



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

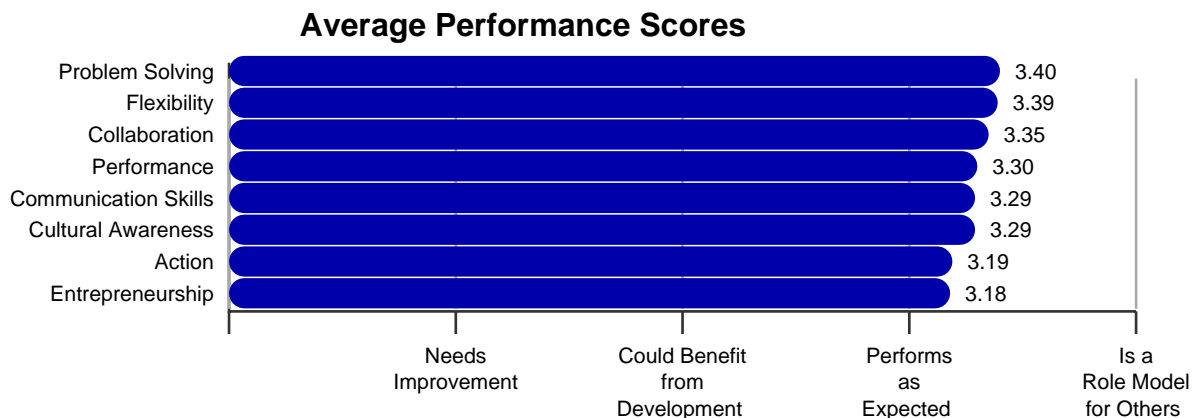
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

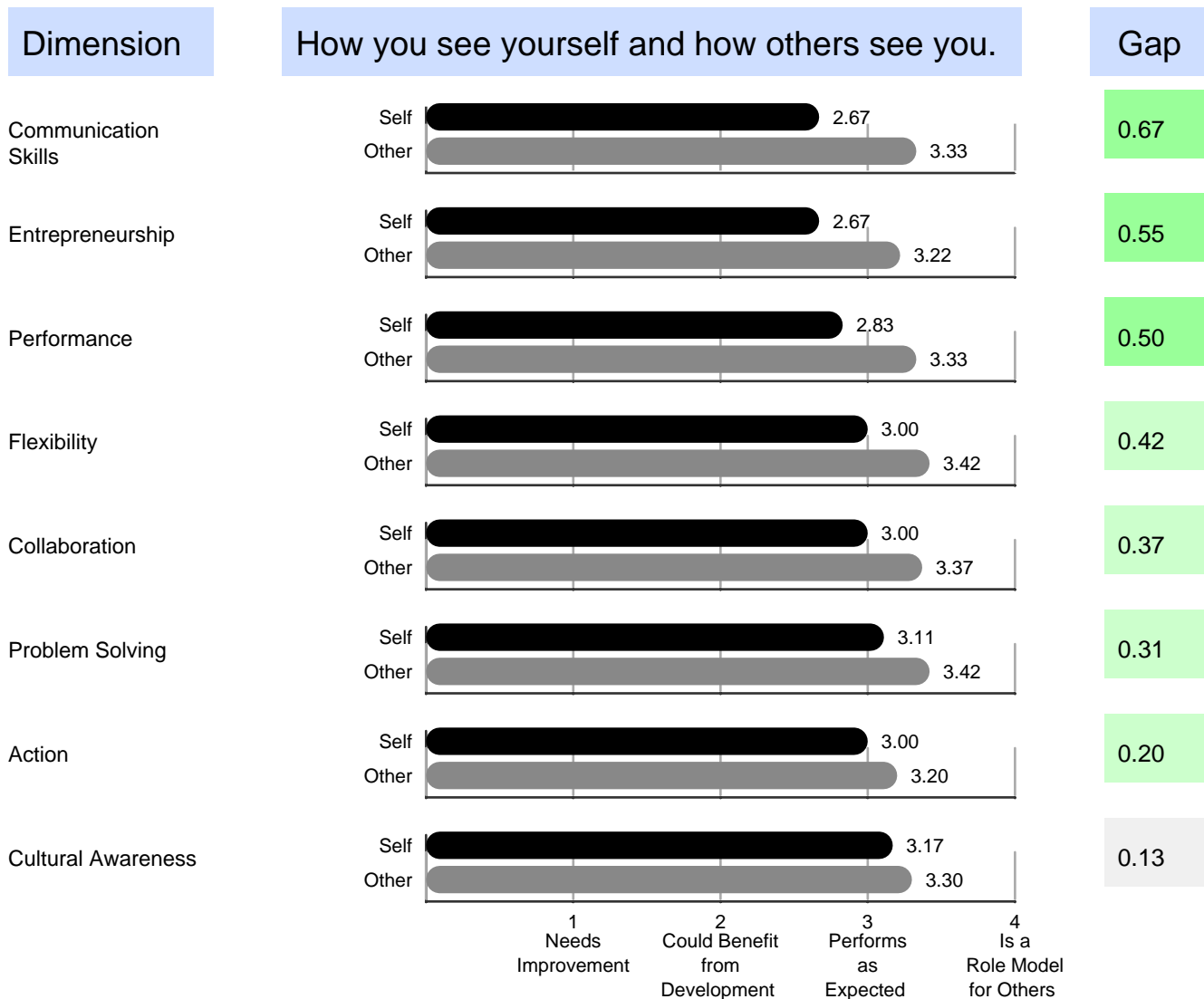
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Problem Solving

