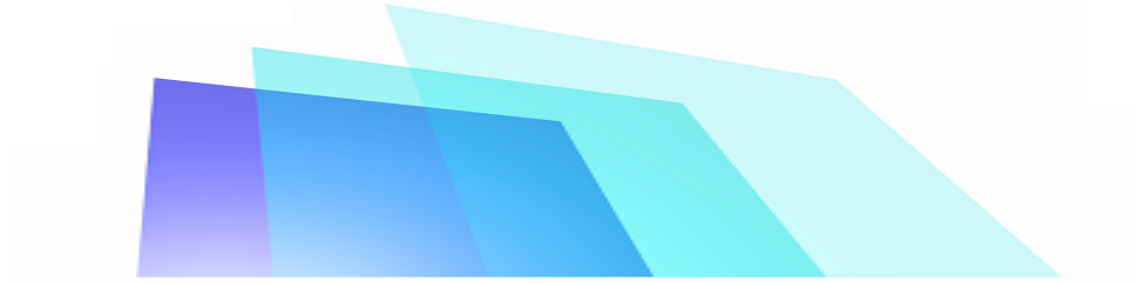


Feedback Results
Your CompanyName Here
2024

Sample Employee

Results Generated by HR-Survey
March 2024

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.

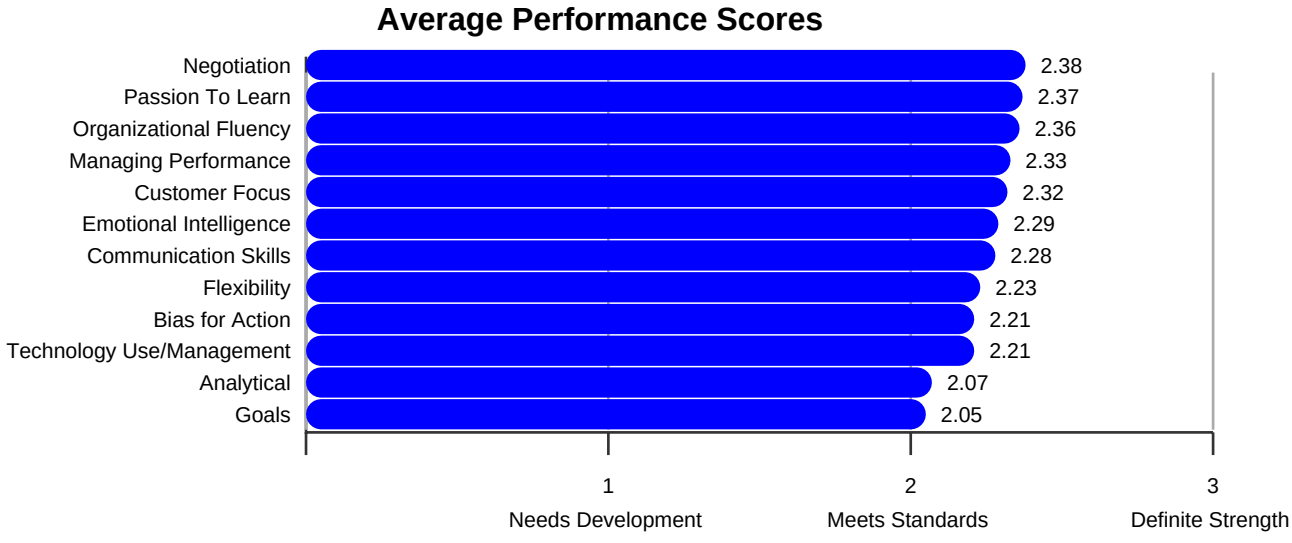
What to Do with Your Feedback

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 12 major dimensions of leadership.

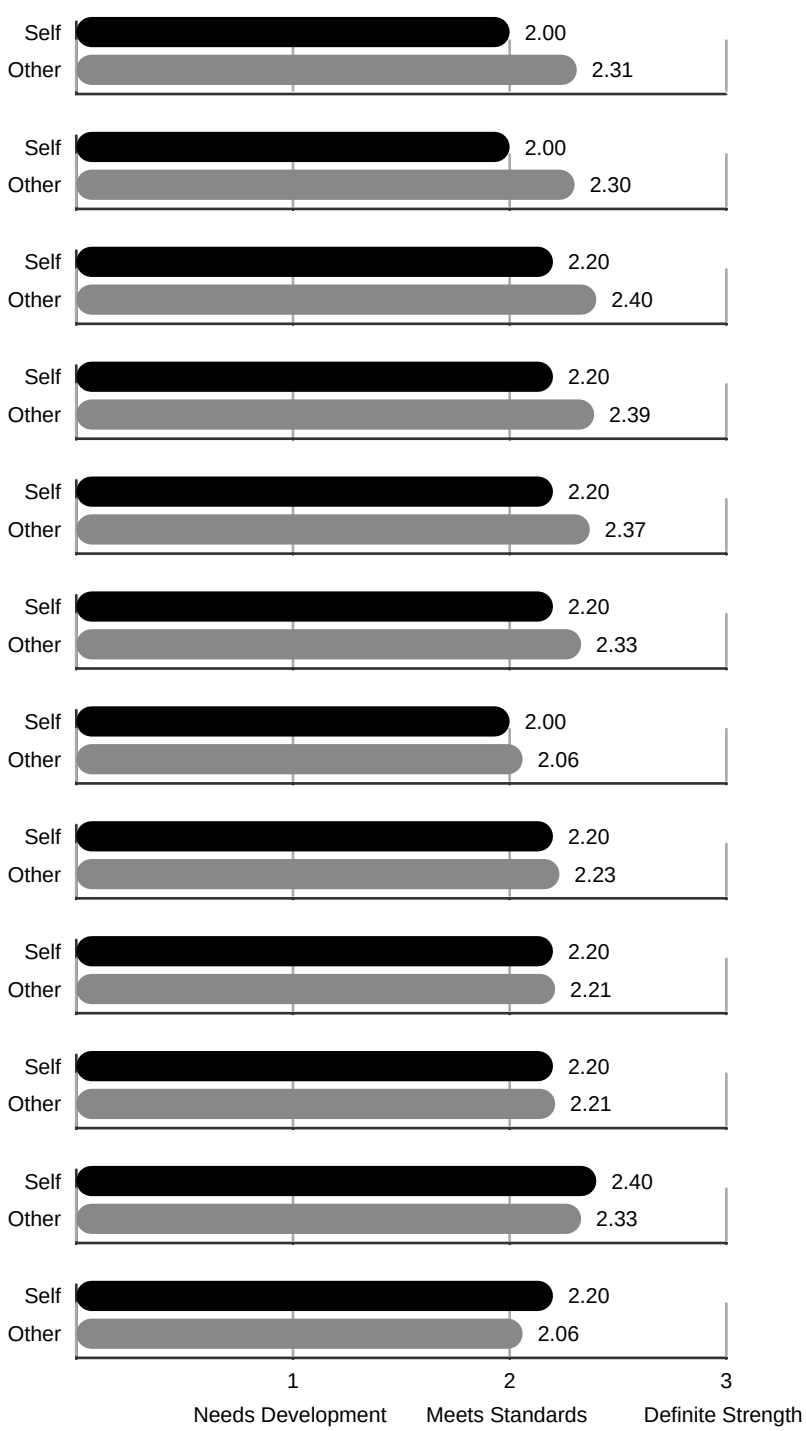
The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

