiries.	15	3.20	93.3	7%	67%	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
43. Able to decipher complex data making it easier to generate new insights.	3.35	3.13	-0.22 ▼
44. Able to get department employees to accept new business workflows.	3.18	3.00	-0.18 ▼
45. Meets with customers to gain insights into their core needs and how to strategically serve them.	3.35	3.53	+0.18 ▲
46. Understands business fundamentals and practices.	3.24	3.00	-0.24 ▼
47. Understands impacts of domestic & global market events & issues.	3.00	3.20	+0.20 ▲
48. Responds quickly to customer business inquiries.	3.18	3.20	+0.02 ▲

Comments:

- ___ provides opportunities for her staff to grow professionally and encourages them.
- ___ communicates her expectations of the team well and involves them in the process improvement plans.
- ___ is a very solid manager who meets or exceeds expectations of her role.
- ___ 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 her bringing them before the team for discussion.
- Is extremely knowledgeable and is always continuing her education to stay up to date.
- ___ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
49. Ensures all voices are heard and valued, fostering a culture of inclusion and respect.	15	3.40	93.3	7%	47%	47%	
50. Effectively organizes teams in the division.	15	3.13	80.0	7%	13%	40%	40%
51. Ensures that hiring is strategic and effective.	14	3.14	92.9	7%	71%		21%
52. Encourages employees to take ownership of their work and feel proud of their contributions.	14	3.21	85.7	14%	50%		36%
53. Provides a workspace that is comfortable and conducive to long hours of work.	15	3.27	86.7	13%	47%		40%
54. Keeps the parking area well maintained.	15	3.13	86.7	13%	60%		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
49. Ensures all voices are heard and valued, fostering a culture of inclusion and respect.	3.35	3.40	+0.05 ▲
50. Effectively organizes teams in the division.	3.29	3.13	-0.16 ▼
51. Ensures that hiring is strategic and effective.	3.24	3.14	-0.09 ▼
52. Encourages employees to take ownership of their work and feel proud of their contributions.	3.06	3.21	+0.16 ▲
53. Provides a workspace that is comfortable and conducive to long hours of work.	3.59	3.27	-0.32 ▼
54. Keeps the parking area well maintained.	2.94	3.13	+0.19 ▲

Comments:

- You can always count on ___ to respond to emails and telephone calls and follow through with commitments.
- ___ has a great strength in process improvement-maybe even more than people around her realize. She has kind of a quiet strength in this area.
- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- She collaborates with all departments and operates under shared governance.
- Demonstrates a focus on the business goals through task prioritization.
- By applying vision, strategy and activation in her day to day decisions she inspires us to be the best leaders we can be.

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?

- Always steps up if help is needed.
- Attitude is there; however, follow through is lacking at times.
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- Communication to staff has greatly improved.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- Sometimes work is pushed forward when she doesn't understand underlying issues and work needed.

What do you like best about working with this individual?

- If feel ___ meets/exceeds in all of the areas listed above, and I feel she consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- She interacts effectively with our most difficult customers.
- Timeliness and accountability of projects.
- I know I can always count on ___ to be reliable and respond in a timely manner to my request.
- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.
- ___ does a great job in supporting and engaging all of her employees.

What do you like least about working with this individual?

- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- ___ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ___ continues to work to improve her departments and improve the engagement of her employees.
- Appreciate ___'s calm approach
- She 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.
- ___ is a valuable resource to the organization and the team.
- 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 strengths?

- Manager engages in all categories described above as marked.
- She is always first to share what's on the horizon. At conclusion of a project, she shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.
- Don't know where we would be without her.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- 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 think that ___ is making good strides in setting expectations through clear communication.

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

- ___ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- I appreciate her style and support.
- ___ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- ___'s team loves and respects her, the organization highly values her, others outside of HR seek her out for assistance, and I think even those outside of [CompanyName] look to her for guidance. I don't know how she does it!
- She often will say she doesn't need the details or that she already knows and doesn't need an explanation.

Any final comments?

- She keeps focused on things that are important for her department to run smoothly.
- Her professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- ___ analyzes all situations before making a decision.
- Needs to have more face-to-face communications with other employees in the company.
- Information is given concisely at meetings, and her explanations of all information is very clear.
- She is a great teammate!