



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.

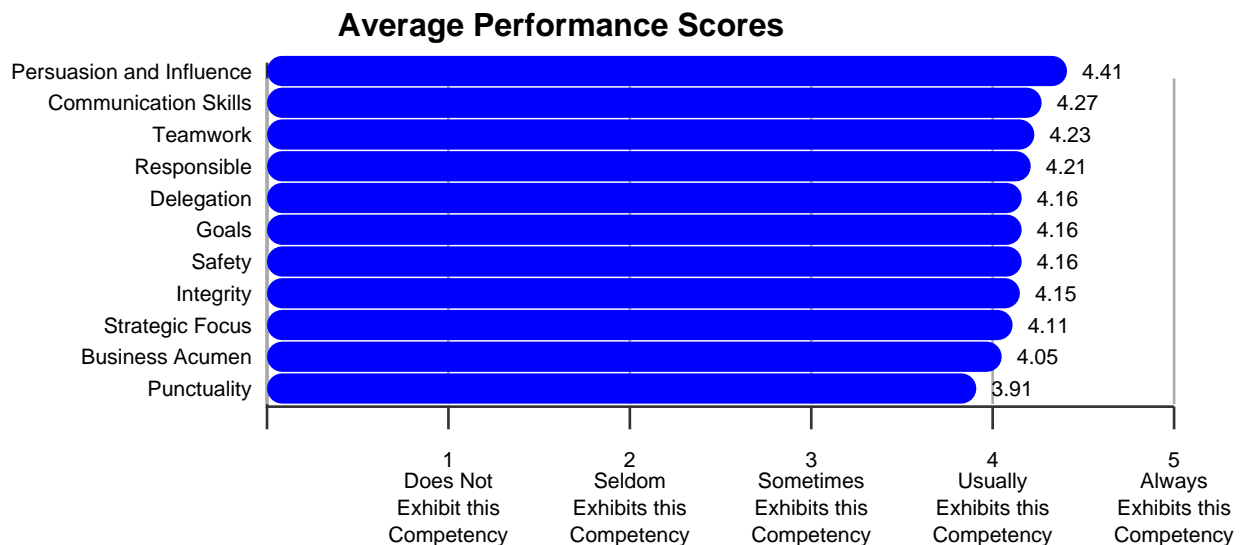
What to Do with Your Feedback

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

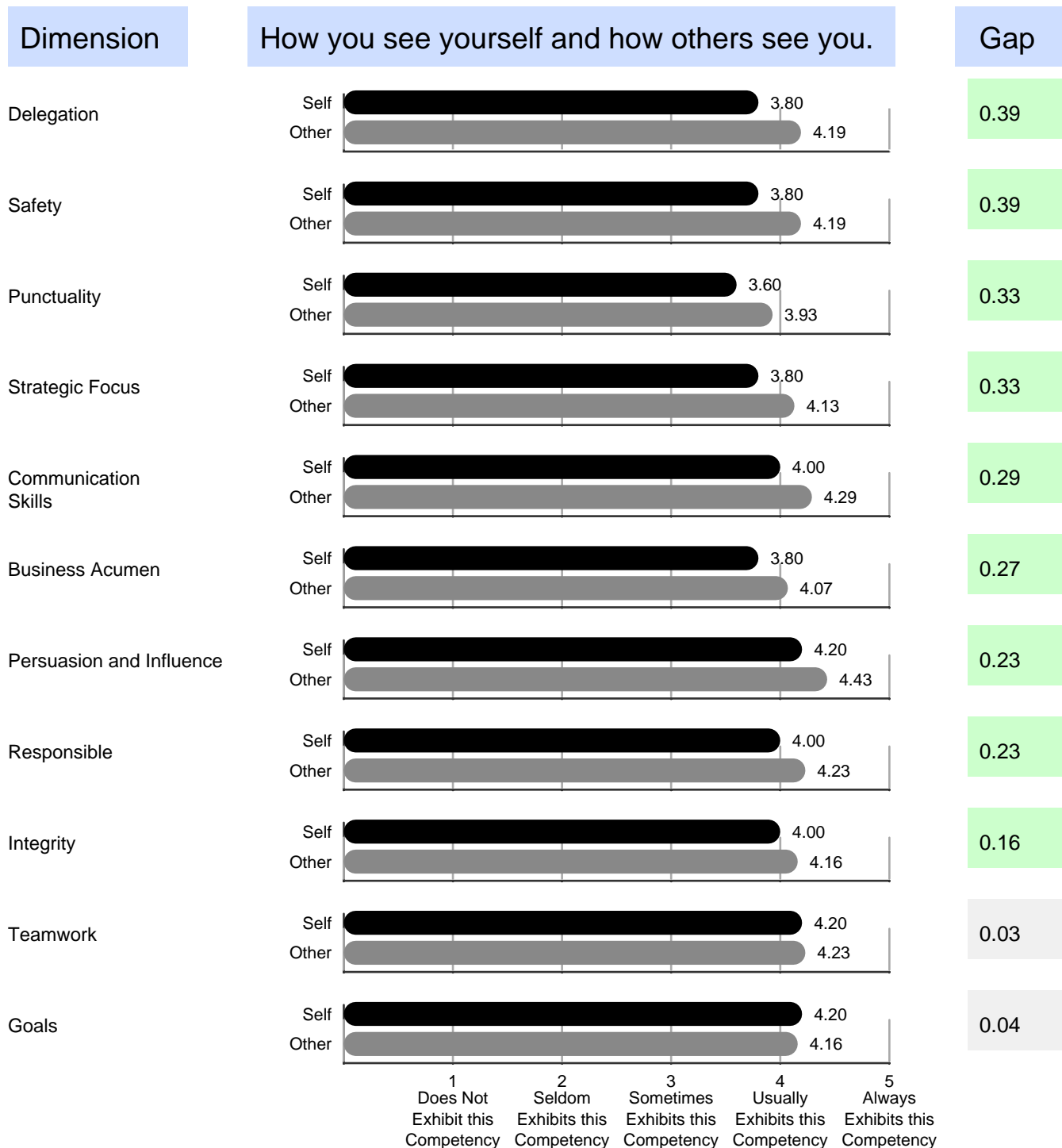
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



