



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.

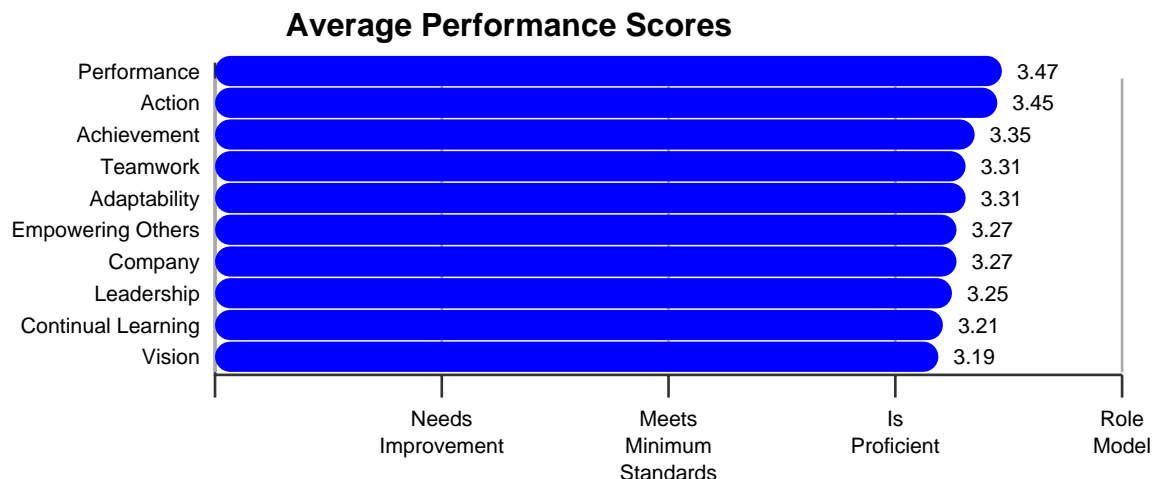
What to Do with Your Feedback

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.



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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Shown significant improvement in job performance.	15	3.20	93.3	7%	67%		27%
2. Able to organize work.	15	3.87	100.0	13%	87%		
3. Listens and responds to issues and problems	15	3.33	93.3	7%	53%		40%
4. Effective in performing his/her job.	15	3.60	93.3	7%	27%	67%	
5. Sets a high standard for job performance.	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	2022	2023	Change
1. Shown significant improvement in job performance.	3.29	3.20	-0.09 ▼
2. Able to organize work.	3.65	3.87	+0.22 ▲
3. Listens and responds to issues and problems	3.18	3.33	+0.16 ▲
4. Effective in performing his/her job.	3.41	3.60	+0.19 ▲
5. Sets a high standard for job performance.	3.24	3.33	+0.10 ▲

Comments:

- Strive for excellence. Willing to learn. Implement advice from others.
- ___ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.
- Her role this past year stretched her time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- We are lucky to have her here at [CompanyName].
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Inspires others to work with a sense of urgency.	15	3.20	93.3	7%	60%		33%
7. Is determined to complete tasks regardless of obstacles that may occur.	15	3.20	86.7	13%	53%		33%
8. Takes calculated risks to achieve higher levels of performance.	15	3.40	93.3	7%	47%		47%
9. Uses established goals and performance measures to keep track of performance.	15	3.47	93.3	7%	40%		53%
10. Strives to meet goals and objectives.	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	2022	2023	Change
6. Inspires others to work with a sense of urgency.	3.24	3.20	-0.04 ▼
7. Is determined to complete tasks regardless of obstacles that may occur.	3.41	3.20	-0.21 ▼
8. Takes calculated risks to achieve higher levels of performance.	3.24	3.40	+0.16 ▲
9. Uses established goals and performance measures to keep track of performance.	3.18	3.47	+0.29 ▲
10. Strives to meet goals and objectives.	3.35	3.47	+0.11 ▲

Comments:

- She has developed a way to be available to all shifts, enabling all staff to be aware of her open door policy.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- She can always be counted on to do what she commits to.
- She has been a great addition to the company.
- In my opinion, ___ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop ___.
- ___ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.