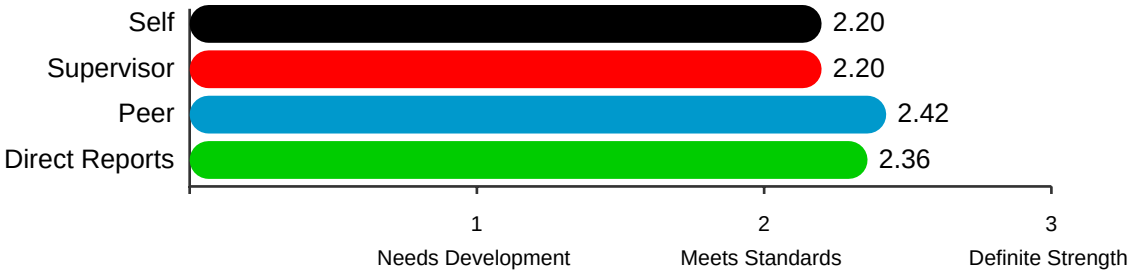
The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more 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.

Dimension	How you see yourself and how others see you.	Gap
Emotional Intelligence	Self 2.00, Other 2.31	0.31
Communication Skills	Self 2.00, Other 2.30	0.30
Negotiation	Self 2.20, Other 2.40	0.20
Passion To Learn	Self 2.20, Other 2.39	0.19
Organizational Fluency	Self 2.20, Other 2.37	0.17
Customer Focus	Self 2.20, Other 2.33	0.13
Goals	Self 2.00, Other 2.06	0.06
Flexibility	Self 2.20, Other 2.23	0.03
Bias for Action	Self 2.20, Other 2.21	0.01
Technology Use/Management	Self 2.20, Other 2.21	0.01
Managing Performance	Self 2.40, Other 2.33	0.07
Analytical	Self 2.20, Other 2.06	0.14



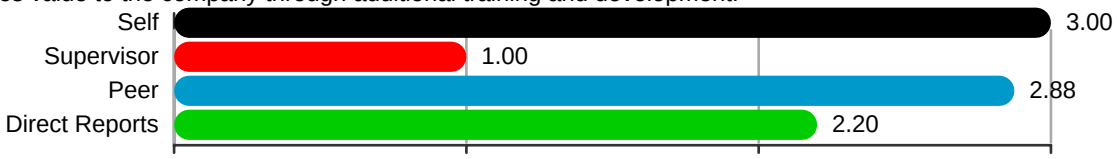
Passion To Learn

Summary Scores



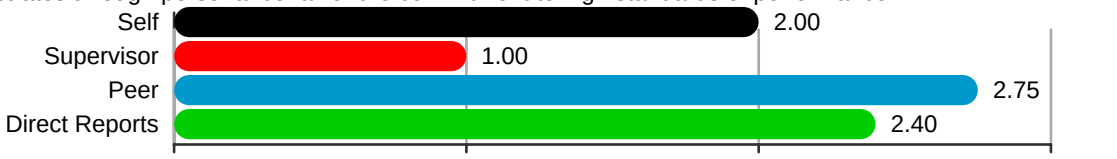
1. Is committed to enhancing their own knowledge and skills.

2. Enhances value to the company through additional training and development.

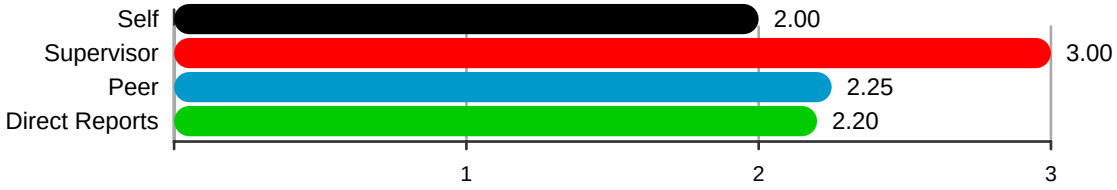


3. Exhibits willingness to upgrade skills through additional training and education.

4. Demonstrates through personal behavior the commitment to high standards of performance.



5. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.



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 Development) to green (Definite Strength).

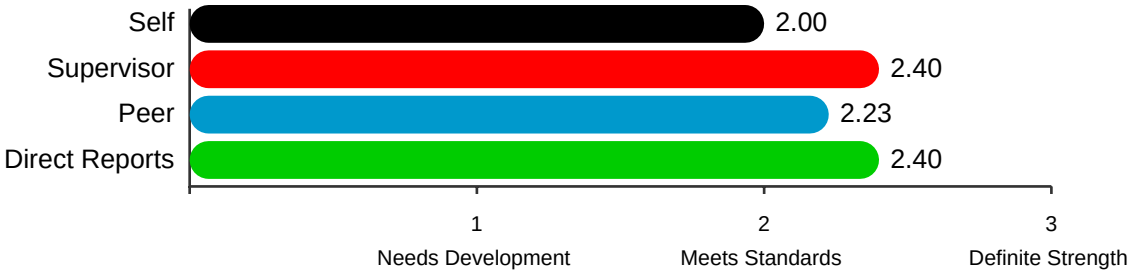
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. Is committed to enhancing their own knowledge and skills.	15	2.27	33.3	7%	60%	33%
2. Enhances value to the company through additional training and development.	15	2.53	73.3	20%	7%	73%
3. Exhibits willingness to upgrade skills through additional training and education.	15	2.33	40.0	7%	53%	40%
4. Demonstrates through personal behavior the commitment to high standards of performance.	15	2.47	53.3	7%	40%	53%
5. Recognizes own areas for development and consciously seeks assignments that will provide practice in areas of developmental need.	15	2.27	40.0	13%	47%	40%