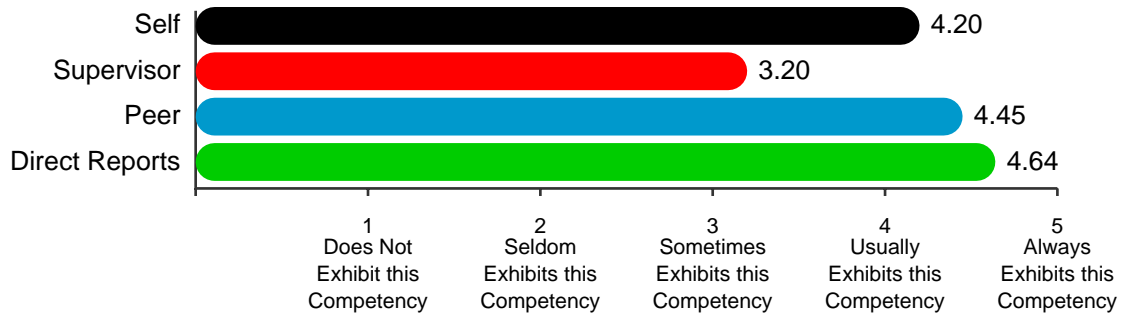
Gap Analysis

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.



Persuasion and Influence

Summary Scores



1. Attempts to persuade others rather than simply control them.



2. Seeks to obtain consensus or compromise.



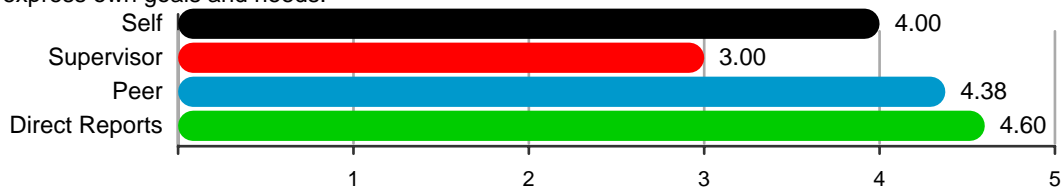
3. Has excellent influencing/negotiating skills.



4. Persuades others to consider alternative points of view.



5. Able to express own goals and needs.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

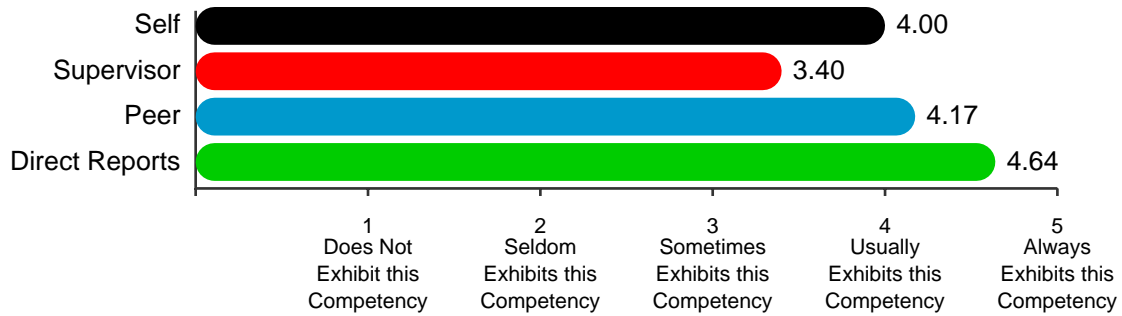
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Attempts to persuade others rather than simply control them.	15	4.20	93.3	7%		67%		27%
2. Seeks to obtain consensus or compromise.	15	4.87	100.0	13%		87%		
3. Has excellent influencing/negotiating skills.	15	4.27	93.3	7%		60%		33%
4. Persuades others to consider alternative points of view.	15	4.40	86.7	13%	33%		53%	
5. Able to express own goals and needs.	15	4.33	93.3	7%		53%		40%

Comments:

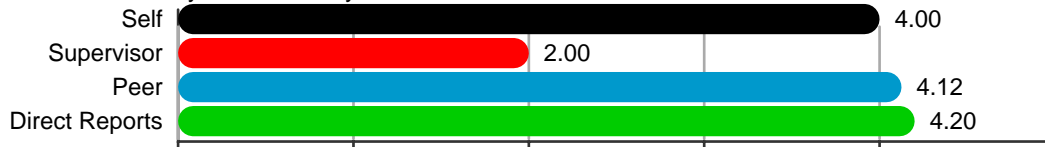
- ___ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.
- Appreciate ___'s willingness to participate on leadership in expanding research activity.
- ___ is extremely supportive of her staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. She supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- I am confident that whenever I need to talk with ___, she is honest and direct and provides good guidance for my professional growth.
- ___ is a dynamic and busy individual. At times she over commits herself and then has to cancel her participation as she cannot be in two places at once. It can inadvertently give off the aura that she is not engaged in the project meeting that was missed.
- ___ is one of the most thoughtful and thought provoking leaders that I encounter in this organization.

