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Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

## Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

## Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

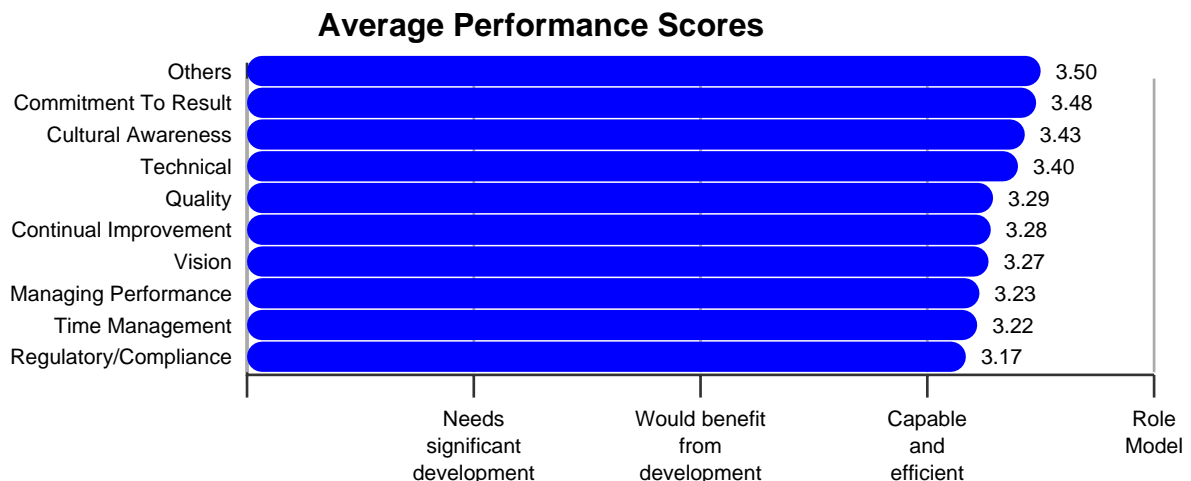
## What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

# Summary

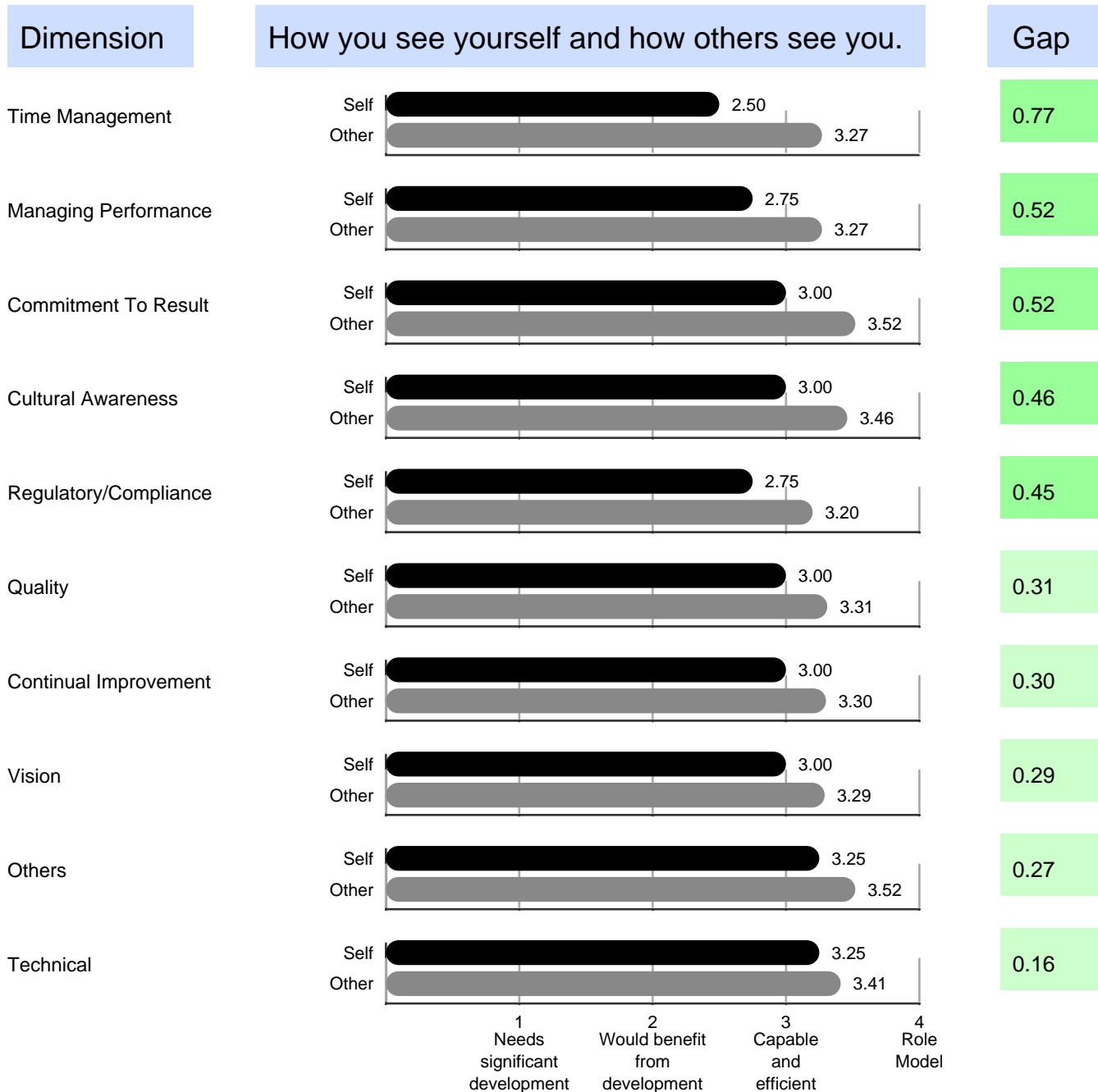
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



## Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



## 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
1. Respects the opinions of other employees.	15	3.20	93.3	7%	67%		27%
2. Is able to see issues from others' perspectives.	15	3.87	100.0	13%	87%		
3. Forms working relationships with employees from other departments.	15	3.33	93.3	7%	53%		40%
4. ...treats others with respect and dignity.	15	3.60	93.3	7%	27%	67%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
1. Respects the opinions of other employees.	3.29	3.20	-0.09 ▼
2. Is able to see issues from others' perspectives.	3.65	3.87	+0.22 ▲
3. Forms working relationships with employees from other departments.	3.18	3.33	+0.16 ▲
4. ...treats others with respect and dignity.	3.41	3.60	+0.19 ▲

#### Comments:

- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- Based on his customer satisfaction scores it is clear he has a strong team in place.
- \_\_\_\_\_ works to keep up but a lot of new concepts.
- \_\_\_\_\_ is a fantastic leader who understands his team and can engage and motivate them towards organizational objectives.
- I have observed that \_\_\_\_\_ is always professional and respectful towards myself and others. He asks for our input before making decisions.
- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.

## Continual Improvement

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
5. Looks for ways to expand current job responsibilities.	15	3.33	93.3	7%	53%	40%	
6. Looks for ways to improve work processes and procedures.	15	3.20	93.3	7%	60%	33%	
7. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.20	86.7	13%	53%	33%	
8. Looks for ways to expand and learn new job skills.	15	3.40	93.3	7%	47%	47%	

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
5. Looks for ways to expand current job responsibilities.	3.24	3.33	+0.10 ▲
6. Looks for ways to improve work processes and procedures.	3.24	3.20	-0.04 ▼
7. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.41	3.20	-0.21 ▼
8. Looks for ways to expand and learn new job skills.	3.24	3.40	+0.16 ▲

#### Comments:

- \_\_\_\_\_ has a strong knowledge base and willingly shares information.
- Is very upbeat and quick to contribute to the team.
- At times I feel like \_\_\_\_\_ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- I really appreciate him as a member of the team.
- He is a real advocate for the customers. Excellent department and computer skills
- \_\_\_\_\_ is very good at reading people which enables him to respond quickly and appropriately.

