



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.

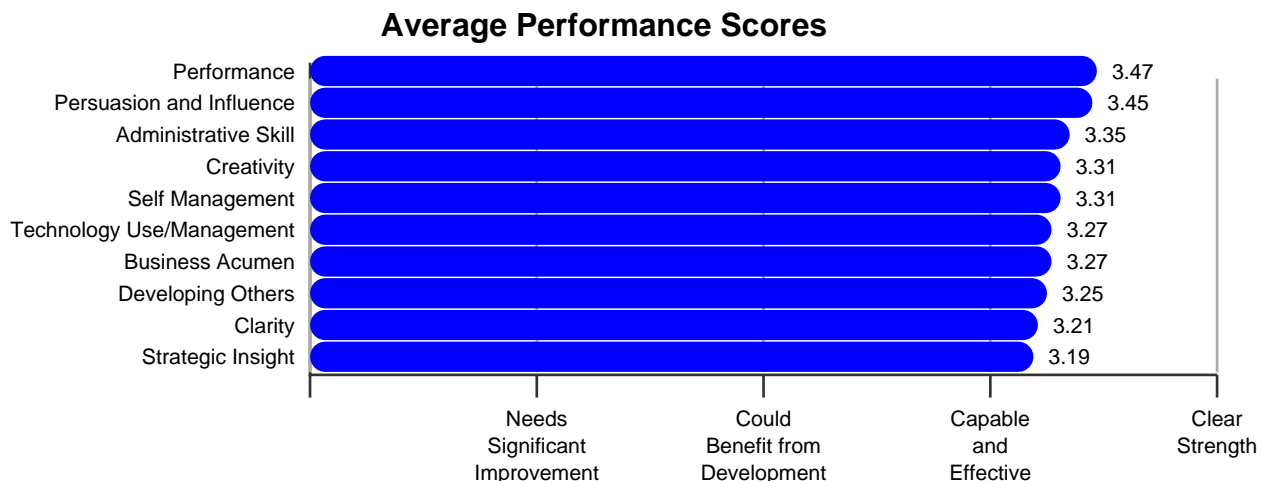
What to Do with Your Feedback

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. You work well in this position.	15	3.20	93.3	7%	67%		27%
2. You shown significant improvement in job performance.	15	3.87	100.0	13%	87%		
3. You set a high standard for job performance.	15	3.33	93.3	7%	53%		40%
4. You listen and respond to issues and problems	15	3.60	93.3	7%	27%	67%	
5. You produce quality	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. You work well in this position.	3.29	3.20	-0.09 ▼
2. You shown significant improvement in job performance.	3.65	3.87	+0.22 ▲
3. You set a high standard for job performance.	3.18	3.33	+0.16 ▲
4. You listen and respond to issues and problems	3.41	3.60	+0.19 ▲
5. You produce quality	3.24	3.33	+0.10 ▲

Comments:

- Without a doubt, _____ is the best director I have worked for in my 30+ year carrer at [CompanyName]. He inspires me and everyone else he comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- One of the main reasons I am here is because of _____.
- _____ is creative and has great ideas and he's quick to implement his ideas; which leads to change. Change is good, and to help us successfully implement ideas, it would be helpful to take a moment to assess if everyone has a clear understanding of the change. The team has a heavy workload, and it is challenging to focus on change while maintaining focus and quality of work on projects.
- Whenever _____ has assigned one of his staff to a project the quality and commitment of that staff person has been of a high caliber (as if _____ was there). He also participated in interviews within my department ans was a valuable member.
- I trust that I can go to him in confidence and he will really listen to what I am saying.
- _____ is an exceptional leader in my opinion. He leads by example and knows his teams at the depth necessary to effectively engage them and lead them to improved performance.