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
1. Identifies and assesses all potential responses to a problem.	15	3.20	93.3	7%	67%		27%
2. Illuminates the problem by identifying the gap between expected outcomes and the current situation.	15	3.87	100.0	13%	87%		
3. Allows team members to build on each other's ideas, leading to the development of more refined and robust solutions.	15	3.33	93.3	7%	53%		40%
4. Solves problems that have difficult or conflicting constraints.	15	3.60	93.3	7%	27%	67%	
5. Maintains a strong and determined attitude in the face of difficulties.	15	3.33	93.3	7%	53%		40%
6. Uses a consistent method to evaluate each potential solution against the defined criteria.	15	3.20	93.3	7%	60%		33%
7. Assigns individuals the responsibility for completing separate phases of the implementation.	15	3.20	86.7	13%	53%		33%
8. Analyzes the potential success of proposed solutions.	15	3.40	93.3	7%	47%		47%
9. Evaluates potential solutions based on cost, feasibility, and probability of success.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
1. Identifies and assesses all potential responses to a problem.	3.29	3.20	-0.09 ▼
2. Illuminates the problem by identifying the gap between expected outcomes and the current situation.	3.65	3.87	+0.22 ▲
3. Allows team members to build on each other's ideas, leading to the development of more refined and robust solutions.	3.18	3.33	+0.16 ▲
4. Solves problems that have difficult or conflicting constraints.	3.41	3.60	+0.19 ▲
5. Maintains a strong and determined attitude in the face of difficulties.	3.24	3.33	+0.10 ▲
6. Uses a consistent method to evaluate each potential solution against the defined criteria.	3.24	3.20	-0.04 ▼
7. Assigns individuals the responsibility for completing separate phases of the implementation.	3.41	3.20	-0.21 ▼
8. Analyzes the potential success of proposed solutions.	3.24	3.40	+0.16 ▲
9. Evaluates potential solutions based on cost, feasibility, and probability of success.	3.18	3.47	+0.29 ▲

Comments:

- ___'s daily approach to work demonstrates a high level of professionalism and commitment to evidence-based practice and research.
- 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 her to have hands on with everything).
- ___ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- I think ___ has shown willingness to attend, listen and learn with high profile opportunities such as magnet etc... now I would encourage her to sit down with her staff and peers for the learning and growth opportunities that are available within our unit.
- ___ has a clear process for hiring which has aided her in building an amazing team.
- ___ is the shining example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
10. Shown significant improvement in job performance.	15	3.47	93.3	7%	40%	53%	
11. Works effectively in the department.	15	3.53	100.0		47%	53%	
12. Listens and responds to issues and problems	15	3.27	100.0		73%		27%
13. Has great overall performance	15	3.33	100.0		67%		33%
14. Works well in this position.	15	3.13	86.7	13%	60%		27%
15. Able to organize work.	15	3.07	80.0	20%	53%		27%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.

