



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.

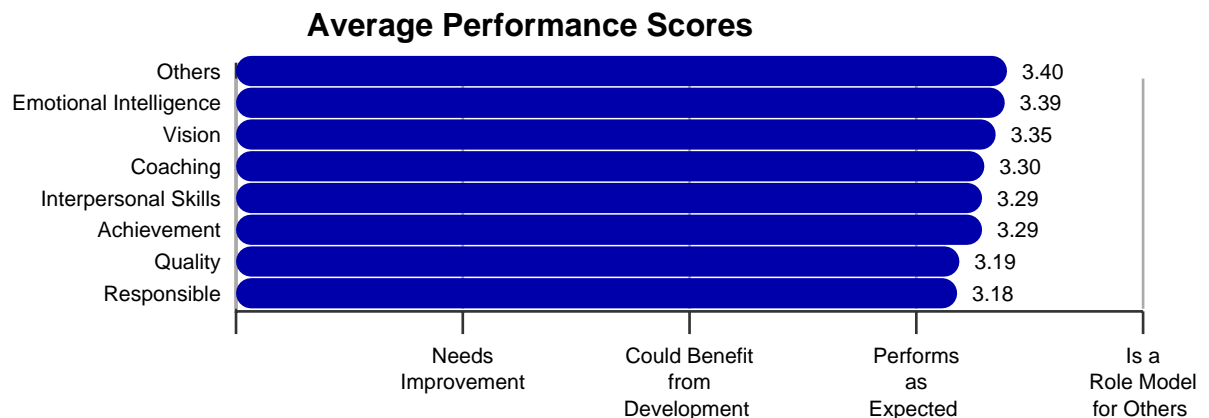
## What to Do with Your Feedback

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 8 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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Is able to see issues from others' perspectives.	15	3.20	93.3	7%	67%		27%
2. Includes others in the decision making processes.	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%	
5. Respects the opinions of other employees.	15	3.33	93.3	7%	53%		40%
6. Consistently demonstrates ability and willingness to trust others.	15	3.20	93.3	7%	60%		33%
7. Supports the efforts of other employees in implementing solutions to problems.	15	3.20	86.7	13%	53%		33%
8. ...treats others with respect and dignity.	15	3.40	93.3	7%	47%		47%
9. Works effectively with people from other departments.	15	3.47	93.3	7%	40%		53%

### Time Comparisons by Item

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

Item	2024	2025	Change
1. Is able to see issues from others' perspectives.	3.29	3.20	-0.09 ▼
2. Includes others in the decision making processes.	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 ▲
5. Respects the opinions of other employees.	3.24	3.33	+0.10 ▲
6. Consistently demonstrates ability and willingness to trust others.	3.24	3.20	-0.04 ▼
7. Supports the efforts of other employees in implementing solutions to problems.	3.41	3.20	-0.21 ▼
8. ...treats others with respect and dignity.	3.24	3.40	+0.16 ▲
9. Works effectively with people from other departments.	3.18	3.47	+0.29 ▲

#### Comments:

- Sometimes it seems like \_\_\_'s priorities or expectations shift unexpectedly.
- \_\_\_ has excellent communication skills with both staff and her management team.
- \_\_\_ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.
- \_\_\_ has continued to have some bumps this year along the lines of teamwork and collaboration.
-

\_\_\_ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.

- \_\_\_ helped to keep us positively focus in the right direction, while keeping us well informed.

# Coaching

## Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Assists employees in achieving higher engagement levels and commitment to the organization.	15	3.47	93.3	7%	40%	53%	
11. Encourages the employee to see solving the issue as an opportunity to demonstrate their resourcefulness and resilience.	15	3.53	100.0		47%	53%	
12. Starts coaching sessions with a review of the employee's successes to set a positive tone.	15	3.27	100.0		73%	27%	
13. Enables the proper workload balance for the employee to be able to effectively participate in coaching.	15	3.33	100.0		67%	33%	
14. Has genuine empathy for the employee.	15	3.13	86.7	13%	60%	27%	
15. Gives the employee time and space to respond to questions asked.	15	3.07	80.0	20%	53%	27%	