Communication Skills

Summary Scores



6. Conveys ideas confidently and succinctly.



7. Presents issues, ideas, and strategy concisely and clearly.



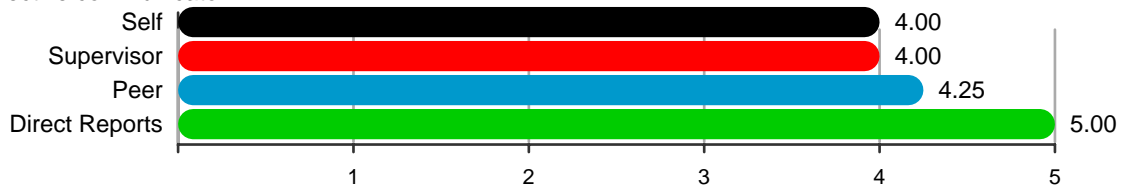
8. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.



9. Communicates effectively with colleagues and customers



10. Is an effective communicator



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

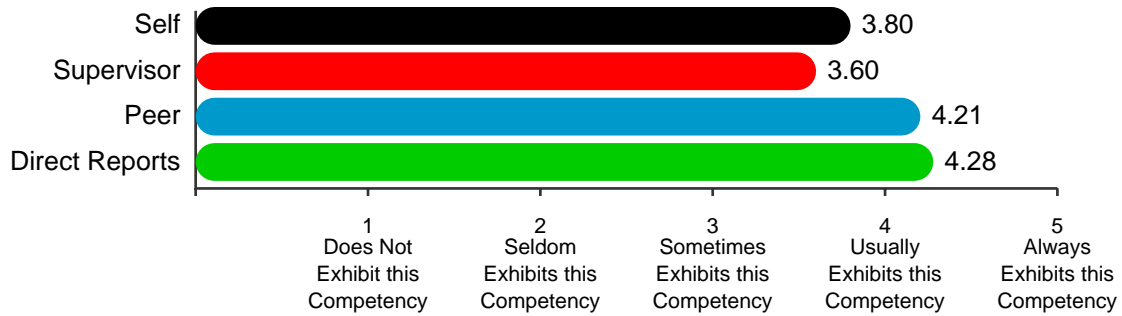
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Conveys ideas confidently and succinctly.	15	4.00	80.0	7%	13%	53%	27%	
7. Presents issues, ideas, and strategy concisely and clearly.	15	4.07	80.0		20%	53%	27%	
8. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	4.33	93.3	7%	47%		47%	
9. Communicates effectively with colleagues and customers	15	4.47	93.3	7%	40%	53%		
10. Is an effective communicator	15	4.47	93.3	7%	40%	53%		

Comments:

- I am impressed with her commitment to task and job knowledge.
- I think staff would respect ___ more as a leader in the department if she would adhere to meeting deadlines and be responsive of the amount of staff time required to keep bugging her to finish something.
- I observe her coming into work after me and leaving before me and I just received more work so now I am having to work even more hours.
- ___ 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 initiatives that have been very successful.
- Our department continues to have a very low loss rate.
- Because we lack clear direction and often focus or priorities, it can be extremely frustrating to work effectively and feel successful.

Delegation

Summary Scores



11. Assigns tasks to create learning opportunities for the employees.



12. Clearly defines duties and tasks to be completed.



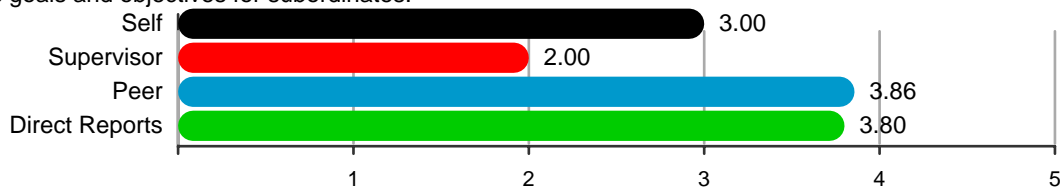
13. Delegates authority and responsibility to subordinates and holds them accountable for their actions.



14. Sets clear and reasonable expectations for others and follows through on their progress.



15. Defines goals and objectives for subordinates.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

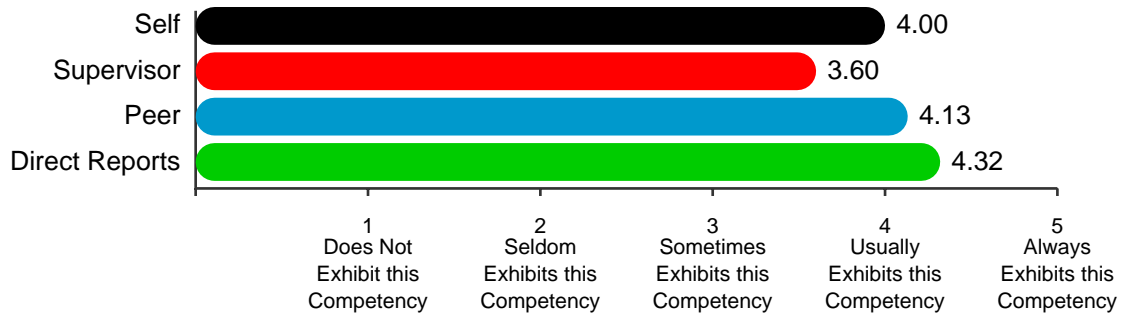
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Assigns tasks to create learning opportunities for the employees.	15	4.60	100.0			40%	60%	
12. Clearly defines duties and tasks to be completed.	15	4.27	100.0			73%		27%
13. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	4.33	100.0			67%		33%
14. Sets clear and reasonable expectations for others and follows through on their progress.	15	3.93	73.3		27%	53%		20%
15. Defines goals and objectives for subordinates.	14	3.64	57.1	14%	29%		36%	21%