The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
10. Shown significant improvement in job performance.	3.35	3.47	+0.11 ▲
11. Works effectively in the department.	3.47	3.53	+0.06 ▲
12. Listens and responds to issues and problems	3.47	3.27	-0.20 ▼
13. Has great overall performance	3.35	3.33	-0.02 ▼
14. Works well in this position.	3.18	3.13	-0.04 ▼
15. Able to organize work.	3.00	3.07	+0.07 ▲

Comments:

- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- 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.
- She is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- ___ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her with some feeling of success. While it is true that not everything can be important if everything IS important, ___ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. ___ has a solid reputation for being a direct communicator and her opinion is respected in our group.
- Experience, mentoring and self-confidence.
- ___ has done an amazing job in taking on this new role. She came into it with eyes wide open" and with a positive intensity that demonstrates a competence and a commitment to this organization.

Collaboration

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
16. Maintains strong relationships with suppliers to ensure quality standards are met.	15	3.40	93.3	7%	47%	47%	
17. Builds consensus among partners.	15	3.27	93.3	7%	60%		33%
18. Includes all stakeholders in the decision making process.	14	3.00	92.9	7%	79%		14%
19. Addresses interpersonal issues with a collaborative mindset.	15	3.47	100.0		53%		47%
20. Respects individual differences that contribute to solving problems.	15	3.40	93.3	7%	47%		47%
21. Considers the views of other colleagues and associates.	15	3.53	100.0		47%		53%

Time Comparisons by Item

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

Item	2024	2025	Change
16. Maintains strong relationships with suppliers to ensure quality standards are met.	3.65	3.40	-0.25 ▼
17. Builds consensus among partners.	3.47	3.27	-0.20 ▼
18. Includes all stakeholders in the decision making process.	3.12	3.00	-0.12 ▼
19. Addresses interpersonal issues with a collaborative mindset.	3.59	3.47	-0.12 ▼
20. Respects individual differences that contribute to solving problems.	3.29	3.40	+0.11 ▲
21. Considers the views of other colleagues and associates.	3.35	3.53	+0.18 ▲

Comments:

- I am glad to have ___ in her role. Because of her openness and willingness to work with others she helps my department produce quality work, and encourages us to reciprocate.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- ___ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- ___ demonstrates daily her engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.

Communication Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
22. Notifies others about developments in plans and goals.	15	3.00	80.0	20%	60%		20%
23. Able to deliver presentations.	15	2.87	80.0	20%	73%		7%
24. Delivers influential presentations.	15	3.47	100.0		53%		47%
25. Understands and adjusts delivery of communications to maximize impact.	15	3.67	100.0		33%		67%
26. Uses ideas and perspectives to persuade others.	15	3.40	93.3	7%	47%		47%
27. Ensures comprehension during conversations or group presentations.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

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

Item	2024	2025	Change
22. Notifies others about developments in plans and goals.	3.00	3.00	
23. Able to deliver presentations.	2.88	2.87	-0.02 ▼
24. Delivers influential presentations.	3.00	3.47	+0.47 ▲
25. Understands and adjusts delivery of communications to maximize impact.	3.76	3.67	-0.10 ▼
26. Uses ideas and perspectives to persuade others.	3.53	3.40	-0.13 ▼
27. Ensures comprehension during conversations or group presentations.	3.12	3.33	+0.22 ▲

Comments:

- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- ___ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- ___ is incredibly talented and very smart. Her attention to detail is unparalleled.
- ___ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- Your initiative influences others in a positive way.
- I look forward to learning and improving with her and the other members in the division.