## Time Comparisons by Item

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

Item	2024	2025	Change
10. Assists employees in achieving higher engagement levels and commitment to the organization.	3.35	3.47	+0.11 ▲
11. Encourages the employee to see solving the issue as an opportunity to demonstrate their resourcefulness and resilience.	3.47	3.53	+0.06 ▲
12. Starts coaching sessions with a review of the employee's successes to set a positive tone.	3.47	3.27	-0.20 ▼
13. Enables the proper workload balance for the employee to be able to effectively participate in coaching.	3.35	3.33	-0.02 ▼
14. Has genuine empathy for the employee.	3.18	3.13	-0.04 ▼
15. Gives the employee time and space to respond to questions asked.	3.00	3.07	+0.07 ▲

## Comments:

- I admire \_\_\_'s decision making skills when it comes to hiring new employees for our department.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- \_\_\_ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- \_\_\_ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- I appreciate \_\_\_'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].
- She has positive energy, leads by example, and cares about teammates.

## Vision

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
16. Delegates the task of implementing the vision to subordinates.	15	3.40	93.3	7%	47%	47%	
17. Focuses subordinates' work on critical aspects of the vision.	15	3.27	93.3	7%	60%	33%	
18. Reinforces the departmental vision through daily decisions and prioritization.	14	3.00	92.9	7%	79%	14%	
19. Creates a vision that adds value to the organization.	15	3.47	100.0		53%	47%	
20. Adept at creating and actualizing a strategic roadmap for the organization.	15	3.40	93.3	7%	47%	47%	
21. Facilitates employees' adoption of the organization vision.	15	3.53	100.0		47%	53%	

### Time Comparisons by Item

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

Item	2024	2025	Change
16. Delegates the task of implementing the vision to subordinates.	3.65	3.40	-0.25 ▼
17. Focuses subordinates' work on critical aspects of the vision.	3.47	3.27	-0.20 ▼
18. Reinforces the departmental vision through daily decisions and prioritization.	3.12	3.00	-0.12 ▼
19. Creates a vision that adds value to the organization.	3.59	3.47	-0.12 ▼
20. Adept at creating and actualizing a strategic roadmap for the organization.	3.29	3.40	+0.11 ▲
21. Facilitates employees' adoption of the organization vision.	3.35	3.53	+0.18 ▲

### Comments:

- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- Although I have only reported to \_\_\_ for a couple of months, the quality of my work life" has improved greatly.
- She knows what her customers needs and seeks to find the best individual to fill those roles.
- 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. Her support during this transition was extremely helpful to me.
- \_\_\_ has a strong work ethic and is consistently working with the mindset that customers come first.
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.

## Interpersonal Skills

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
22. Willing to overlook personal differences and focus on completing the task at hand.	15	3.00	80.0	20%	60%		20%
23. Effectively manages conflicts by dealing with them directly and immediately	15	2.87	80.0	20%	73%		7%
24. Provides constructive feedback in a way that fosters acceptance and development.	15	3.47	100.0		53%		47%
25. Offers praise to colleagues who have successfully completed major projects.	15	3.67	100.0		33%		67%
26. Communicates initiatives in a clear and actionable manner to employees.	15	3.40	93.3	7%	47%		47%
27. Successfully resolves conflicts and grievances to a win-win solution.	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
22. Willing to overlook personal differences and focus on completing the task at hand.	3.00	3.00	
23. Effectively manages conflicts by dealing with them directly and immediately	2.88	2.87	-0.02 ▼
24. Provides constructive feedback in a way that fosters acceptance and development.	3.00	3.47	+0.47 ▲
25. Offers praise to colleagues who have successfully completed major projects.	3.76	3.67	-0.10 ▼
26. Communicates initiatives in a clear and actionable manner to employees.	3.53	3.40	-0.13 ▼
27. Successfully resolves conflicts and grievances to a win-win solution.	3.12	3.33	+0.22 ▲

### Comments:

- \_\_\_ is the best employee the department has employed.
- She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.
- I have always respected her concern for stakeholder input and her efforts to put her customers first.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- \_\_\_ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development She is extremely customer focused.
- \_\_\_ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.