Comments:

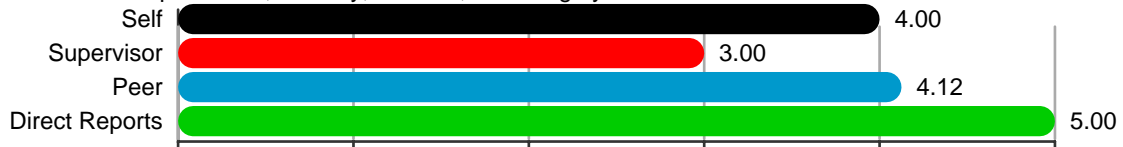
- ___ has brought a much needed positive change to [CompanyName].
- She is covering areas that she has not done for a long time or totally new to her so needs to learn these areas.
- She knows her material and obviously loves the continued learning that defines best practices.
- Some staff have different communication styles and I have observed some interactions where staff are feeling intimidated because they are not able to understand what ___ is trying to communicate with them, I also understand why ___ may be getting frustrated due to their lack of understanding. The issues don't always get resolved in a timely fashion which increases anxiety and frustration levels. Again, overall, I believe that ___ does a good job.
- She is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- Seems willing to collaborate with other departments but feels as if she is over protective when approached about issues involving her team or processes.

Integrity

Summary Scores



16. Establishes relationships of trust, honesty, fairness, and integrity.



17. Demonstrates honesty and truthfulness at all times.



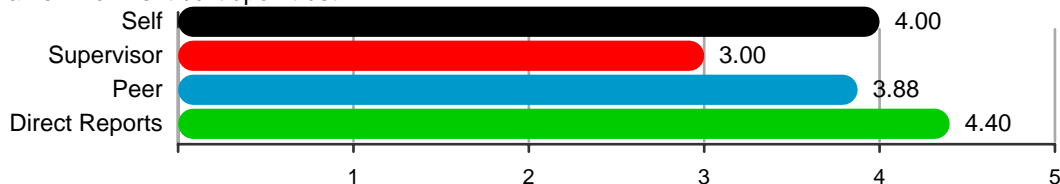
18. Does what was promised.



19. Maintains strong relationships with others.



20. Fosters an environment built upon trust.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

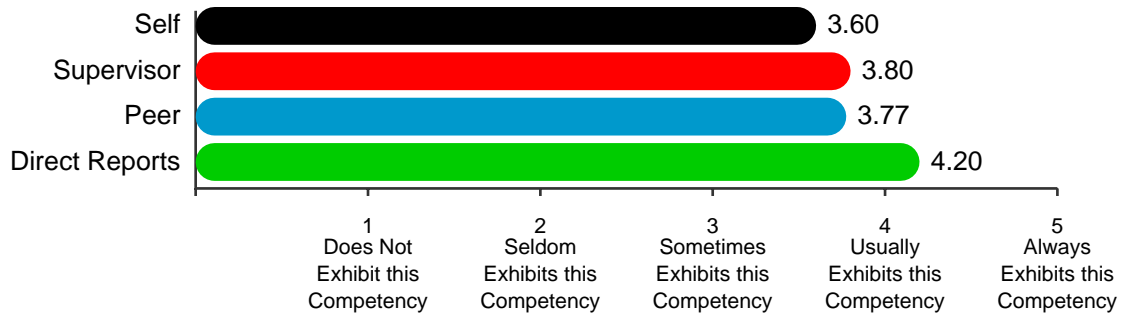
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Establishes relationships of trust, honesty, fairness, and integrity.	15	4.33	86.7	13%		40%	47%	
17. Demonstrates honesty and truthfulness at all times.	15	4.27	93.3	7%		60%	33%	
18. Does what was promised.	14	4.00	92.9	7%		86%		7%
19. Maintains strong relationships with others.	14	4.14	85.7	7%	7%	50%	36%	
20. Fosters an environment built upon trust.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- ___ is very knowledgeable, honest, and consistent in her leadership decisions.
- Initiative, attitude, and willingness to pitch in.
- Has a "go getter" attitude!
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- ___ is concerned about the input of the staff. Has worked to try to improve her responsiveness and performance.

Punctuality

Summary Scores



21. Arrives to meetings on time.



22. Conducts appointments at scheduled start time.



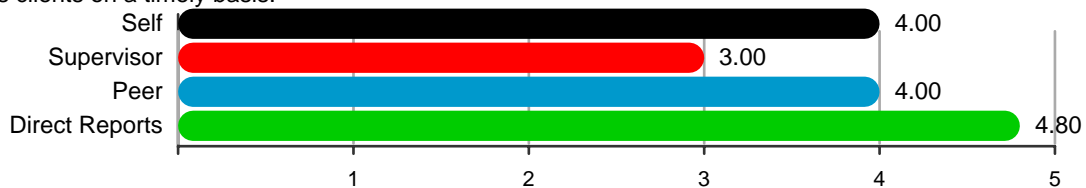
23. Starts meetings on time.