Flexibility

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
28. Creates innovative solutions to unforeseen problems.	15	3.53	100.0	47%	53%		
29. Faces the unknown head-on, turning challenges into opportunities for growth and innovation.	15	3.67	100.0	33%	67%		
30. Is flexible to manage uncertain changes in the financial landscape.	15	3.33	100.0	67%	33%		
31. Effectively manages changes in financial resources.	15	3.20	86.7	13%	53%	33%	
32. Quickly adapts to new circumstances, challenges, or opportunities as they arise.	15	3.40	100.0	60%	40%		
33. Fosters an environment that prioritizes adaptability, ongoing enhancement, and creative thinking.	15	3.20	86.7	13%	53%	33%	

Time Comparisons by Item

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

Item	2024	2025	Change
28. Creates innovative solutions to unforeseen problems.	3.41	3.53	+0.12 ▲
29. Faces the unknown head-on, turning challenges into opportunities for growth and innovation.	3.59	3.67	+0.08 ▲
30. Is flexible to manage uncertain changes in the financial landscape.	3.41	3.33	-0.08 ▼
31. Effectively manages changes in financial resources.	3.18	3.20	+0.02 ▲
32. Quickly adapts to new circumstances, challenges, or opportunities as they arise.	3.35	3.40	+0.05 ▲
33. Fosters an environment that prioritizes adaptability, ongoing enhancement, and creative thinking.	3.18	3.20	+0.02 ▲

Comments:

- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- Provide more frequent development feedback.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- Having a routine for schedule and coming to office more frequently
- She allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- I am still learning how to work with ___ so sometimes I have at difficulty understanding where she is coming from and in the process of working through this it there is some uncertainty that is created.

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 (Is a Role Model for Others).

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
34. Ensures timely completion of tasks.	15	3.27	93.3	7%	60%	33%	
35. Prepares equipment at the start of the shift.	15	3.00	80.0	20%	60%	20%	
36. Creates performance measures to ensure action by the department.	15	3.20	93.3	7%	67%	27%	
37. Gets people to take action.	15	3.27	93.3	7%	60%	33%	
38. Takes responsibility for actions.	15	3.27	86.7	13%	47%	40%	
39. Motivates & supports others to gain skills	15	3.13	86.7	13%	60%	27%	

Time Comparisons by Item

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

Item	2024	2025	Change
34. Ensures timely completion of tasks.	2.88	3.27	+0.38 ▲
35. Prepares equipment at the start of the shift.	3.18	3.00	-0.18 ▼
36. Creates performance measures to ensure action by the department.	3.18	3.20	+0.02 ▲
37. Gets people to take action.	3.35	3.27	-0.09 ▼
38. Takes responsibility for actions.	3.24	3.27	+0.03 ▲
39. Motivates & supports others to gain skills	3.59	3.13	-0.45 ▼

Comments:

- I think ___ should learn to be more concise and focused in her comments. She can consume a lot of meeting time with commentary that is lengthy and not always on point.
- She is strong and firm in her decisions, but involves her entire team in those decisions.
- ___ is the best employee the department has employed.
- ___ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- She guides, influences, supports, facilitates her team towards the achievement of goals.
- I think ___ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower her and are willing to follow.

Cultural Awareness

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
40. Advocates for equitable treatment of all employees, regardless of cultural background.	15	3.40	93.3	7%	47%	47%	
41. Intervenes respectfully when witnessing culturally insensitive behavior or language.	15	3.33	93.3	7%	53%	40%	
42. Seeks out different viewpoints and benefits from different perspectives.	15	3.33	93.3	7%	53%	40%	
43. Builds trust by acknowledging and valuing each employee's cultural identity.	15	3.13	86.7	13%	60%	27%	
44. Understands what customs and etiquette are important for individuals from other cultures.	15	3.00	86.7	13%	73%	13%	
45. Is aware of cultural differences in business etiquette.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

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

Item	2024	2025	Change
40. Advocates for equitable treatment of all employees, regardless of cultural background.	3.29	3.40	+0.11 ▲
41. Intervenes respectfully when witnessing culturally insensitive behavior or language.	3.29	3.33	+0.04 ▲
42. Seeks out different viewpoints and benefits from different perspectives.	3.41	3.33	-0.08 ▼
43. Builds trust by acknowledging and valuing each employee's cultural identity.	3.35	3.13	-0.22 ▼
44. Understands what customs and etiquette are important for individuals from other cultures.	3.18	3.00	-0.18 ▼
45. Is aware of cultural differences in business etiquette.	3.35	3.53	+0.18 ▲

Comments:

- ___ takes some time to process new ideas and often reacts before considering the facts. Once ___ has had time took think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.
- I admire ___ and look up to her wisdom, she is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- ___ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- It has been a pleasure working with ____. Her interactions with customers have improved over the last year.
- I have only recently started working with ___ and therefore do not have comments on some items, but regarding the projects I have worked with ___ on to date the above applies.
- ___ has done a great job of continuing to grow and refine the service lines.