Empowering 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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Expresses confidence in the abilities of others.	15	3.53	100.0	47%	53%		
12. Trusts employees to complete tasks assigned.	15	3.27	100.0	73%	27%		
13. Ensures employees understand what is being assigned to them.	15	3.33	100.0	67%	33%		
14. Gives responsibility for making important decisions to employees.	15	3.13	86.7	13%	60%	27%	
15. Assigns tasks that are within the skill levels of employees.	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	2022	2023	Change
11. Expresses confidence in the abilities of others.	3.47	3.53	+0.06 ▲
12. Trusts employees to complete tasks assigned.	3.47	3.27	-0.20 ▼
13. Ensures employees understand what is being assigned to them.	3.35	3.33	-0.02 ▼
14. Gives responsibility for making important decisions to employees.	3.18	3.13	-0.04 ▼
15. Assigns tasks that are within the skill levels of employees.	3.00	3.07	+0.07 ▲

Comments:

- I feel that ___ has skills that are underutilized because she is a content expert in one function of the organization; however, her skills are far beyond human resources and should be used to help push the organization forward.
- ___ 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.
- ___ is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- She goes above and beyond with the amount of time she puts in and all the projects she is working on.

Teamwork

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Encourages open communication	15	3.40	93.3	7%	47%	47%	
17. Is open to new ideas that may change own goals for benefit of the team	15	3.27	93.3	7%	60%	33%	
18. Recognizes and respects the contributions and needs of each individual.	14	3.00	92.9	7%	79%	14%	
19. Contributes to and supports team decision-making process	15	3.47	100.0		53%	47%	
20. Encourages teamwork and collaboration.	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
16. Encourages open communication	3.65	3.40	-0.25 ▼
17. Is open to new ideas that may change own goals for benefit of the team	3.47	3.27	-0.20 ▼
18. Recognizes and respects the contributions and needs of each individual.	3.12	3.00	-0.12 ▼
19. Contributes to and supports team decision-making process	3.59	3.47	-0.12 ▼
20. Encourages teamwork and collaboration.	3.29	3.40	+0.11 ▲

Comments:

- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- ___'s passion is construction. I had the pleasure of working for her as supervisor for nine months. During that short time there were multiple changes to make our department more effective in the areas of customer service and performance.
- ___ has continued to have some bumps this year along the lines of teamwork and collaboration.
- ___ 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.
- she is open and willing to share her vision for the team.
- ___ has a clear process for hiring which has aided her in building an amazing team.

Adaptability

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Works effectively in dynamic and changing work environments.	15	3.53	100.0	47%	53%		
22. Recognizes and implements changes to enhance efficiency and effectiveness.	15	3.00	80.0	20%	60%	20%	
23. Adjusts priorities to changing business goals.	15	2.87	80.0	20%	73%	7%	
24. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	15	3.47	100.0	53%	47%		
25. Flexible and open to new ideas and encourages others to value change.	15	3.67	100.0	33%	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
21. Works effectively in dynamic and changing work environments.	3.35	3.53	+0.18 ▲
22. Recognizes and implements changes to enhance efficiency and effectiveness.	3.00	3.00	
23. Adjusts priorities to changing business goals.	2.88	2.87	-0.02 ▼
24. Performs a wide range of tasks, responds to changes in direction and priorities and accepts new challenges, responsibilities, and assignments.	3.00	3.47	+0.47 ▲
25. Flexible and open to new ideas and encourages others to value change.	3.76	3.67	-0.10 ▼

Comments:

- Good leadership style.
- ___ is very supportive of Core Competency and concepts. The one concept that ___ refers to consistently is what we respect most is people's ability to think.
- ___ addresses questions/concerns quickly and listens to staffs' needs.
- This has been a challenging year for ___ and her team. Through it all, she was dedicated to the organization and never shirked her duties.
- ___ is smart, detailed and committed. I appreciate having her on our team.
- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.