24. Responds to requests for information in a timely manner.



25. Invoices clients on a timely basis.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

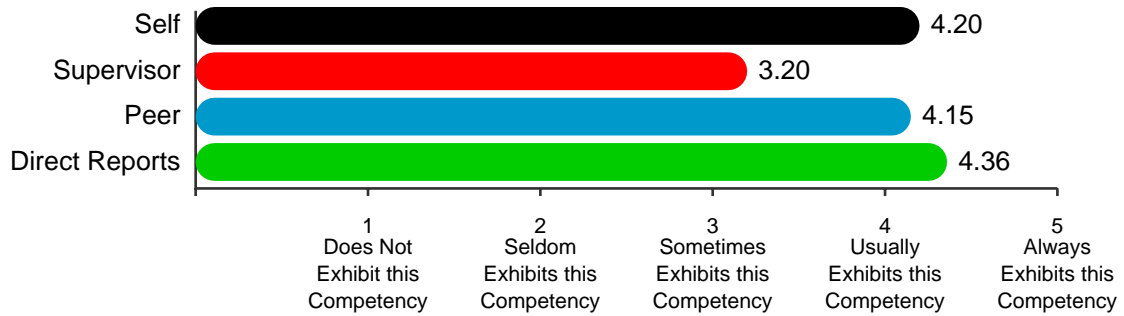
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Arrives to meetings on time.	15	4.00	66.7	13%	20%	20%	47%	
22. Conducts appointments at scheduled start time.	15	3.47	53.3	13%	33%	47%	7%	
23. Starts meetings on time.	15	3.60	66.7	13%	20%	60%	7%	
24. Responds to requests for information in a timely manner.	15	4.27	86.7	7%	7%	40%	47%	
25. Invoices clients on a timely basis.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

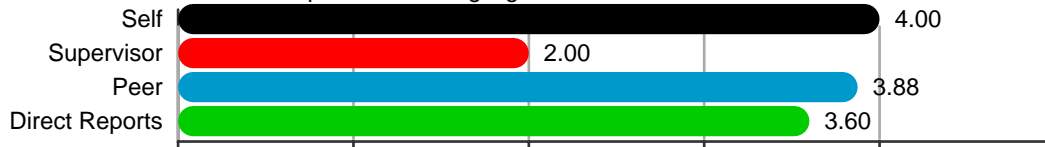
- I feel ___ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel she excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- I sit back and listen to ___'s approach and communication skills and love to glean things from her.
- ___ Communicated well with her staff, as we define our new roles ___ is always there to give us direction.
- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- ___ is an excellent employee, I do not know of any areas that need improvement.

Goals

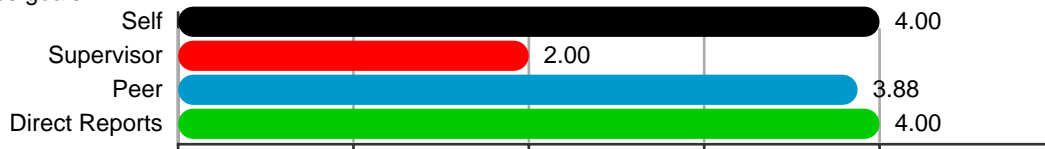
Summary Scores



26. Understands & contributes to development of strategic goals.



27. Achieves goals.



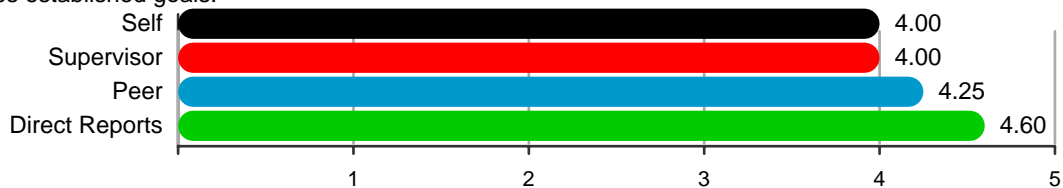
28. Conducts timely follow-up; keeps others informed on a need to know basis.



29. Establishes and documents goals and objectives.



30. Achieves established 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

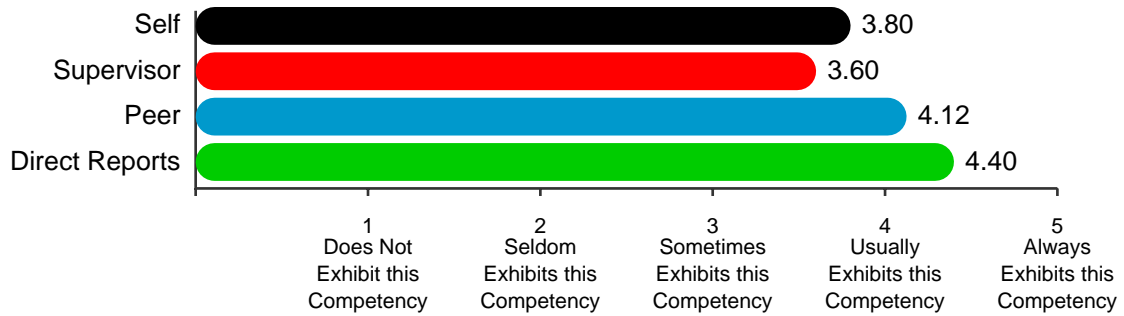
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Understands & contributes to development of strategic goals.	15	3.67	66.7	20%	13%	47%	20%	
27. Achieves goals.	15	3.80	73.3	20%	7%	47%	27%	
28. Conducts timely follow-up; keeps others informed on a need to know basis.	15	4.33	86.7	13%	40%	47%		
29. Establishes and documents goals and objectives.	15	4.67	100.0	33%	67%			
30. Achieves established goals.	15	4.33	100.0	67%	33%			

Comments:

- ___ has supported me through some tough contract negotiations and she is the consummate professional.
- ___ is very dedicated. She makes sure she is here all times of the day to capture evening shift staff.
- ___ has been very supportive for me in my new role as technical specialist. She has offered support and direction by listening to my issues and concerns within the department and directing me to the appropriate resources within the [CompanyName] System.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- ___ analyzes all situations before making a decision.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.