Comments:

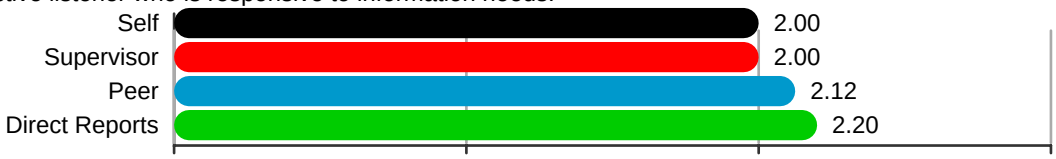
- ___ is trusting her team, and expecting high standards of behavior from all employees.
- ___ is very approachable. She is able to get people to follow through and engage in their daily work.
- ___ strives to be professional with each and every interaction and I think inspires confidence.
- Another area she needs to work on is honoring team decisions. She will make unilateral decisions and then not tell the team.
- She is very customer focused and this reflects in her division leadership and performance.
- Definitely goes out of her way to involve the entire office in decisions that will affect us all.

Communication Skills

Summary Scores



6. An effective listener who is responsive to information needs.

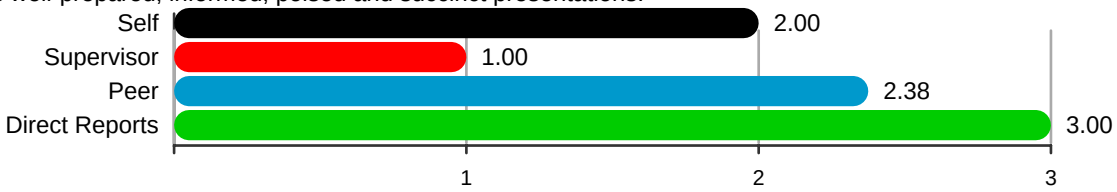


7. Deals with difficult situations calmly and confidently.

8. Delivers influential presentations.

9. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)

10. Delivers well-prepared, informed, poised and succinct presentations.



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 Development) to green (Definite Strength).

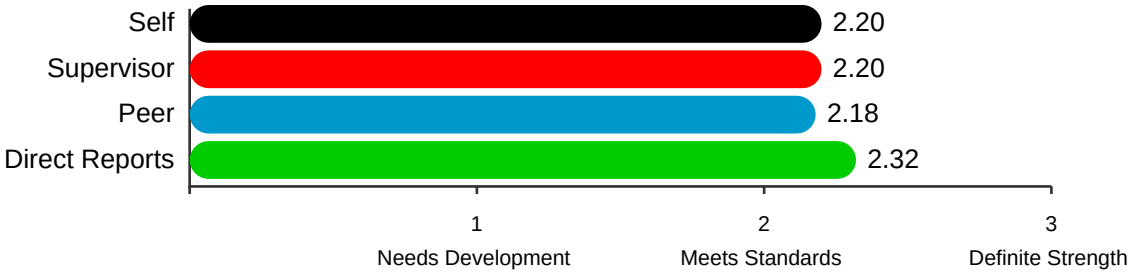
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. An effective listener who is responsive to information needs.	15	2.13	33.3	20%	47%	33%
7. Deals with difficult situations calmly and confidently.	15	2.07	26.7	20%	53%	27%
8. Delivers influential presentations.	15	2.33	40.0	7%	53%	40%
9. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	2.40	53.3	13%	33%	53%
10. Delivers well-prepared, informed, poised and succinct presentations.	15	2.47	60.0	13%	27%	60%

Comments:

- She consistently helps us in problem solving a variety of issues.
- Is a natural leader with her personality. I believe more experience would make her a more effective leader.
- ___ defines outcomes clearly and sets expectations/timelines with regards to results. She facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. She is very customer and system focused.
- She cares deeply about the engagement of her staff and has concern for those in need.
- ___ has grown a great deal this year as a director. I feel her communication style is a bit rough around the edges. I think she can come across as dismissive at times even though that may not be the intent. . Otherwise she is very reliable and has taken on some big intiatives that have been very successful.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.

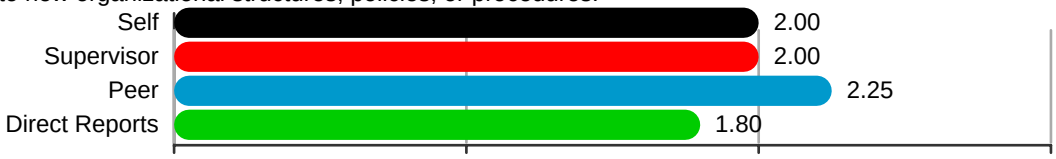
Flexibility

Summary Scores

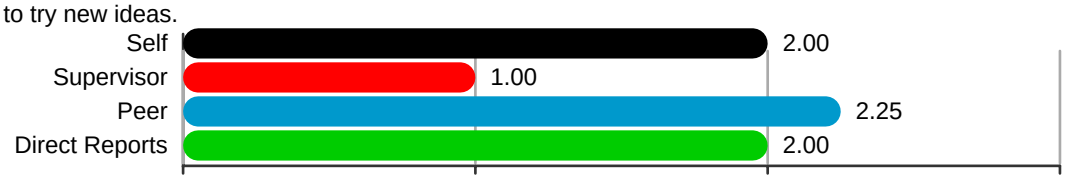


11. Encourages others to adopt new procedures.

12. Adapts to new organizational structures, policies, or procedures.

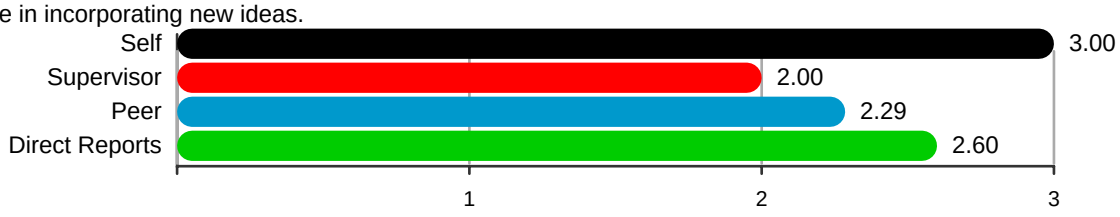


13. Willing to try new ideas.



14. Adapts to circumstances as needed.

15. Effective in incorporating new ideas.



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 Development) to green (Definite Strength).