## Cultural Awareness

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
9. Treats others with dignity and respect.	15	3.47	93.3	7%	40%	53%	
10. Shows respect in daily interactions	15	3.47	93.3	7%	40%	53%	
11. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	3.53	100.0		47%	53%	
12. Seeks out different viewpoints and benefits from different perspectives.	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	2022	2023	Change
9. Treats others with dignity and respect.	3.18	3.47	+0.29 ▲
10. Shows respect in daily interactions	3.35	3.47	+0.11 ▲
11. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	3.47	3.53	+0.06 ▲
12. Seeks out different viewpoints and benefits from different perspectives.	3.47	3.27	-0.20 ▼

### Comments:

- \_\_\_\_\_ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.
- I feel \_\_\_\_\_ is really listening when you talk to him. He always repeats back what he thinks he's hearing, so there is no misunderstanding.
- \_\_\_\_\_ maintains his focus on safety for all customers and staff. He stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- I think \_\_\_\_\_ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- He is eager to learn and eager to share knowledge.
- Thoroughness, accuracy, professionalism.

## Managing Performance

### Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
13. Obtains commitment from employees regarding completion of tasks.	15	3.33	100.0		67%		33%
14. Makes sure the team's goals are met.	15	3.13	86.7	13%	60%		27%
15. Measures performance of goals and objectives.	15	3.07	80.0	20%	53%		27%
16. Plans and sets work 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	2022	2023	Change
13. Obtains commitment from employees regarding completion of tasks.	3.35	3.33	-0.02 ▼
14. Makes sure the team's goals are met.	3.18	3.13	-0.04 ▼
15. Measures performance of goals and objectives.	3.00	3.07	+0.07 ▲
16. Plans and sets work expectations.	3.65	3.40	-0.25 ▼

#### Comments:

- I have worked with \_\_\_\_\_ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- Manager routinely demonstrates all of the above characteristics, as marked
- I respect \_\_\_\_\_ and have turned to him for advice.
- He encourages each staff member to understand each other and to work together in a very positive manner.

## Quality

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
17. Always strives to produce the highest quality work products.	15	3.27	93.3	7%	60%		33%
18. Encourages others to achieve high quality standards.	14	3.00	92.9	7%	79%		14%
19. Reflects on what is working and what could be improved.	15	3.47	100.0		53%		47%
20. Encourages employees to produce the best quality products.	15	3.40	93.3	7%	47%		47%

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
17. Always strives to produce the highest quality work products.	3.47	3.27	-0.20 ▼
18. Encourages others to achieve high quality standards.	3.12	3.00	-0.12 ▼
19. Reflects on what is working and what could be improved.	3.59	3.47	-0.12 ▼
20. Encourages employees to produce the best quality products.	3.29	3.40	+0.11 ▲

### Comments:

- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- \_\_\_\_\_ is a very thoughtful, process-oriented leader and thinks through the best way to get desired outcomes. He introduced Basecamp to the team facilitating better project management systems within the department.
- \_\_\_\_\_ is an excellent communicator and is very open and supportive to his staff.
- You can count on \_\_\_\_\_ to give you the most honest feedback even if it is information you may not want to hear.
- Sometimes difficult to understand what is being asked. Provide more clarity.
- He is doing a great job of branding [CompanyName] (something that has been needed for a very long time). when he first came he had some miss steps, ie posters, pushing agenda fast etc, but has adapted to [CompanyName] and to the department, well done.



## Time 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
21. Keeps and maintains a To-Do list.	15	3.53	100.0	47%	53%		
22. Makes time for developing plans and schedules.	15	3.00	80.0	20%	60%	20%	
23. Deals effectively with interruptions.	15	2.87	80.0	20%	73%	7%	
24. Uses agendas when chairing or facilitating meetings.	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	2022	2023	Change
21. Keeps and maintains a To-Do list.	3.35	3.53	+0.18 ▲
22. Makes time for developing plans and schedules.	3.00	3.00	
23. Deals effectively with interruptions.	2.88	2.87	-0.02 ▼
24. Uses agendas when chairing or facilitating meetings.	3.00	3.47	+0.47 ▲

#### Comments:

- \_\_\_\_\_ handles every situation in a professional manner and he responds promptly to requests.
- He's a little slow responding to e-mails, but he also has a heavy load and he does get to them eventually.
- He looks for ways to improve processes, involves his team in the process improvements, and shares with others what his team has accomplished.
- \_\_\_\_\_ is a very effective leader and excellent communicator.
- \_\_\_\_\_ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- He uses the strengths of everyone around him to get the best solutions possible.