## Emotional Intelligence

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Is able to express themselves clearly.	15	3.53	100.0	47%	53%		
29. Able to understand others' points of view.	15	3.67	100.0	33%	67%		
30. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	3.33	100.0	67%	33%		
31. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	3.20	86.7	13%	53%	33%	
32. Accurately perceives the emotional reactions of others.	15	3.40	100.0	60%	40%		
33. Is able to manage their own emotions.	15	3.20	86.7	13%	53%	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
28. Is able to express themselves clearly.	3.41	3.53	+0.12 ▲
29. Able to understand others' points of view.	3.59	3.67	+0.08 ▲
30. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	3.41	3.33	-0.08 ▼
31. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	3.18	3.20	+0.02 ▲
32. Accurately perceives the emotional reactions of others.	3.35	3.40	+0.05 ▲
33. Is able to manage their own emotions.	3.18	3.20	+0.02 ▲

### Comments:

- As a manager, \_\_\_ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- The Core Competency Training has been a great success. \_\_\_ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- I have not observed \_\_\_'s interaction with the members of her team. \_\_\_ consistently communicates openly in my interactions with her.
- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- \_\_\_ does an exceptional job at running the department.
- \_\_\_ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.

## 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 Improvement) to green (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
34. Creates effective policies regarding quality of services and products.	15	3.27	93.3	7%	60%	33%	
35. Effectively works with Quality Control (QC) engineers.	15	3.00	80.0	20%	60%	20%	
36. Is preventative in dealing with quality issues.	15	3.20	93.3	7%	67%	27%	
37. Develops measures of the success of quality initiatives.	15	3.27	93.3	7%	60%	33%	
38. Verifies the operators have the necessary equipment and supplies to ensure high quality.	15	3.27	86.7	13%	47%	40%	
39. Influences others to achieve high quality standards.	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
34. Creates effective policies regarding quality of services and products.	2.88	3.27	+0.38 ▲
35. Effectively works with Quality Control (QC) engineers.	3.18	3.00	-0.18 ▼
36. Is preventative in dealing with quality issues.	3.18	3.20	+0.02 ▲
37. Develops measures of the success of quality initiatives.	3.35	3.27	-0.09 ▼
38. Verifies the operators have the necessary equipment and supplies to ensure high quality.	3.24	3.27	+0.03 ▲
39. Influences others to achieve high quality standards.	3.59	3.13	-0.45 ▼

### Comments:

- I am very surprised and impressed with \_\_\_'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- \_\_\_'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- \_\_\_ is still learning her role and I see her only improving in the future. I do question her judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- Whenever I go to \_\_\_ with a question, problem, or something that isn't working right, she acts on it immediately - not in a day, a week, or whenever.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- \_\_\_ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.

## Achievement

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
40. Fosters collaboration and accountability, ensuring success is a collective achievement.	15	3.40	93.3	7%	47%	47%	
41. Executes tasks with precision and speed.	15	3.33	93.3	7%	53%	40%	
42. Finds viable solutions despite obstacles.	15	3.33	93.3	7%	53%	40%	
43. Motivated to exceed performance goals.	15	3.13	86.7	13%	60%	27%	
44. Strives for operational excellence by refining workflows and optimizing procedures.	15	3.00	86.7	13%	73%	13%	
45. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	15	3.53	100.0		47%	53%	

### Time Comparisons by Item

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

Item	2024	2025	Change
40. Fosters collaboration and accountability, ensuring success is a collective achievement.	3.29	3.40	+0.11 ▲
41. Executes tasks with precision and speed.	3.29	3.33	+0.04 ▲
42. Finds viable solutions despite obstacles.	3.41	3.33	-0.08 ▼
43. Motivated to exceed performance goals.	3.35	3.13	-0.22 ▼
44. Strives for operational excellence by refining workflows and optimizing procedures.	3.18	3.00	-0.18 ▼
45. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	3.35	3.53	+0.18 ▲

### Comments:

- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- I have had the opportunity to work with \_\_\_ on several projects through our Core Competency Training. All of which she has approached with a positive team building attitude.
- I was excited to come on board under \_\_\_'s leadership when she hired me, and I began working here in March of this year.
- Don't know where we would be without her.
- Overall I think she does a great job and she is very approachable.
- I appreciate \_\_\_'s reputation in the community and her advocacy for the programs and initiatives implemented here at [CompanyName].