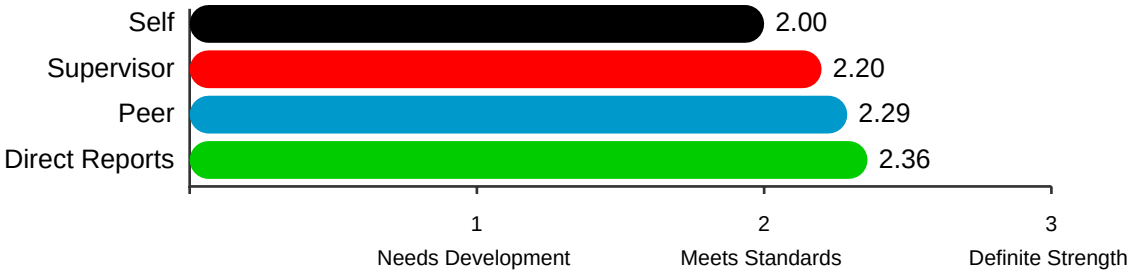
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. Encourages others to adopt new procedures.	15	2.33	40.0	7%	53%	40%
12. Adapts to new organizational structures, policies, or procedures.	15	2.07	20.0	13%	67%	20%
13. Willing to try new ideas.	15	2.07	26.7	20%	53%	27%
14. Adapts to circumstances as needed.	15	2.27	40.0	13%	47%	40%
15. Effective in incorporating new ideas.	14	2.43	50.0	7%	43%	50%

Comments:

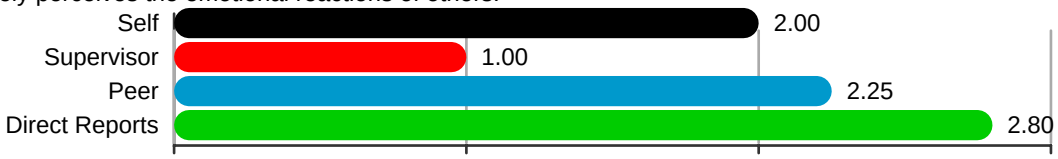
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.
- ___ is the right man for the job...there have been a couple of instances in which I feel that ___ has had tendency to lose staff or participants in her communication. To her merit, ___ will stop the conversation and clarify expectations or needs prior to moving forward.
- ___ is an outstanding leader. She has the experience and knowledge to build a business from the ground up. This is a complex endeavor in the organization setting that draws on many strengths as well as being able to approach it from a systems perspective.
- I have participated in multiple interviews with ___ and she is always clear that the individual selected be one with the right talents- not just skills.
- ___ is a tremendous leader in our organization.

Emotional Intelligence

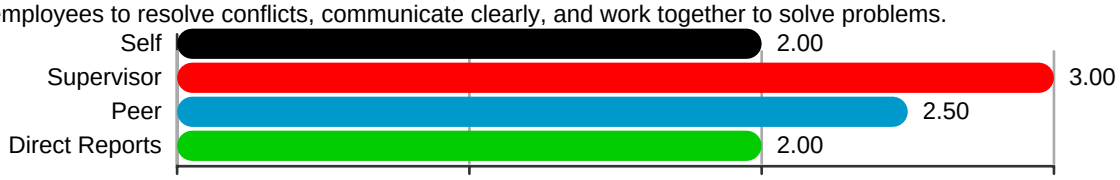
Summary Scores



16. Accurately perceives the emotional reactions of others.

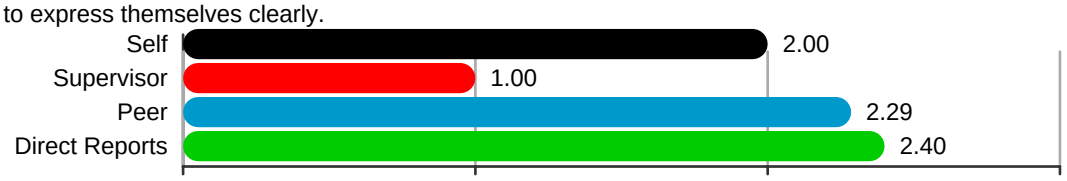


17. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.

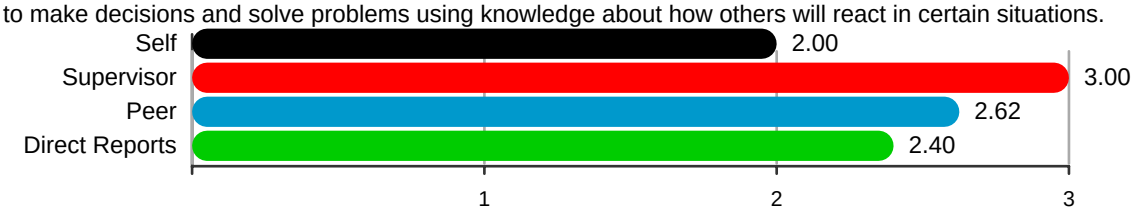


18. Is able to manage their own emotions.

19. Is able to express themselves clearly.



20. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.



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 Development) to green (Definite Strength).

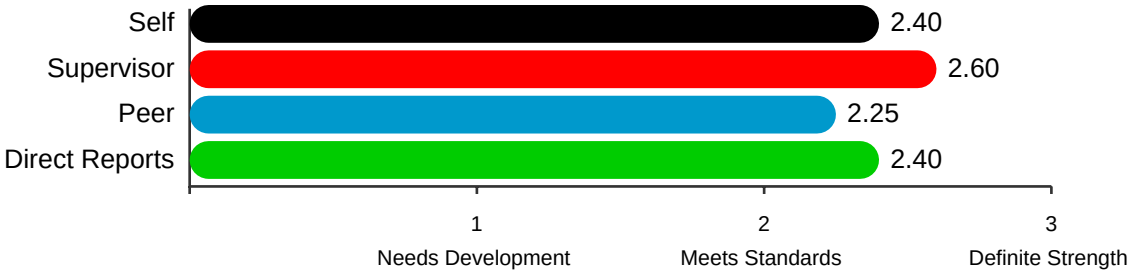
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. Accurately perceives the emotional reactions of others.	15	2.33	46.7	13%	40%	47%
17. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems.	15	2.33	40.0	7%	53%	40%
18. Is able to manage their own emotions.	14	2.00	14.3	14%	71%	14%
19. Is able to express themselves clearly.	14	2.21	42.9	21%	36%	43%
20. Helps to make decisions and solve problems using knowledge about how others will react in certain situations.	15	2.53	60.0	7%	33%	60%

Comments:

- I admire her ability to see the big picture (both within our walls and outside our walls).
- ___ takes the time to understand her team and the strengths that each team member brings to the organization.
- She could help teammates by becoming more proficient in some areas.
- In one word I can summarize ___ in leadership skill. WOW!
- ___ always has the customer at the center of focus.
- She knows her material and obviously loves the continued learning that defines best practices.