Entrepreneurship

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Could Benefit from Development	Performs as Expected	Is a Role Model for Others
46. Has a strategic awareness on how to promote the organization.	15	3.00	86.7	13%	73%		13%
47. Exhibits determination and passion in completion of goals.	15	3.20	93.3	7%	60%		33%
48. Devotes a certain amount of time and effort to developing new business opportunities.	15	3.20	93.3	7%	67%		27%
49. Can work effectively in an environment of uncertainty.	15	3.40	93.3	7%	47%		47%
50. Seeks and utilizes mentors to help guide professional development.	15	3.13	80.0	7%	13%	40%	40%
51. Able to adapt the department to changing business demands and climate.	14	3.14	92.9	7%	71%		21%

Time Comparisons by Item

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

Item	2024	2025	Change
46. Has a strategic awareness on how to promote the organization.	3.24	3.00	-0.24 ▼
47. Exhibits determination and passion in completion of goals.	3.00	3.20	+0.20 ▲
48. Devotes a certain amount of time and effort to developing new business opportunities.	3.18	3.20	+0.02 ▲
49. Can work effectively in an environment of uncertainty.	3.35	3.40	+0.05 ▲
50. Seeks and utilizes mentors to help guide professional development.	3.29	3.13	-0.16 ▼
51. Able to adapt the department to changing business demands and climate.	3.24	3.14	-0.09 ▼

Comments:

- Always conducts herself in a professional manner.
- Her positive attitude is constant.
- ___ is the consummate professional and pleasure to work with.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- ___ does a wonderful job of ensuring her department is meeting the needs of the organization and our community.
- Takes complete ownership of role and looks for ways to assist teammates.

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 envy her versatility in working with a wide variety of issues and topics.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- I appreciate her receptiveness and openness and her sense of humor.
- ___ can be counted on for her reliability.
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- ___ is a new manager. Her openness and positive communication with her team and her steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.

What do you like best about working with this individual?

- I often engage with members of her team and they are confident and knowledgeable of the work that is at hand. ___ and her staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- She translated the creative thinking into real change and solution that advanced our department.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- I enjoy working with ___. I feel she is honest and has a desire to see improvement in the organization as a whole. Her area is unique which, at times, allows ___ to give a whole new perspective on a subject.
- ___ is a great leader. She is very easy to approach and always takes a neutral stand when dealing with conflict.
- She holds everyone to such a high standard, you don't want to disappoint her.

What do you like least about working with this individual?

- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- Improve communication delivery. Acknowledge what others are saying.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- My only constructive feedback would be better communication on what she's doing and why and how it may impact others would be appreciated.
- She is very customer focused and this reflects in her division leadership and performance.
- ___ has a strong knowledge base and willingly shares information.

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

- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- ___ effectively utilizes the talents of our team members and partnering with stakeholders ensures our continued success.
- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- ___ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- Her calm demeanor when the pressure's the greatest, her ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- Although I have only reported to ___ for a couple of months, the quality of my work life" has improved greatly.

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

- ___ 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 appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- She identified the information needed to solve the problem and was able to obtain key information, even if it involved looking outside her immediate resources.
- Lean on team to help reduce burden and establish clear expectations.
- On occasion ___'s point may be lost or made unclear due to her not having organized her thoughts sufficiently before speaking. If she were more succinct her point would often be made clearer.
- ___ is a "One of a kind" She is a great manager.

Any final comments?

- ___ is reliable and effective communicator. She has done a great job in taking the team to better organization and follow through...executing on the many plans from service lines and throughout the system.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.
- ___ is an excellent Director.
- I have observed that ___ is always professional and respectful towards myself and others. She asks for our input before making decisions.
- She strives to raise the bar everyday to improve our processes to best serve our customers.