Safety

Summary Scores



31. Commits adequate resources toward safety measures.



32. Committed to safety in the workplace.



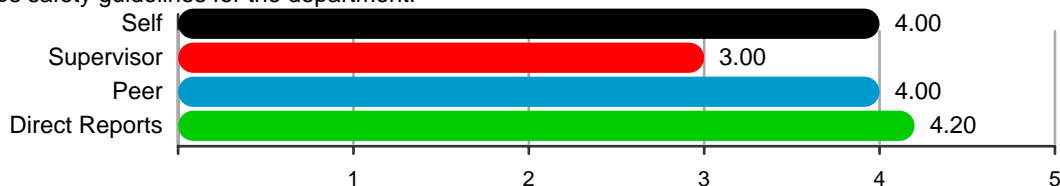
33. Participates in safety training when offered.



34. Is not afraid to question a potential safety issue observed in the workplace.



35. Develops safety guidelines for the department.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

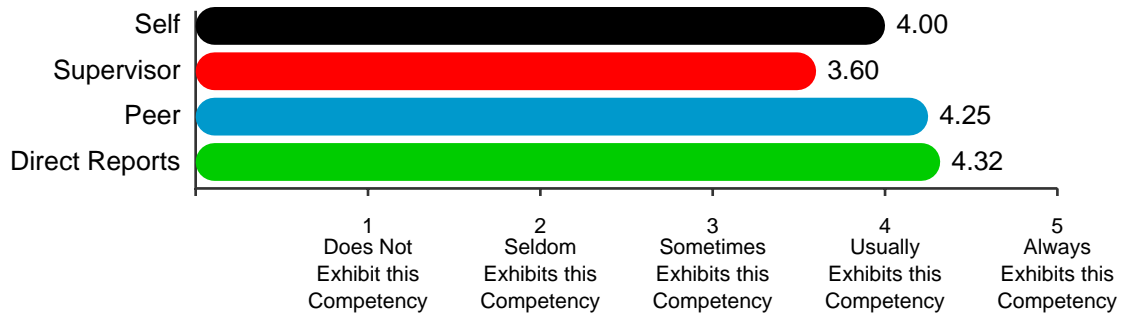
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Commits adequate resources toward safety measures.	15	4.07	80.0	20%		53%		27%
32. Committed to safety in the workplace.	15	4.47	100.0			53%		47%
33. Participates in safety training when offered.	15	4.13	80.0	20%		47%		33%
34. Is not afraid to question a potential safety issue observed in the workplace.	15	4.13	86.7	13%		60%		27%
35. Develops safety guidelines for the department.	15	4.00	80.0	20%		60%		20%

Comments:

- ___ teams with others to improve communication and process.
- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- ___ is very emotionally connected with her team and processes and at times this makes it more difficult to make the right decision.
- ___ has clear and high, very high expectations for everyone, and practices what she preaches creating an atmosphere of continuous growth.
- She is a joy to work for.
- Over this past year ___ has demonstrated ambition and the desire for professional growth in her new role as CIO.

Responsible

Summary Scores



36. Sets a good example



37. Behavior is ethical and honest.



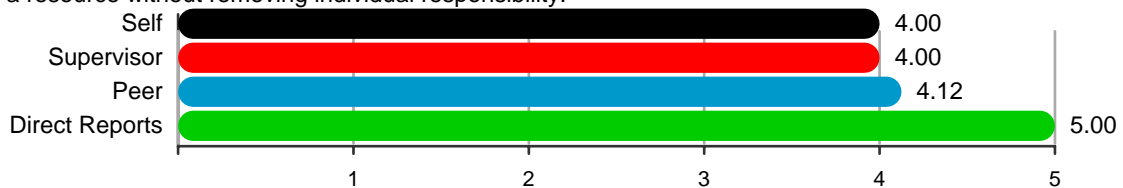
38. Is a person you can trust.



39. Sets a good example.



40. Acts as a resource without removing individual responsibility.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

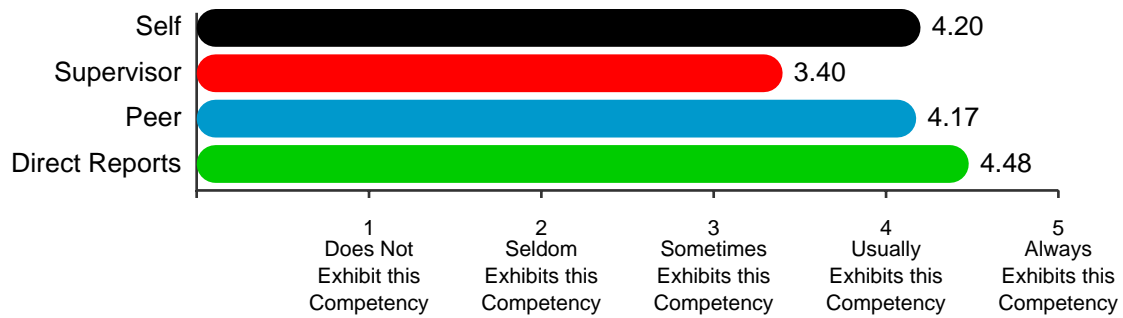
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Sets a good example	15	4.33	100.0	67%				33%
37. Behavior is ethical and honest.	15	3.93	80.0	13%	7%	53%		27%
38. Is a person you can trust.	15	4.27	86.7	13%	47%		40%	
39. Sets a good example.	15	4.13	86.7	13%	60%		27%	
40. Acts as a resource without removing individual responsibility.	15	4.40	93.3	7%	47%		47%	

Comments:

- ___ does a great job at demonstrating the value of her team to the organization.
- ___ is a great team player for our organization as a whole and for the Department itself.
- She is a high energy individual, with a level of integrity that goes above and beyond.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- She is eager to learn and eager to share knowledge.
- ___ has been an asset to [CompanyName]. She has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with her ability bring about process improvements through her direction and guidance to develop and engage the telecommunication staff in this area. She has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.