Managing Performance

Summary Scores



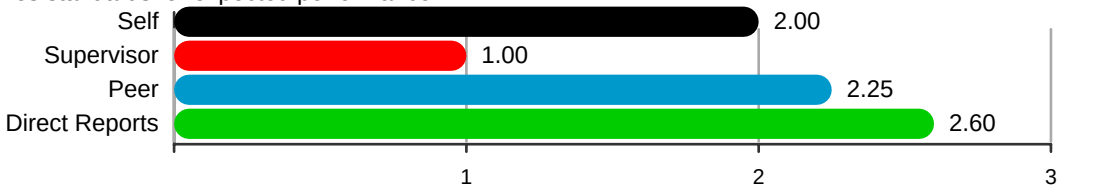
21. Prioritizes the work of others.

22. Ensures employees understand how work is to be completed.

23. Sets specific and measurable goals for others and follows through to completion.

24. Addresses grievances sooner rather than later.

25. Establishes standards for expected 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 Development) to green (Definite Strength).

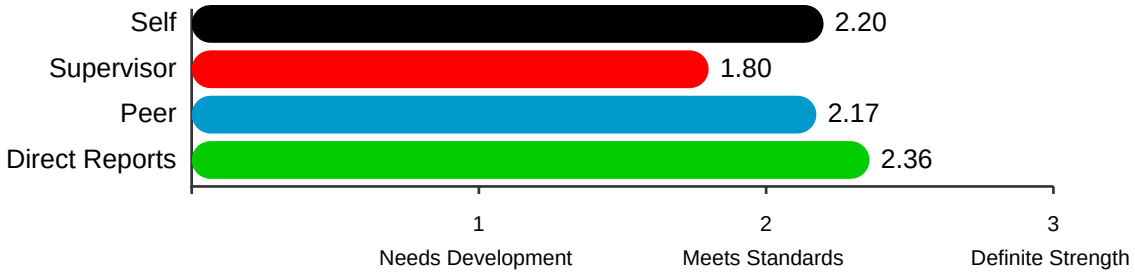
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. Prioritizes the work of others.	15	2.60	66.7	7%	27%	67%
22. Ensures employees understand how work is to be completed.	15	2.33	40.0	7%	53%	40%
23. Sets specific and measurable goals for others and follows through to completion.	15	2.07	20.0	13%	67%	20%
24. Addresses grievances sooner rather than later.	15	2.40	53.3	13%	33%	53%
25. Establishes standards for expected performance.	15	2.27	53.3	27%	20%	53%

Comments:

- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- I am confident that whenever I need to talk with ___, she is honest and direct and provides good guidance for my professional growth.
- She has consistently been a strong advocate for me and my team.
- I feel ___ is really listening when you talk to her. She always repeats back what she thinks she's hearing, so there is no misunderstanding.
- She consistently helps us in problem solving a variety of issues.
- She is very responsive when asked for input or her assistance is requested.

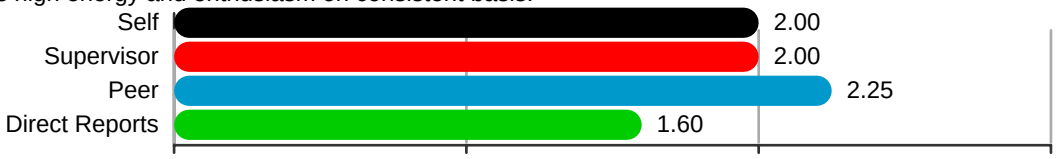
Bias for Action

Summary Scores

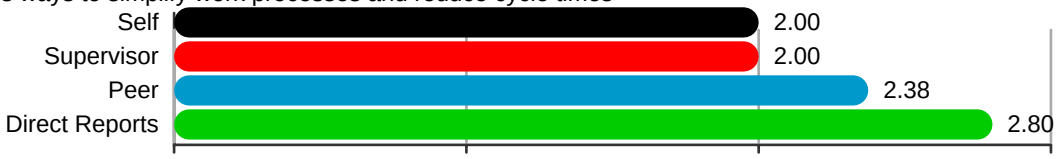


26. Completes a large volume of work.

27. Displays high energy and enthusiasm on consistent basis.



28. Identifies ways to simplify work processes and reduce cycle times



29. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).

30. Coach others to foster an environment which can adapt quickly and willingly to rapid change.

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 Development) to green (Definite Strength).

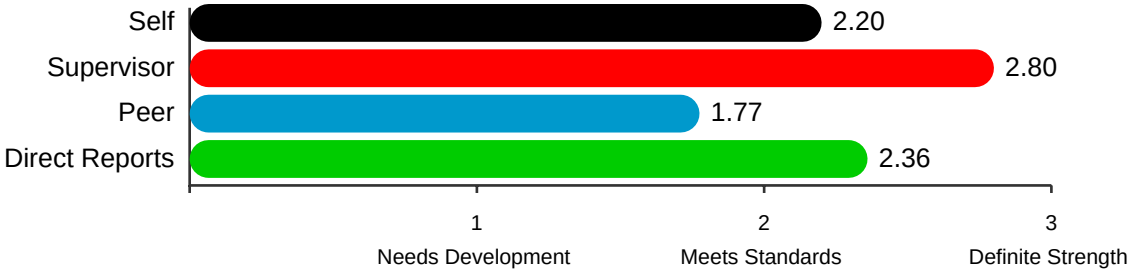
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. Completes a large volume of work.	15	2.20	33.3	13%	53%	33%
27. Displays high energy and enthusiasm on consistent basis.	15	2.00	26.7	27%	47%	27%
28. Identifies ways to simplify work processes and reduce cycle times	15	2.47	53.3	7%	40%	53%
29. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	2.60	60.0		40%	60%
30. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	1.80	13.3	33%	53%	13%

Comments:

- I would encourage her to share with others the work going on in her area in this regard. It deserves to be recognized and shared.
- ___ is a steady leader who maintains her objectivity during stressful times.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- Again, ___ is still learning her role and hasen't been with us very long so I have not seen some of these skills in action yet.
- ___ appears engaged, focused on improvement, and bettering the organization. She collaborates with other leaders and her staff to drive increases in service and efficiency. I feel like my team's needs are met and ___ will respond to any escalation request or need for strategic planning positively and effectively.