## Commitment To Result

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
25. Encourages commitment in others to obtain results.	15	3.67	100.0	33%	67%		
26. Committed to the team.	15	3.40	93.3	7%	47%	47%	
27. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.33	93.3	7%	53%	40%	
28. Able to focus on a task even when working alone.	15	3.53	100.0	47%	53%		

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
25. Encourages commitment in others to obtain results.	3.76	3.67	-0.10 ▼
26. Committed to the team.	3.53	3.40	-0.13 ▼
27. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.12	3.33	+0.22 ▲
28. Able to focus on a task even when working alone.	3.41	3.53	+0.12 ▲

### Comments:

- Isn't afraid to ask the tough questions to get people to think outside of their box.
- \_\_\_\_\_ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- He provided coaching and support to improve this individual's performance.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- \_\_\_\_\_ is the right man for the job...there have been a couple of instances in which I feel that \_\_\_\_\_ has had tendency to lose staff or participants in his communication. To his merit, \_\_\_\_\_ will stop the conversation and clarify expectations or needs prior to moving forward.

## Technical

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
29. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.67	100.0	33%	67%		
30. Willingly shares information and expertise; sought out as resource by others	15	3.33	100.0		67%		33%
31. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	3.20	86.7	13%	53%		33%
32. Willingly shares his/her technical expertise; sought out as resource by others	15	3.40	100.0		60%		40%

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
29. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	3.59	3.67	+0.08 ▲
30. Willingly shares information and expertise; sought out as resource by others	3.41	3.33	-0.08 ▼
31. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	3.18	3.20	+0.02 ▲
32. Willingly shares his/her technical expertise; sought out as resource by others	3.35	3.40	+0.05 ▲

### Comments:

- \_\_\_\_\_ has consistently demonstrated his ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in his care are performing at a level worthy of citation when compared to others nationwide.
- \_\_\_\_\_ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- \_\_\_\_\_ is committed to our organization and leads by example.
- Overall I think he does a great job and he is very approachable.
- He is a fantastic resource.
- \_\_\_\_\_ is a great communicator and challenges staff to look at process improvements. He is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.

## Regulatory/Compliance

### 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 development) to green (Role Model).

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
33. Keeps track of changes in legislation affecting regulatory compliance.	15	3.20	86.7	13%	53%	33%	
34. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	15	3.27	93.3	7%	60%	33%	
35. Addresses issues quickly before they develop into major problems.	15	3.00	80.0	20%	60%	20%	
36. Maintains compliance with federal, state, and local laws.	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	2022	2023	Change
33. Keeps track of changes in legislation affecting regulatory compliance.	3.18	3.20	+0.02 ▲
34. Familiar with EEOC, FLSA, OSHA and ERISA acts/standards.	2.88	3.27	+0.38 ▲
35. Addresses issues quickly before they develop into major problems.	3.18	3.00	-0.18 ▼
36. Maintains compliance with federal, state, and local laws.	3.18	3.20	+0.02 ▲

### Comments:

- \_\_\_\_\_'s dedication and leadership in the management development program is evident.
- \_\_\_\_\_ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develop and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- He is also quick to tap into his past experiences in attempting to find the best solution.
- His knowledge of what's needed to take us to the next level (designation) is to be commended.
- He makes his expectations clear to his team, reviews the expectations regularly and will provide constructive feedback and offer opportunity for improvement to team members when needed.
- \_\_\_\_\_ is a rock amongst the management at [CompanyName].