Administrative Skill

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. You implement and use performance measures.	15	3.20	93.3	7%	60%	33%	
7. You have strong technical/computer skills.	15	3.20	86.7	13%	53%	33%	
8. You are enthusiastic about taking on challenging projects.	15	3.40	93.3	7%	47%	47%	
9. You have a high attention to detail.	15	3.47	93.3	7%	40%	53%	
10. You accurately implement contract provisions.	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. You implement and use performance measures.	3.24	3.20	-0.04 ▼
7. You have strong technical/computer skills.	3.41	3.20	-0.21 ▼
8. You are enthusiastic about taking on challenging projects.	3.24	3.40	+0.16 ▲
9. You have a high attention to detail.	3.18	3.47	+0.29 ▲
10. You accurately implement contract provisions.	3.35	3.47	+0.11 ▲

Comments:

- The employees in the department have also raised concerns about new projects being assigned without concern for how the increase in work will effect other existing projects -- or how they should be prioritized.
- He is also very enthusiastic and energetic.
- _____'s leadership style and talent are a crucial contributor to the success of the Service Excellence Team. It is a privilege to be part of this team and the work that we do with the organization. I especially appreciate _____'s approachability. There is nothing off limits - honesty and open communication are expected and valued.
- I'm not sure if management is _____'s niche, but given his lack of experience in this capacity and the lack of direction that has been set forth, he's done pretty well in this role.
- _____ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support _____ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by _____ without his bringing them before the team for discussion.
- _____ exceeds all expectations in all aspects of his job and the jobs of others when helping on the floor.

Technology Use/Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. You apply complex rules and regulations to maintain optimal system performance.	15	3.53	100.0	47%	53%		
12. You are proficient in the use of technical systems and processes.	15	3.27	100.0	73%	27%		
13. You support employee training and development initiatives regarding implementation of technology.	15	3.33	100.0	67%	33%		
14. You identify gaps between actual and needed technical competencies and provide recommendations for required training.	15	3.13	86.7	13%	60%	27%	
15. You support technical training and development 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. You apply complex rules and regulations to maintain optimal system performance.	3.47	3.53	+0.06 ▲
12. You are proficient in the use of technical systems and processes.	3.47	3.27	-0.20 ▼
13. You support employee training and development initiatives regarding implementation of technology.	3.35	3.33	-0.02 ▼
14. You identify gaps between actual and needed technical competencies and provide recommendations for required training.	3.18	3.13	-0.04 ▼
15. You support technical training and development of employees.	3.00	3.07	+0.07 ▲

Comments:

- His priorities are clear and appropriate, as he recognizes the importance of "value added" and the benefits of Core Competency, and continuous improvement.
- _____ has excellent communication skills with both staff and his management team.
- _____ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- He could benefit from understanding about how to create resolution and clarity.
- _____ sets high standards for his team and ensures they perform professionally.
- He listens to the team.

Creativity

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. You develop solutions to challenging problems.	15	3.40	93.3	7%	47%	47%	
17. You are creative and inspirational.	15	3.27	93.3	7%	60%	33%	
18. You inspire creativity in your team.	14	3.00	92.9	7%	79%	14%	
19. You conceive, implement and evaluate ideas.	15	3.47	100.0		53%	47%	
20. You are creative.	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. You develop solutions to challenging problems.	3.65	3.40	-0.25 ▼
17. You are creative and inspirational.	3.47	3.27	-0.20 ▼
18. You inspire creativity in your team.	3.12	3.00	-0.12 ▼
19. You conceive, implement and evaluate ideas.	3.59	3.47	-0.12 ▼
20. You are creative.	3.29	3.40	+0.11 ▲

Comments:

- He has been a great addition to the company.
- _____ is always looking for ways to improve our workflow and values input from the team members. On a personal note, he has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- _____ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- _____ has a strong knowledge base and willingly shares information.
- He is quick and willing to aid.
- _____ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.

Self Management

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. You use patience and self-control in working with customers and associates.	15	3.53	100.0	47%	53%		
22. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.00	80.0	20%	60%	20%	
23. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	2.87	80.0	20%	73%	7%	
24. You analyze interpersonal problems instead of reacting to them.	15	3.47	100.0	53%	47%		
25. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	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. You use patience and self-control in working with customers and associates.	3.35	3.53	+0.18 ▲
22. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.00	3.00	
23. You deal with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	2.88	2.87	-0.02 ▼
24. You analyze interpersonal problems instead of reacting to them.	3.00	3.47	+0.47 ▲
25. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.76	3.67	-0.10 ▼

Comments:

- I know that _____ cares about me as a total individual not just as a professional.
- _____'s goes above and beyond in the areas of Professional Growth and Professionalism.
- I value _____ for so much more than his negotiating skills which are outstanding.
- He challenges me every day to be my best and I appreciate that.
- Show others it is possible to understand both sides without having to agree all the time.
- I would encourage _____ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).