Analytical

Summary Scores



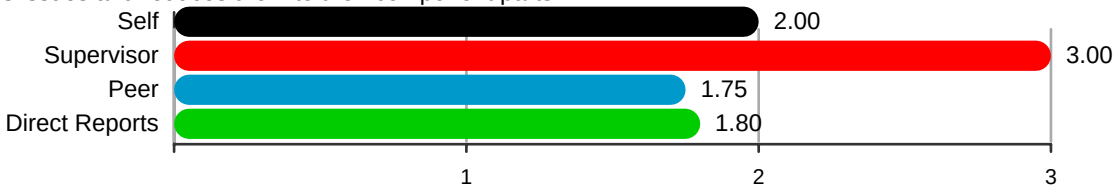
31. Analyzes data and information from several sources and arrives at logical conclusions.

32. Identifies opportunities for progress and innovation.

33. Asks the "right" questions to size up or evaluate situations.

34. Balances risks and costs with the rewards and probabilities of success when decisions.

35. Analyzes issues and reduces them to their component parts.



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 Development) to green (Definite Strength).

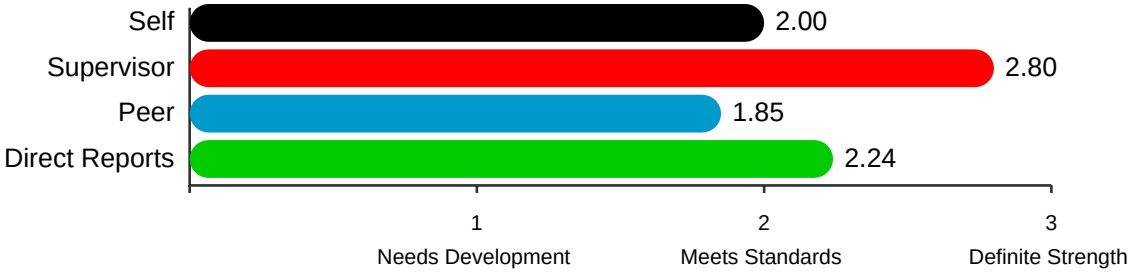
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. Analyzes data and information from several sources and arrives at logical conclusions.	15	2.13	33.3	20%	47%	33%
32. Identifies opportunities for progress and innovation.	15	2.13	33.3	20%	47%	33%
33. Asks the "right" questions to size up or evaluate situations.	15	2.07	33.3	27%	40%	33%
34. Balances risks and costs with the rewards and probabilities of success when decisions.	15	2.13	26.7	13%	60%	27%
35. Analyzes issues and reduces them to their component parts.	15	1.87	20.0	33%	47%	20%

Comments:

- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- Provide and solicit more frequent feedback.
- ___ is a great leader. Her team has been through a lot of change. ___ is focused on building her team and helping them through the change.
- Improve on providing feedback.
- ___ has superb technical experience. I think she should take more advantage of department meetings to brief the team on her priorities and initiatives.
- We are lucky to have her here at [CompanyName].

Goals

Summary Scores



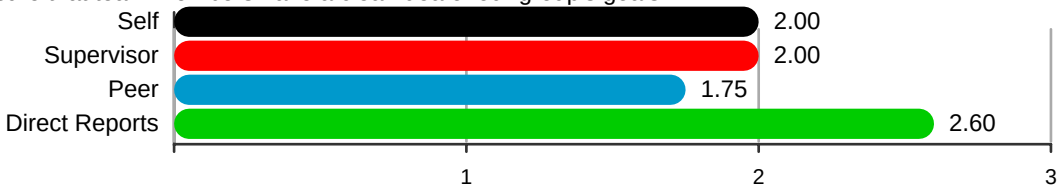
36. Achieves established goals.

37. Makes sure that I have a clear idea of our group's goals.

38. Achieves goals.

39. Understands & contributes to development of strategic goals.

40. Makes sure that team members have a clear idea of our group's goals.



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 Development) to green (Definite Strength).

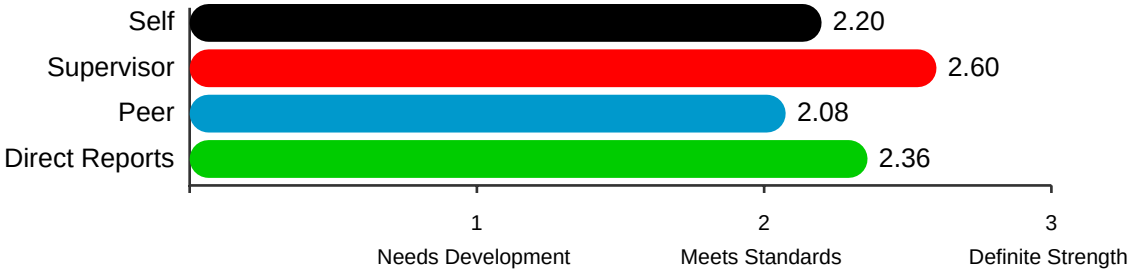
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. Achieves established goals.	15	1.87	20.0	33%	47%	20%
37. Makes sure that I have a clear idea of our group's goals.	15	1.93	13.3	20%	67%	13%
38. Achieves goals.	15	2.07	33.3	27%	40%	33%
39. Understands & contributes to development of strategic goals.	15	2.33	33.3		67%	33%
40. Makes sure that team members have a clear idea of our group's goals.	15	2.07	33.3	27%	40%	33%

Comments:

- ___ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- I appreciate the honest evaluative feedback ___ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- ___ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- I appreciate ___ being open to suggestions, and available when concerns brought to her.
- She is always available to me day and night for question and help regarding unit operations. I am appreciative that she works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- ___ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.

Technology Use/Management

Summary Scores



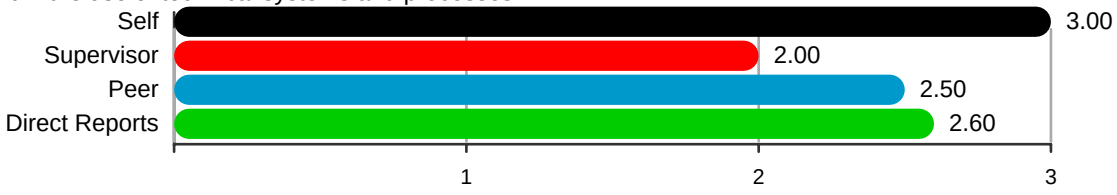
41. Applies complex rules and regulations to maintain optimal system performance.