## Responsible

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
46. Behavior is ethical and honest.	15	3.00	86.7	13%	73%		13%
47. Sets high personal standards of performance.	15	3.20	93.3	7%	60%		33%
48. Holds herself / himself accountable to goals / objectives	15	3.20	93.3	7%	67%		27%
49. Completes assigned work tasks.	15	3.40	93.3	7%	47%		47%
50. Sets a good example	15	3.13	80.0	7%	13%	40%	40%
51. Works in a way that makes others want to work with her/him.	14	3.14	92.9	7%	71%		21%

### Time Comparisons by Item

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

Item	2024	2025	Change
46. Behavior is ethical and honest.	3.24	3.00	-0.24 ▼
47. Sets high personal standards of performance.	3.00	3.20	+0.20 ▲
48. Holds herself / himself accountable to goals / objectives	3.18	3.20	+0.02 ▲
49. Completes assigned work tasks.	3.35	3.40	+0.05 ▲
50. Sets a good example	3.29	3.13	-0.16 ▼
51. Works in a way that makes others want to work with her/him.	3.24	3.14	-0.09 ▼

### Comments:

- \_\_\_ is very supportive and knows her area of expertise. She is a pleasure to work with.
- \_\_\_ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.
- \_\_\_ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- \_\_\_ is professional in communication verbally, but misses hearing some important items that are verbalized to her.
- She is becoming more comfortable to deliver critical feedback.

## 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?

- \_\_\_ 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.
- I do very much appreciate that \_\_\_ will support me in a decision when needed.
- \_\_\_ is a great leader and supports her staff.
- \_\_\_ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- Her quality of work is good.

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

- \_\_\_ is an impressive performer.
- \_\_\_ 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.
- She is also very enthusiastic and energetic.
- \_\_\_ is conscientious and expedient in her approach to work. She gets things done quickly and efficiently.
- \_\_\_ Communicated well with her staff, as we define our new roles \_\_\_ is always there to give us direction.
- I value \_\_\_'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.

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

- Even tempered with a wealth of experience, she has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- She consistently conducts herself with professionalism and represents our unit well.
- \_\_\_ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her with some feeling of success. While it is true that not everything can be important if everything IS important, \_\_\_ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. \_\_\_ has a solid reputation for being a direct communicator and her opinion is respected in our group.
- \_\_\_ is a new manager. Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- When \_\_\_ delegated work, she remained accountable for the final result. She always make herself available for questions and help along the way.

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

- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- \_\_\_ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- She always has a positive approach and feedback on tasks at hand and our work. I am inspired by her attitude, its contagious!!
- \_\_\_ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- I appreciate how \_\_\_ guides, supports, and direct staff.
- \_\_\_ can be viewed as confrontational in her demeanor. She likes to be challenged. To her credit, she strives to improve when told what needs to change.

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

- \_\_\_ is always professional and demonstrates integrity in her daily work. She is consistently respectful and values other members of the team.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- \_\_\_ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- When there is not a good fit and outcomes are bad, needs to take action! When this does not happen other employees loose faith.
- Always has the company's best interest at heart.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.

### Any final comments?

- She looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- \_\_\_ is easy to work with and is a positive energy in meetings. She makes an effort to build and maintain relationships throughout the organization.
- \_\_\_ always has the customer at the center of focus.
- She has an open door policy and is available when needed.
- I think \_\_\_ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- She solicits feedback readily and makes clear and collaborative decisions based upon that feedback.