Persuasion and Influence

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. You attempt to persuade others rather than simply control them.	15	3.40	93.3	7%	47%	47%	
27. You understand what others need.	15	3.33	93.3	7%	53%	40%	
28. You communicate effectively with others.	15	3.53	100.0		47%	53%	
29. You persuade others to consider alternative points of view.	15	3.67	100.0		33%	67%	
30. You develop a good rapport with others.	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. You attempt to persuade others rather than simply control them.	3.53	3.40	-0.13 ▼
27. You understand what others need.	3.12	3.33	+0.22 ▲
28. You communicate effectively with others.	3.41	3.53	+0.12 ▲
29. You persuade others to consider alternative points of view.	3.59	3.67	+0.08 ▲
30. You develop a good rapport with others.	3.41	3.33	-0.08 ▼

Comments:

- He has confidence in leading and making decisions improving rapidly.
- _____ is the absolute definition of team player.
- He is respectful of the people he works with regardless of the level in the organization.
- On occasion _____'s point may be lost or made unclear due to his not having organized his thoughts sufficiently before speaking. If he were more succinct his point would often be made clearer.
- He is a great teammate!
- Dedicated to the customer and community, he is worth his weight in gold.

Clarity

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. You clearly explain the vision and goals of the company.	15	3.20	86.7	13%	53%	33%	
32. You avoid stating unclear or conflicting goals.	15	3.40	100.0		60%	40%	
33. You clarify problems and your causes to help employees correct them.	15	3.20	86.7	13%	53%	33%	
34. You clearly explains responsibilities to individuals.	15	3.27	93.3	7%	60%	33%	
35. You clearly define work objectives for employees.	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. You clearly explain the vision and goals of the company.	3.18	3.20	+0.02 ▲
32. You avoid stating unclear or conflicting goals.	3.35	3.40	+0.05 ▲
33. You clarify problems and your causes to help employees correct them.	3.18	3.20	+0.02 ▲
34. You clearly explains responsibilities to individuals.	2.88	3.27	+0.38 ▲
35. You clearly define work objectives for employees.	3.18	3.00	-0.18 ▼

Comments:

- _____ is an excellent leader, and has a great ability to encourage employees to be the best they can be.
- _____ analyzes all situations before making a decision.
- _____ collaborates well with other departments and managers.
- I've appreciated his attempt to work collaboratively with others and demonstrate the organizational value of teamwork in his daily work. _____ demonstrates a high level of personal integrity in his daily work and is honest and ethical in his interactions with others.
- _____ is not my manager but have worked with him quite a bit recently and have gained a lot of respect for his knowledge of contracts.
- _____ is fully engaged in his unit. He took on the position and jumped in with both feet.

Developing Others

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. You assess employees' developmental needs.	15	3.20	93.3	7%	67%		27%
37. You encourage employees through recognition of positive changes in behavior.	15	3.27	93.3	7%	60%		33%
38. You are open to receiving feedback.	15	3.27	86.7	13%	47%		40%
39. You assign tasks and responsibilities to develop skills of others.	15	3.13	86.7	13%	60%		27%
40. You try to ensure employees are ready to move to the next level.	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. You assess employees' developmental needs.	3.18	3.20	+0.02 ▲
37. You encourage employees through recognition of positive changes in behavior.	3.35	3.27	-0.09 ▼
38. You are open to receiving feedback.	3.24	3.27	+0.03 ▲
39. You assign tasks and responsibilities to develop skills of others.	3.59	3.13	-0.45 ▼
40. You try to ensure employees are ready to move to the next level.	3.29	3.40	+0.11 ▲

Comments:

- _____ is someone I feel I can talk to about any problem or situation and I value his opinion.
- Initiative, attitude, and willingness to pitch in.
- _____ is an experienced, skilled leader. He maintains focus on goals and core values in the most challenging situations. His extensive experience in operations has been a huge asset for the department. He has been a wonderful teacher for members of the team who lack management experience.
- He is a high energy individual, with a level of integrity that goes above and beyond.
- _____ is very reliable, respectful and ethical in his leadership.
- _____ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with _____ for many years.