Action

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Makes effective decisions, even when under pressure.	15	3.40	93.3	7%	47%	47%	
27. Gets the job done.	15	3.33	93.3	7%	53%	40%	
28. Motivates & supports others to gain skills	15	3.53	100.0		47%	53%	
29. Effectively makes decisions	15	3.67	100.0		33%	67%	
30. Drives and mobilizes others progress toward goals.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

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

Item	2022	2023	Change
26. Makes effective decisions, even when under pressure.	3.53	3.40	-0.13 ▼
27. Gets the job done.	3.12	3.33	+0.22 ▲
28. Motivates & supports others to gain skills	3.41	3.53	+0.12 ▲
29. Effectively makes decisions	3.59	3.67	+0.08 ▲
30. Drives and mobilizes others progress toward goals.	3.41	3.33	-0.08 ▼

Comments:

- We are very blessed to have ___ for our manager! Best one we've EVER had. We appreciate her very much.
- I feel that ___ has skills that are underutilized because she is a content expert in one function of the organization; however, her skills are far beyond human resources and should be used to help push the organization forward.
- ___ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- She is smart, quick, compassionate, and thorough.
- I think staff would respect ___ more as a leader in the department if she would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging her to finish something.
- She interacts effectively with our most difficult customers.

Continual Learning

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Improves on their skill sets.	15	3.20	86.7	13%	53%	33%	
32. Pursues professional development opportunities when they arise.	15	3.40	100.0		60%	40%	
33. Builds on their strengths while addressing their weaknesses.	15	3.20	86.7	13%	53%	33%	
34. Grasps new ideas, concepts, technical, or business knowledge.	15	3.27	93.3	7%	60%	33%	
35. Takes charge of their training and skills enhancement.	15	3.00	80.0	20%	60%	20%	

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
31. Improves on their skill sets.	3.18	3.20	+0.02 ▲
32. Pursues professional development opportunities when they arise.	3.35	3.40	+0.05 ▲
33. Builds on their strengths while addressing their weaknesses.	3.18	3.20	+0.02 ▲
34. Grasps new ideas, concepts, technical, or business knowledge.	2.88	3.27	+0.38 ▲
35. Takes charge of their training and skills enhancement.	3.18	3.00	-0.18 ▼

Comments:

- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- ___ is a strong advocate for both the customer and staff.
- ___'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase her strengths and [CompanyName] has not capitalized on them.
- Always has a positive, cheerful, and strong attitude.
- She also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- ___ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, she is able to listen and alter her approach for consideration to staff's views.

Leadership

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Able to align manpower, design work, an allocate tasks to achieve goals.	15	3.20	93.3	7%	67%		27%
37. Expresses clear goals and objectives.	15	3.27	93.3	7%	60%		33%
38. Acts decisively in implementing decisions.	15	3.27	86.7	13%	47%		40%
39. Motivates and challenges employees to attain a shared vision.	15	3.13	86.7	13%	60%		27%
40. Demonstrates leadership and courage in critical situations.	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
36. Able to align manpower, design work, an allocate tasks to achieve goals.	3.18	3.20	+0.02 ▲
37. Expresses clear goals and objectives.	3.35	3.27	-0.09 ▼
38. Acts decisively in implementing decisions.	3.24	3.27	+0.03 ▲
39. Motivates and challenges employees to attain a shared vision.	3.59	3.13	-0.45 ▼
40. Demonstrates leadership and courage in critical situations.	3.29	3.40	+0.11 ▲

Comments:

- ___ makes a concerted effort to ensure that the right people are in the right jobs.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- I appreciate her receptiveness and openness and her sense of humor.
- Willingness to help, patience in teaching.
- She is all the above and more, have never worked with a more engaged leader. Her shoes will be difficult to fill.
- Take charge without feeling like you need approval.