Teamwork

Summary Scores



41. Willing to listen to the ideas of other team members.



42. Encourages other team members to adopt new procedures.



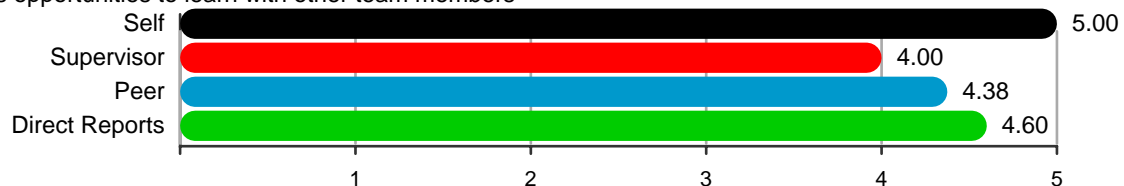
43. Helps the team make good decisions even under conditions of uncertainty.



44. Relates to all kinds of people tactfully



45. Creates opportunities to learn with other team members



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

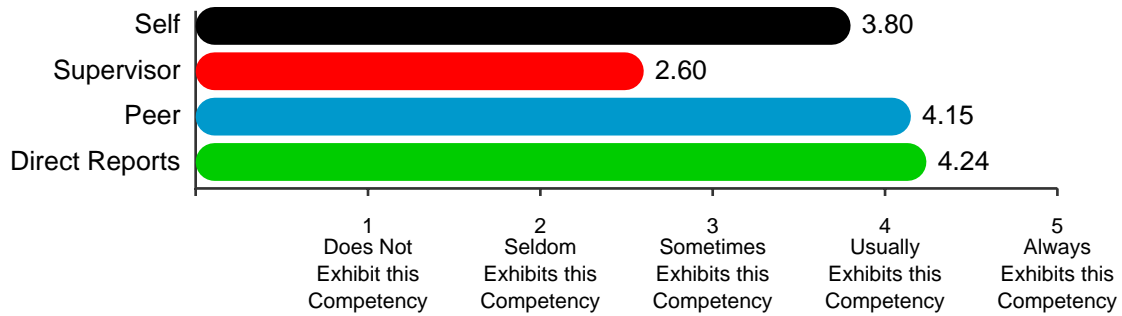
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Willing to listen to the ideas of other team members.	15	4.33	93.3	7%		53%		40%
42. Encourages other team members to adopt new procedures.	15	4.20	80.0	20%		40%		40%
43. Helps the team make good decisions even under conditions of uncertainty.	15	4.13	86.7	13%		60%		27%
44. Relates to all kinds of people tactfully	15	4.00	86.7	13%		73%		13%
45. Creates opportunities to learn with other team members	15	4.47	93.3	7%		40%		53%

Comments:

- Her recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe she was looking for.
- ___ is not always open to new ideas or troubleshooting issue and workflows. She does end up willing to review situations, it just sometimes takes some time.
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- ___ is a wonderful partner. She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- ___ is very committed to the growth of [CompanyName] and adaptable to the various changes within.

Business Acumen

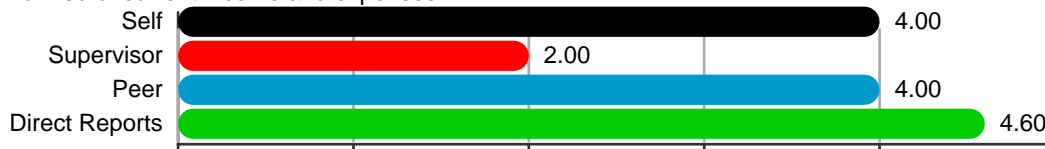
Summary Scores



46. Understands the costs, profits, markets, and added value of issues.



47. Keeps informed of current income and expenses.



48. Able to correctly assess current/estimated valuations.



49. Considers impact of actions on other areas of the organization.



50. Seeks to better understand other areas of the company, including their operations, personnel, and output.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

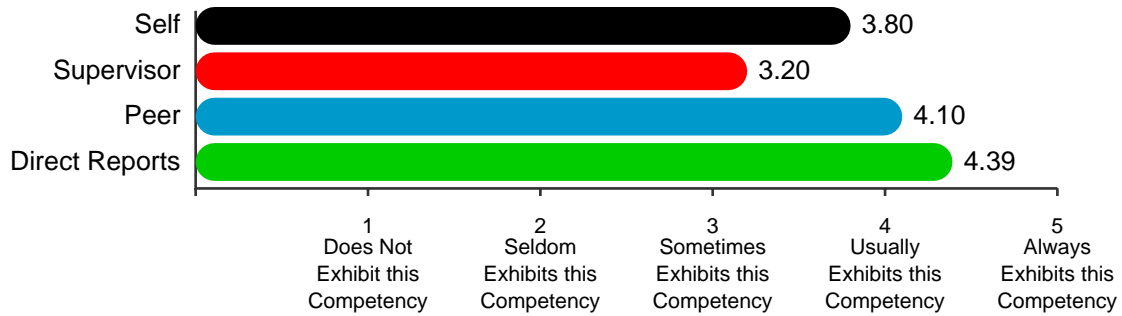
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Understands the costs, profits, markets, and added value of issues.	15	3.87	80.0	7%	13%	67%		13%
47. Keeps informed of current income and expenses.	15	4.07	86.7	13%		53%		33%
48. Able to correctly assess current/estimated valuations.	15	4.13	86.7		13%	60%		27%
49. Considers impact of actions on other areas of the organization.	15	4.20	86.7	7%	7%	47%		40%
50. Seeks to better understand other areas of the company, including their operations, personnel, and output.	15	4.00	73.3	13%	13%	33%		40%