42. Maximizes the use of new technology to deliver products and services.

43. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.

44. Supports technical training and development of employees.

45. Proficient in the use of technical systems and processes.



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 Development) to green (Definite Strength).

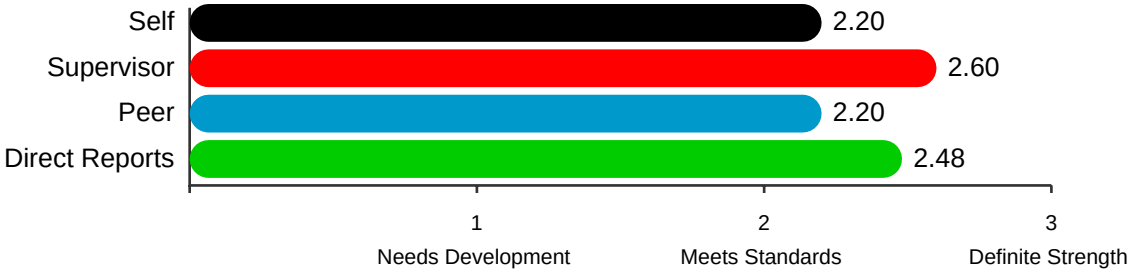
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. Applies complex rules and regulations to maintain optimal system performance.	15	2.00	26.7	27%	47%	27%
42. Maximizes the use of new technology to deliver products and services.	15	2.13	33.3	20%	47%	33%
43. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	2.20	40.0	20%	40%	40%
44. Supports technical training and development of employees.	15	2.20	26.7	7%	67%	27%
45. Proficient in the use of technical systems and processes.	15	2.53	60.0	7%	33%	60%

Comments:

- ___ is a perfect fit for the Manager role she is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- She makes sure we work together as a manager team when it comes to the Fleet scheduling.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistant side of it.
- ___ is a strong advocate for both the customer and staff.
- I look forward to working with her in her new role.

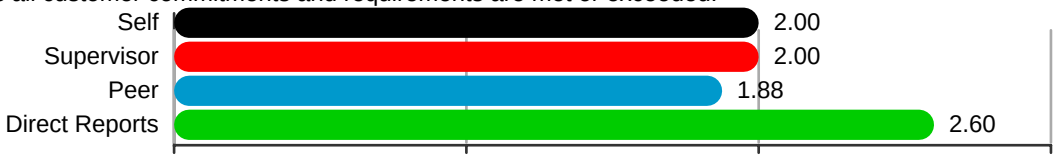
Customer Focus

Summary Scores



46. Consistently models positive customer service attitudes.

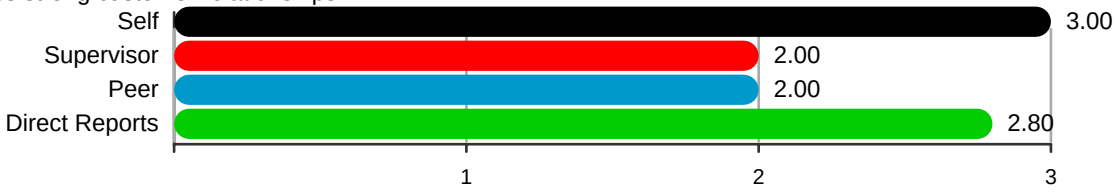
47. Ensures all customer commitments and requirements are met or exceeded.



48. Considers customers point of view when making decisions.

49. Maintains positive customer relationships.

50. Develops strong customer relationships.



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 Development) to green (Definite Strength).

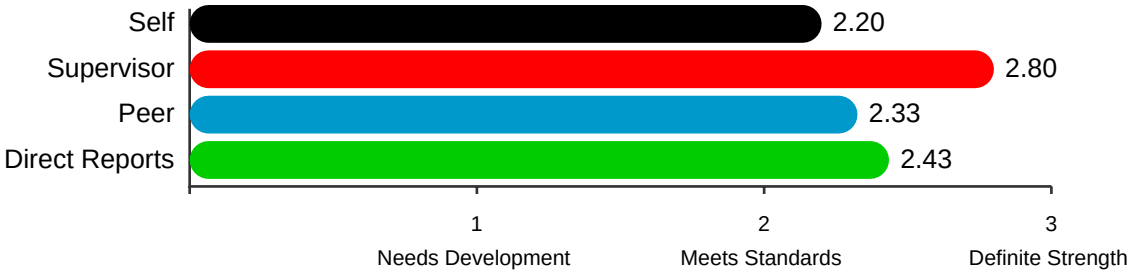
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. Consistently models positive customer service attitudes.	15	2.27	26.7		73%	27%
47. Ensures all customer commitments and requirements are met or exceeded.	15	2.13	26.7	13%	60%	27%
48. Considers customers point of view when making decisions.	15	2.40	40.0		60%	40%
49. Maintains positive customer relationships.	15	2.47	46.7		53%	47%
50. Develops strong customer relationships.	15	2.33	46.7	13%	40%	47%

Comments:

- ___ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.
- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- ___ always put our customers first. This is very appropriate and in line with our mission and executive communications.
- She stays in her office, and is largely oblivious to the daily activities of customer service.
- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.
- ___ manages quite effectively by allowing her supervisors to manage the day to day operations rather than doing it for them.

Negotiation

Summary Scores



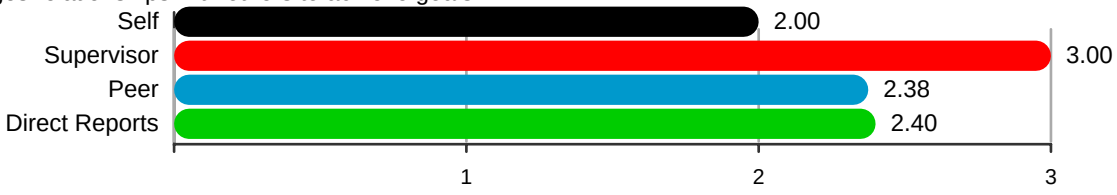
51. Stays calm and focuses on the core issues to be discussed.

52. Establishes clear communications to avoid misunderstandings.

53. Understands the expectations of other parties in the negotiation.

54. Changes communication styles to meet the listener's needs.

55. Leverages relationships with others to achieve goals.



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 Development) to green (Definite Strength).

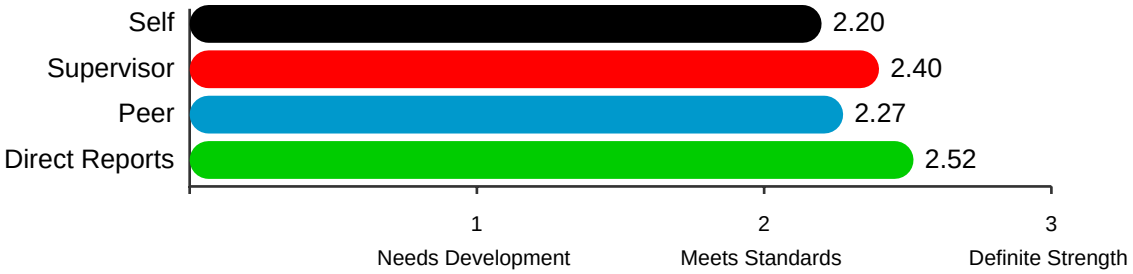
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. Stays calm and focuses on the core issues to be discussed.	14	2.21	28.6	7%	64%	29%
52. Establishes clear communications to avoid misunderstandings.	14	2.29	42.9	14%	43%	43%
53. Understands the expectations of other parties in the negotiation.	15	2.53	53.3		47%	53%
54. Changes communication styles to meet the listener's needs.	15	2.47	46.7		53%	47%
55. Leverages relationships with others to achieve goals.	15	2.40	40.0		60%	40%

Comments:

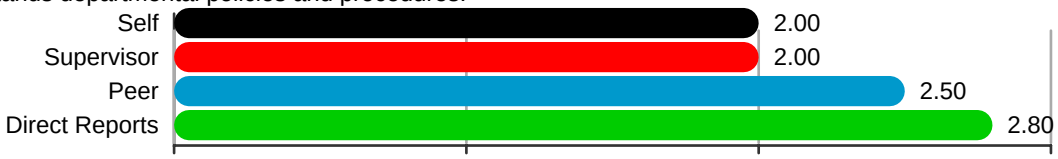
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- ___ does not shy away from making the tough calls and is respected by many members of our team.
- ___ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.
- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.
- ___ is committed to our organization and leads by example.

Organizational Fluency

Summary Scores



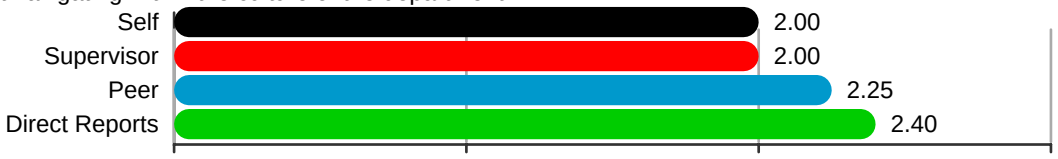
56. Understands departmental policies and procedures.



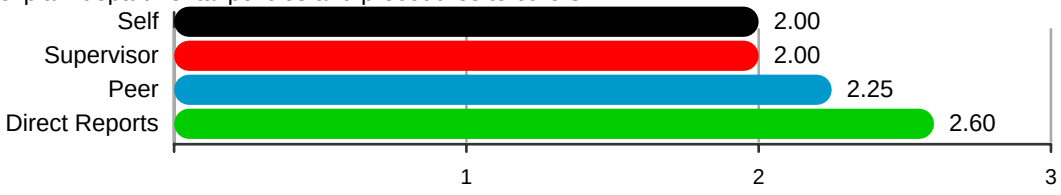
57. Anticipates problems that may affect the department.

58. Effective in communicating with others within the organization.

59. Adept at navigating within the culture of the department.



60. Able to explain departmental policies and procedures to 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
56. Understands departmental policies and procedures.	15	2.53	53.3	47%		53%
57. Anticipates problems that may affect the department.	15	2.33	33.3		67%	33%
58. Effective in communicating with others within the organization.	15	2.33	33.3		67%	33%
59. Adept at navigating within the culture of the department.	15	2.27	26.7		73%	27%
60. Able to explain departmental policies and procedures to others.	15	2.33	33.3		67%	33%

Comments:

- Lean on team to help reduce burden and establish clear expectations.
- She couldn't be more engaged if she tried.
- She involves our team and holds us accountable out of respect.
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- ___ always makes decisions based on what is best for the department or organization.
- ___ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.

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?

- ___ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- It is often difficult to contact ___ and email communication may take a long period for a reply.
- She offers up ideas of how I could have handled something differently in a constructive manner.
- She often involves her team in decision making and to determine how to achieve outcomes.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- I have had personal interactions with ___ and have received constructive assistance that was, in my opinion, instrumental in my decision making.

What do you like best about working with this individual?

- She is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- Great to have you on the team!
- Having had minimal interaction with ___'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- I appreciate ___ being open to suggestions, and available when concerns brought to her.
- she is clear in defining her desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- I am grateful for the knowledge, understanding and significant expertise she brings to the team, especially as it pertains to the big picture organizational issues whether it is regarding industry reform, financial information, or other broad topics, she always seems to have an understanding that many other leaders do not have or cannot articulate in the same way ___ can.

What do you like least about working with this individual?

- ___ models teamwork; she is always wiling to go the extra mile to assist on a project or help a co-worker.
- Could benefit from increasing awareness on how much influence they have on the department.
- Definitely goes out of her way to involve the entire office in decisions that will affect us all.
- You can count on ___ to be honest and stay true to committments.
- She allows self-starter employees to take ownership of tasks/improvements and doesn't hover , but is available when you need her. She has monthly meetings with our team to keep everyone current and allow employees to make suggestions for change and improvement for workflow and cost saving ideas.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.

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

- She works diligently with our supplier to ensure the inventory is cost effective.
- ___ is very responsive and provides great support service.
- As ___ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- ___ is smart, detailed and committed. I appreciate having her on our team.
- Great addition to the department!

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

- Need to take in all opinions, not just those of employees who are not always truthful....
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- ___ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- ___ is a strong leader and continues to grow in her role. ___ is approachable even if she does not have time. Team members enjoy her great attitude and her non stop energy. Some things that ___ does especially well and seems to do with ease are bulleted below.
- ___ has been able to provide her staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- She consistently helps us in problem solving a variety of issues.

Any final comments?

- She can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- Has a "go getter" attitude!
- Provide regular updates on the progress of work/tasks/projects.
- She has never said she was to busy for me or stated come back later. I think [CompanyName] is very lucky to have her as a manager.
- The only constructive feedback that I would have for ___ is that it would be nice to have her "present" more often. There are times during 1:1 or group meetings where I feel that ___ is incredibly distracted and not taking in everything that the individual or team is saying; this is understandable given her current burden here.
- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.