Company

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Understands the use of [Company] products and services.	15	3.33	93.3	7%	53%	40%	
42. Follows existing procedures and processes.	15	3.33	93.3	7%	53%	40%	
43. Understands the "basics" as to how [Company] functions/operates.	15	3.13	86.7	13%	60%	27%	
44. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.00	86.7	13%	73%	13%	
45. Impresses upon others the important aspects of [Company].	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
41. Understands the use of [Company] products and services.	3.29	3.33	+0.04 ▲
42. Follows existing procedures and processes.	3.41	3.33	-0.08 ▼
43. Understands the "basics" as to how [Company] functions/operates.	3.35	3.13	-0.22 ▼
44. Understands how decisions impact other business units beyond their immediate department of work group.	3.18	3.00	-0.18 ▼
45. Impresses upon others the important aspects of [Company].	3.35	3.53	+0.18 ▲

Comments:

- She could benefit from understanding about how to create resolution and clarity.
- She is always available to listen, lend a hand, or guide the staff when needed.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.
- ___ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Develops action plans to align his/her work with the goals of the organization	15	3.00	86.7	13%	73%		13%
47. Creates a common vision for others.	15	3.20	93.3	7%	60%		33%
48. Communicates a vision of where the Company needs to be in the future.	15	3.20	93.3	7%	67%		27%
49. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	3.40	93.3	7%	47%		47%
50. Understands the vision of the Company and promotes it ahead of any self-interests.	15	3.13	80.0	7%	13%	40%	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
46. Develops action plans to align his/her work with the goals of the organization	3.24	3.00	-0.24 ▼
47. Creates a common vision for others.	3.00	3.20	+0.20 ▲
48. Communicates a vision of where the Company needs to be in the future.	3.18	3.20	+0.02 ▲
49. Expresses the Company vision in a way that is easily understood and adopted by employees.	3.35	3.40	+0.05 ▲
50. Understands the vision of the Company and promotes it ahead of any self-interests.	3.29	3.13	-0.16 ▼

Comments:

- She seems to be well respected from members of her own team as well.
- Increase in confidence. Being willing to lean into the uncomfortable.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- She often becomes overly involved with projects and tries to change things when the projects and groups are running smoothly.
- ___ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.
- ___ 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.

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 continued to have some bumps this year along the lines of teamwork and collaboration.
- She is very professional and caring in her job
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.
- I think ___ is very good at identifying processes she observes needs improvement, however I do not see a clear step-by-step direction for a plan to improve that process.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.

What do you like best about working with this individual?

- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- ___ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!
- She has also greatly improved her communication.
- ___ is great about approaching and including staff input with decision making within the department.
- ___ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.

What do you like least about working with this individual?

- ___ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- I value ___'s advice and support as we realigned my department a few times this year.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- ___'s management style is to push work down because it opens up capacity for her to do new tasks and provides her subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- Monitors the teams progress and adjusts the plan to ensure tasks are successfully completed.
- ___ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, ___ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.

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

- She is approachable and easy to talk to. In every interaction she is honest, encouraging, a great listener, and very supportive.
- ___ came to [CompanyName] and has done a wonderful job of getting the message out.
- ___'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.
- She listens to the team.
- She is very relatable and I believe it helps with the initial contact with the prospects.
- ___ has nothing but [CompanyName]'s best interest at heart.

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

- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- 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.
- Timeliness and accountability of projects.
- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.

Any final comments?

- She could help teammates by becoming more proficient in some areas.
- Her focus is for quality that is customer centered.
- ___ has improved in all of the areas identified as needing improvement. However staff report that she can still be difficult at times.
- She is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- Lean on team to help reduce burden and establish clear expectations.
- Whenever ___ has assigned one of her staff to a project the quality and commitment of that staff person has been of a high caliber (as if ___ was there). She also participated in interviews within my department and was a valuable member.