Business Acumen

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. You ask the 'right' questions to size up or evaluate situations.	15	3.33	93.3	7%	53%	40%	
42. You apply the knowledge of work processes to influence the achievement of business goals	15	3.33	93.3	7%	53%	40%	
43. You exhibit behavior that is consistent with the vision, mission, and core values of the organization	15	3.13	86.7	13%	60%	27%	
44. You consider impact of actions on other areas of the organization.	15	3.00	86.7	13%	73%	13%	
45. You are able to align resources to meet the business needs of the 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. You ask the 'right' questions to size up or evaluate situations.	3.29	3.33	+0.04 ▲
42. You apply the knowledge of work processes to influence the achievement of business goals	3.41	3.33	-0.08 ▼
43. You exhibit behavior that is consistent with the vision, mission, and core values of the organization	3.35	3.13	-0.22 ▼
44. You consider impact of actions on other areas of the organization.	3.18	3.00	-0.18 ▼
45. You are able to align resources to meet the business needs of the company.	3.35	3.53	+0.18 ▲

Comments:

- just know going through the hiring process with him.
- _____ is a team player and effective in his role.
- He is very relatable and I believe it helps with the initial contact with the prospects.
- _____ strives to be professional with each and every interaction and I think inspires confidence.
- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- _____ does an exceptional job at running the department.

Strategic Insight

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. You anticipate business cycles and trends and makes adjustments in a timely manner.	15	3.00	86.7	13%	73%		13%
47. You implement long-term solutions to problems.	15	3.20	93.3	7%	60%		33%
48. You formulate policies and strategies for addressing the Company's important challenges.	15	3.20	93.3	7%	67%		27%
49. You communicate vision for the department and company.	15	3.40	93.3	7%	47%		47%
50. You identify root causes of problems.	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. You anticipate business cycles and trends and makes adjustments in a timely manner.	3.24	3.00	-0.24 ▼
47. You implement long-term solutions to problems.	3.00	3.20	+0.20 ▲
48. You formulate policies and strategies for addressing the Company's important challenges.	3.18	3.20	+0.02 ▲
49. You communicate vision for the department and company.	3.35	3.40	+0.05 ▲
50. You identify root causes of problems.	3.29	3.13	-0.16 ▼

Comments:

- Taking everything into consideration, _____ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- _____ provides the appropriate amount of direction without being too hands-off or overbearing.
- Need to continue to engage staff in team development and role clarification.
- He strives to be an effective and available leader.
- I think _____ should learn to be more concise and focused in his comments. He can consume a lot of meeting time with commentary that is lengthy and not always on point.
- I am still learning how to work with _____ so sometimes I have at difficulty understanding where he is coming from and in the process of working through this it there is some uncertainty that is created.

Comments

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

What would help make you a more effective leader?

- I admire _____ and look up to his wisdom, he is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- I have seen improvement and will try to encourage even more growth.
- He does not ask for anything from his team that he is not willing to do, or has done himself.
- He has grown as a manager in the last few months and it shows.
- _____ 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.

What do you like best about working with this individual?

- He has integrity, dependability, and a desire to constantly improve.
- Dependability, with whatever is needed.
- He is a great leader.
- He has used his Core Competency learnings this well this year, and is an inspiration for others to adapt to the Organizational Competency ideals.
- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- _____ is easy to work with and is a positive energy in meetings. He makes an effort to build and maintain relationships throughout the organization.

What do you like least about working with this individual?

- _____ is friendly to myself and other staff members. I believe he is very knowledgeable in the role of controller. He continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for him to complete work needed from him.
- Does excellent job, always.
- _____ has been instrumental in the working relationship of our department.
- Needs to have more face-to-face communications with other employees in the company.
- _____ has also attended many off-site events to show his support to department staff.
- _____ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.

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

- _____ is excellent at communicating with staff and other departments. He is able to read people well and place them where they would excel.
- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- _____ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- He is sensitive to his employees needs and is creative in accommodating their needs.
- _____ is a definite asset to the organization. He is a creative thinker and a strong leader.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.

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

- He has worked hard to understand people's strengths and what they need from him.
- He is very effective and he has learned so much about our product.
- He is a charismatic leader. Really the best!!
- He is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- _____ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.
- Definitely goes out of his way to involve the entire office in decisions that will affect us all.

Any final comments?

- _____ is a hands on leader in our program.
- He engages in interactions positively and professionally. It is obvious that he cares about the service we deliver and the facilities we operate in.
- _____ demonstrates daily his engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- He knows his material and obviously loves the continued learning that defines best practices.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- I am confident that whenever I need to talk with _____, he is honest and direct and provides good guidance for my professional growth.