Comments:

- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- ___ has been instrumental in the working relationship of our department.
- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- ___ is always professional during interactions with staff.
- I truly enjoy working with ___. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.
- Cannot think of anything

Strategic Focus

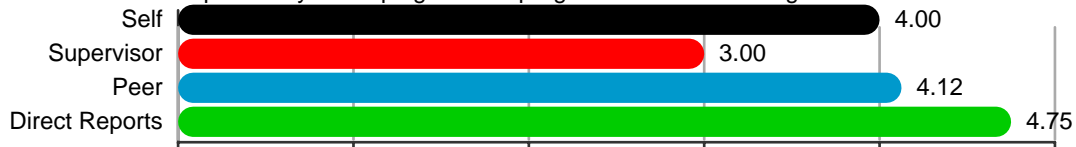
Summary Scores



51. Identifies business strategies to strengthen competitive capabilities.



52. Assigns individuals the responsibility of keeping track of progress toward achieving milestones.



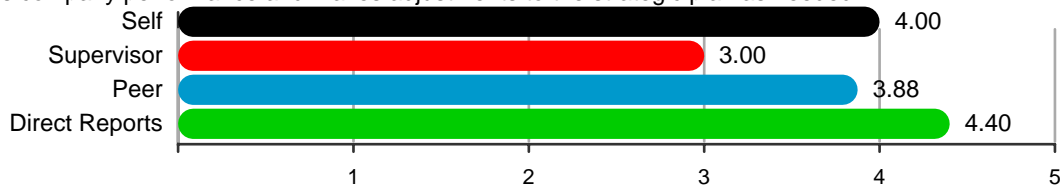
53. Develops a strategic vision for the future.



54. Strategically positions resources to meet the needs of field based employees.



55. Monitors company performance and makes adjustments to the strategic plan as needed.



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Identifies business strategies to strengthen competitive capabilities.	14	4.14	92.9	7%		71%		21%
52. Assigns individuals the responsibility of keeping track of progress toward achieving milestones.	14	4.21	85.7	14%		50%		36%
53. Develops a strategic vision for the future.	15	4.13	80.0	20%		47%		33%
54. Strategically positions resources to meet the needs of field based employees.	15	4.07	80.0	20%		53%		27%
55. Monitors company performance and makes adjustments to the strategic plan as needed.	15	4.00	80.0	20%		60%		20%

Comments:

- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- ___ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- Her view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.
- Sometimes her decisions aren't thought through from a financial perspective.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.

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 a way of bringing out the best in people, by modeling how to be a hard worker who knows her stuff and is supportive of her colleagues and able to create a fun atmosphere that makes us all want to work hard.
- ___ does an excellent job as a leader. She has been presented with many challenges in the last year and has remained positive for her staff.
- ___ has been a strong leader at [CompanyName] for many years, and she will be missed.
- ___ is an excellent listener. She is HIGHLY respected by her staff, and other leaders around the organization. I honestly have a very hard time trying to think of an area for improvement.
- I really appreciate her.
- I think ___ is doing to great job! The learning curve is steep and she is growing to meet the challenge.

What do you like best about working with this individual?

- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- Great addition to the department!
- She is a great leader.
- I truly appreciate ___'s knowledge, her professionalism, and her reliability.
- The only area I feel ___ needs improvement is that when she gives a project she often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- ___ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.

What do you like least about working with this individual?

- The integrity, professionalism and high ethics she exhibits everyday, every time with everyone is remarkable.
- ___ leads by example in each of the areas noted above.
- Lean on team to help reduce burden and establish clear expectations.
- ___ is by far a leader in the service area.
- She leads by example.
- She has been instrumental in facilitating communications between staff and managers. Staff know that she is very supportive of them.

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

- ___ is a very effective leader and a role model for other leaders.
- She is determined to find the answer to any problem or obstacle in her way.
- ___ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.
- I have observed that ___ is always professional and respectful towards myself and others. She asks for our input before making decisions.
- She not only clearly communicates her desired outcomes but also follows up with her team members to ensure they understand. She is open for questions or feedback by everyone.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.

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

- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- ____ 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.
- She correctly sets limits, and expectations of her managers.
- She is an advocate for [CompanyName].
- ____ has great communication skills and is a dependable member of the team.
- ____ is a great leader and is committed to her role here at [CompanyName]!

Any final comments?

- She can appear guarded at times. If she can let her guard down with other team members, it may help them become closer.
- I appreciate ____'s calm demeanor, her listening skills, and that she typically demonstrates that I have her full attention when we are in meetings.
- ____ sets high standards for her team and ensures they perform professionally.
- ____ 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.
- She is very collaborative and always attempts to work with others.
- ____ took over supervising an employee due to a difficult situation. She worked closely with HR to ensure her treatment of this individual was consistent and fair.