## Vision

### Level of Skill

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

Item	n	Avg	LOA	Needs significant development	Would benefit from development	Capable and efficient	Role Model
37. Communicates the vision and strategy of [Company]	15	3.27	93.3	7%	60%		33%
38. Develops action plans to align his/her work with the goals of the organization	15	3.27	86.7	13%	47%		40%
39. Understands the vision of the Company and promotes it ahead of any self-interests.	15	3.13	86.7	13%	60%		27%
40. Creates a common vision for others.	15	3.40	93.3	7%	47%		47%

### Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
37. Communicates the vision and strategy of [Company]	3.35	3.27	-0.09 ▼
38. Develops action plans to align his/her work with the goals of the organization	3.24	3.27	+0.03 ▲
39. Understands the vision of the Company and promotes it ahead of any self-interests.	3.59	3.13	-0.45 ▼
40. Creates a common vision for others.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_\_\_ has done a great job in most of the areas above. He has really moved our services team forward in a very positive way.
- He translated the creative thinking into real change and solution that advanced our department.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- He is well respected by his peers and it is clear to see why.
- \_\_\_\_\_ has been an asset to [CompanyName]. He has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with his ability bring about process improvements through his direction and guidance to develop and engage the telecommunication staff in this area. He has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- Look up collaboration and you'll find \_\_\_\_\_'s picture beside the word.

## Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

### What would help make you a more effective leader?

- I have found \_\_\_\_\_ to be very competent and professional. He delivers when and what he says he will and his work is always complete and accurate.
- He does talk using technical language (Information Technology) but will explain what he means if I don't understand.
- I have appreciated partnering with \_\_\_\_\_ over the last year in conversations with our educational partners interested in bringing their degree programs on-site for our production staff, as well in the whole transition of the department. and roles of various employees. His support during this transition was extremely helpful to me.
- \_\_\_\_\_ has been involved in many interviews and offers great input and insight. Involves the team in decisions, which gives those involved a sense of ownership.
- \_\_\_\_\_ is an outstanding leader and [CompanyName] is incredibly fortunate to have him on our team!
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues

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

- \_\_\_\_\_ has done a remarkable job managing the department.
- \_\_\_\_\_ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.
- \_\_\_\_\_ is a wonderful team member. . .has the gift of empathy and encouragement. He has a can do attitude when faced with projects/issues.
- He's a very hard worker and always helping out when needed.
- Increase business knowledge relating to overall strategic plan and the day to day operations.
- He has been challenging us to find other ways to communicate that would be effective, other than email.

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

- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- \_\_\_\_\_'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- He constantly asks for feedback and input to important decisions and genuinely listens and considers what his staff's opinions.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- Could be more self-aware of impact on other team members
- \_\_\_\_\_ works to keep up but a lot of new concepts.

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

- A willingness and flexibility to pitch in help where needed is important.
- He correctly sets limits, and expectations of his managers.
- \_\_\_\_\_ does a great job at demonstrating the value of his team to the organization.
- His knowledge of what's needed to take us to the next level (designation) is to be commended.
- I appreciate \_\_\_\_\_'s willingness to share his knowledge with our team.
- \_\_\_\_\_ is very responsive and provides great support service.

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

- The employee provides liaison between the organization and its volunteer groups far exceeding the requirements of his position.
- \_\_\_\_\_ has brought a much needed positive change to [CompanyName].
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.
- \_\_\_\_\_ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- \_\_\_\_\_ meets and exceeds all of these leadership roles.
- I believe \_\_\_\_\_ has done a very good job in developing his team members and providing guidance for the respect growth of each person. While his time is precious, he is always open to discussing a problem. I really like working with \_\_\_\_\_ and I appreciate his style and understanding and support of the work that I do.

### Any final comments?

- I am proud to say that \_\_\_\_\_ has greatly made so many improvements to our department, that were so desperately needed.
- \_\_\_\_\_ has been a consistent resource to the Operations teams as we work in improving our scores.
- I can give concrete examples of how \_\_\_\_\_ actually exceeds -all- of the other elements of this performance review.
- \_\_\_\_\_ has made good judgements in hiring top notch employees.
- He was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues