



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.

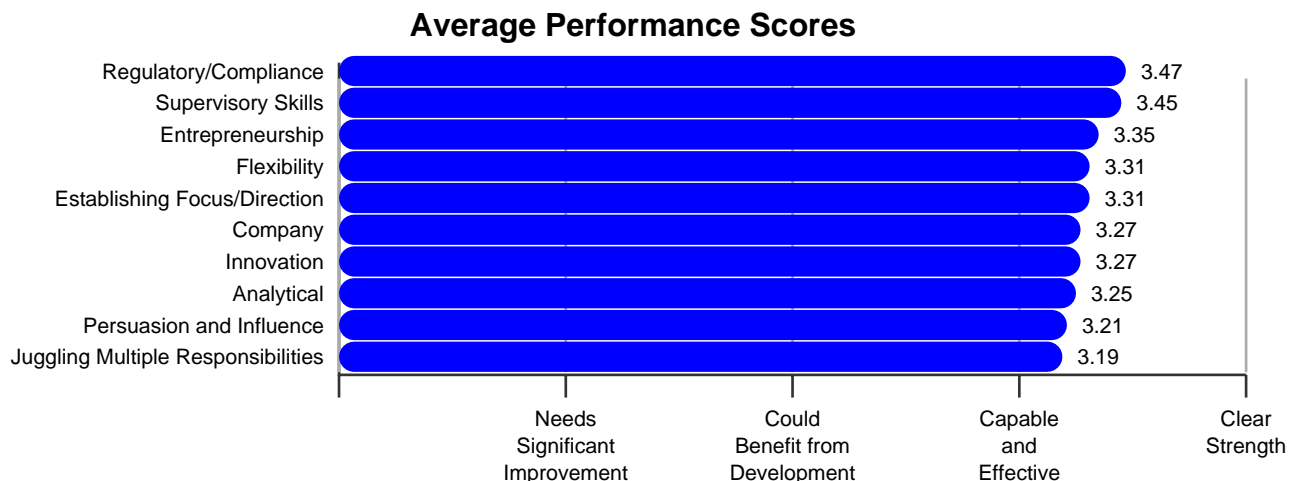
What to Do with Your Feedback

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.



Regulatory/Compliance

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 are aware of federal and local laws affecting employees.	15	3.20	93.3	7%	67%		27%
2. You interact with auditors and regulators on a professional basis.	15	3.87	100.0	13%	87%		
3. You create and maintain necessary regulatory documentation.	15	3.33	93.3	7%	53%		40%
4. You keep track of changes in legislation affecting regulatory compliance.	15	3.60	93.3	7%	27%	67%	
5. You maintain compliance with federal, state, and local laws.	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 are aware of federal and local laws affecting employees.	3.29	3.20	-0.09 ▼
2. You interact with auditors and regulators on a professional basis.	3.65	3.87	+0.22 ▲
3. You create and maintain necessary regulatory documentation.	3.18	3.33	+0.16 ▲
4. You keep track of changes in legislation affecting regulatory compliance.	3.41	3.60	+0.19 ▲
5. You maintain compliance with federal, state, and local laws.	3.24	3.33	+0.10 ▲

Comments:

- She is showing more comfort in providing and receiving critical feedback.
- ___ has improved our means of communication within the department and is receptive to suggestions from her employees.
- ___ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- She is a strong leader and it will make her even stronger to listen to her employees. I would encourage her to listen more before reacting, her employees have good insight and will become more engaged.
- Loyalty. Willingness to get it right.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. You maintain a high level of energy to respond to demands of the job.	15	3.20	93.3	7%	60%	33%	
7. You understand the processes and various stages of business development.	15	3.20	86.7	13%	53%	33%	
8. You find unique ways to go around barriers to success.	15	3.40	93.3	7%	47%	47%	
9. You encourage dynamic growth opportunities.	15	3.47	93.3	7%	40%	53%	
10. You balance risks and rewards when making decisions.	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 maintain a high level of energy to respond to demands of the job.	3.24	3.20	-0.04 ▼
7. You understand the processes and various stages of business development.	3.41	3.20	-0.21 ▼
8. You find unique ways to go around barriers to success.	3.24	3.40	+0.16 ▲
9. You encourage dynamic growth opportunities.	3.18	3.47	+0.29 ▲
10. You balance risks and rewards when making decisions.	3.35	3.47	+0.11 ▲

Comments:

- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.
- I cannot say if she challenges others.
- ___ is a strong advocate for both the customer and staff.
- There have been many changes in each department and ___'s impeccable ability to support everyone is not only a talent but a true gift she has as a leader.
- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- Our desire to improve loss rates has been encouraged and supported by ___.

Company

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. You understand the "basics" as to how [Company] functions/operates.	15	3.53	100.0	47%	53%		
12. You attend [Company] gatherings and social events.	15	3.27	100.0	73%	27%		
13. You understand how decisions impact other business units beyond your immediate department of work group.	15	3.33	100.0	67%	33%		
14. You express loyalty and dedication to [Company] in interactions with others.	15	3.13	86.7	13%	60%	27%	
15. You follow existing procedures and processes.	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 understand the "basics" as to how [Company] functions/operates.	3.47	3.53	+0.06 ▲
12. You attend [Company] gatherings and social events.	3.47	3.27	-0.20 ▼
13. You understand how decisions impact other business units beyond your immediate department of work group.	3.35	3.33	-0.02 ▼
14. You express loyalty and dedication to [Company] in interactions with others.	3.18	3.13	-0.04 ▼
15. You follow existing procedures and processes.	3.00	3.07	+0.07 ▲

Comments:

- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- She knows product and how to engage potential clients.
- She is very supportive of cross training and learning new skills.
- I appreciate her style and support.
- She is continually looking for ways to improve our service to our customers.
- ___ works very well with other departments.

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. You are open to the perspectives/viewpoints of others.	15	3.40	93.3	7%	47%	47%	
17. You adapt to circumstances as needed.	15	3.27	93.3	7%	60%	33%	
18. You are effective in incorporating new ideas.	14	3.00	92.9	7%	79%	14%	
19. You implement changes as a result of having listened to employees	15	3.47	100.0		53%	47%	
20. You are willing to try new ideas.	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 are open to the perspectives/viewpoints of others.	3.65	3.40	-0.25 ▼
17. You adapt to circumstances as needed.	3.47	3.27	-0.20 ▼
18. You are effective in incorporating new ideas.	3.12	3.00	-0.12 ▼
19. You implement changes as a result of having listened to employees	3.59	3.47	-0.12 ▼
20. You are willing to try new ideas.	3.29	3.40	+0.11 ▲

Comments:

- I know I can always count on ___ to consistently encourage collaboration and system perspective.
- We have a very strong team in finance. There has been significant turnover but the efforts ___ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- I am confident that whenever I need to talk with ___, she is honest and direct and provides good guidance for my professional growth.
- Has one of the strongest work ethics I've ever encountered in a team member.
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do ___, your Awesome.
- ___ does an excellent job in her role.

Establishing Focus/Direction

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 make sure that employees understand how their work relates to organizational goals.	15	3.53	100.0	47%	53%		
22. You maintain self-control when personally criticized.	15	3.00	80.0	20%	60%	20%	
23. You maintain focus when handling several problems or tasks simultaneously.	15	2.87	80.0	20%	73%	7%	
24. You function well under stress, deadlines, and/or significant workloads.	15	3.47	100.0	53%	47%		
25. You make sure that employees understand and identify with the team's mission.	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 make sure that employees understand how their work relates to organizational goals.	3.35	3.53	+0.18 ▲
22. You maintain self-control when personally criticized.	3.00	3.00	
23. You maintain focus when handling several problems or tasks simultaneously.	2.88	2.87	-0.02 ▼
24. You function well under stress, deadlines, and/or significant workloads.	3.00	3.47	+0.47 ▲
25. You make sure that employees understand and identify with the team's mission.	3.76	3.67	-0.10 ▼

Comments:

- ___ helped to keep us positively focus in the right direction, while keeping us well informed.
- ___ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- ___ is very reliable, respectful and ethical in her leadership.
- She also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- ___ works to keep up but a lot of new concepts.
- ___ 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.

Supervisory 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. You delegate effectively.	15	3.40	93.3	7%	47%	47%	
27. You appropriately recognize and reward employees.	15	3.33	93.3	7%	53%	40%	
28. You treat all staff equitably.	15	3.53	100.0		47%	53%	
29. You resolve personnel problems quickly and effectively.	15	3.67	100.0		33%	67%	
30. You provide constructive, ongoing feedback.	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 delegate effectively.	3.53	3.40	-0.13 ▼
27. You appropriately recognize and reward employees.	3.12	3.33	+0.22 ▲
28. You treat all staff equitably.	3.41	3.53	+0.12 ▲
29. You resolve personnel problems quickly and effectively.	3.59	3.67	+0.08 ▲
30. You provide constructive, ongoing feedback.	3.41	3.33	-0.08 ▼

Comments:

- ___ is a team player and effective in her role.
- Sometimes I feel like I need to check on ___ and make sure that read an email/understands that I need her input on a project.
- I have worked with ___ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- ___ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, ___ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.
- She is always looking to and listening to the staff for their and needs.
- Based on her customer satisfaction scores it is clear she has a strong team in place.

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
31. You have excellent influencing/negotiating skills.	15	3.20	86.7	13%	53%	33%	
32. You develop a good rapport with others.	15	3.40	100.0		60%	40%	
33. You attempt to persuade others rather than simply control them.	15	3.20	86.7	13%	53%	33%	
34. You seek to obtain consensus or compromise.	15	3.27	93.3	7%	60%	33%	
35. You ensure stakeholders are involved in the decision making process.	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 have excellent influencing/negotiating skills.	3.18	3.20	+0.02 ▲
32. You develop a good rapport with others.	3.35	3.40	+0.05 ▲
33. You attempt to persuade others rather than simply control them.	3.18	3.20	+0.02 ▲
34. You seek to obtain consensus or compromise.	2.88	3.27	+0.38 ▲
35. You ensure stakeholders are involved in the decision making process.	3.18	3.00	-0.18 ▼

Comments:

- ___ is very willing to involve employees and to delegate to others. She stretches others to increase their potential.
- I feel confident as if she treats us all as equals.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- I think that ___ is making good strides in setting expectations through clear communication.
- Her goals are firm and realistic- her expectations for excellence do not change based upon current climate, but rather she challenges herself and her team members to operate more effectively, with Core Competency resources in times of change. She allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of her team.
- ___ is a wonderful team member. . .has the gift of empathy and encouragement. She has a can do attitude when faced with projects/issues.

Analytical

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 analyze data and information from several sources and arrives at logical conclusions.	15	3.20	93.3	7%	67%		27%
37. You identify problems and issues needing resolution.	15	3.27	93.3	7%	60%		33%
38. You implement data validation techniques and methods.	15	3.27	86.7	13%	47%		40%
39. You identify opportunities for progress and innovation.	15	3.13	86.7	13%	60%		27%
40. You select the appropriate techniques for analysis.	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 analyze data and information from several sources and arrives at logical conclusions.	3.18	3.20	+0.02 ▲
37. You identify problems and issues needing resolution.	3.35	3.27	-0.09 ▼
38. You implement data validation techniques and methods.	3.24	3.27	+0.03 ▲
39. You identify opportunities for progress and innovation.	3.59	3.13	-0.45 ▼
40. You select the appropriate techniques for analysis.	3.29	3.40	+0.11 ▲

Comments:

- She challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- She is friendly, courteous, and kind all while being very professional.
- She is truly dedicated to doing a good job, by helping us do a good job.
- It shows that ___ takes pride in making her direct reports feel like they are doing good work and are valued members of the team.
- ___ is an excellent communicator and is very open and supportive to her staff.
- ___ is a valued peer. I can count on her as a sounding board and for her perspective on issues we are dealing with, either at the director level or with our department.

Innovation

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 offer constructive improvements to existing systems.	15	3.33	93.3	7%	53%	40%	
42. You analyze current procedures and identify opportunities for improvement.	15	3.33	93.3	7%	53%	40%	
43. You solve problems with insight and understanding.	15	3.13	86.7	13%	60%	27%	
44. You challenge current procedures to develop other alternatives.	15	3.00	86.7	13%	73%	13%	
45. You foster a creative and innovative work environment.	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 offer constructive improvements to existing systems.	3.29	3.33	+0.04 ▲
42. You analyze current procedures and identify opportunities for improvement.	3.41	3.33	-0.08 ▼
43. You solve problems with insight and understanding.	3.35	3.13	-0.22 ▼
44. You challenge current procedures to develop other alternatives.	3.18	3.00	-0.18 ▼
45. You foster a creative and innovative work environment.	3.35	3.53	+0.18 ▲

Comments:

- Need to continue to engage staff in team development and role clarification.
- I was impressed with the time she spent both working on the issue and with the individual. I believe these efforts will pay off.
- Sometimes the desired outcomes and expectations are not clearly communicated.
- She completes complex, multi-faceted tasks efficiently and involves essential staff which generates support and positive momentum.
- ___ seems to excel in her perspective of the organization as a whole, and how her departments contribute and support the organization, as well as how the organization lends support to us.
- She tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.

Juggling Multiple Responsibilities

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 prioritize tasks for efficiency.	15	3.00	86.7	13%	73%		13%
47. You can multitask while performing all of your other responsibilities and activities.	15	3.20	93.3	7%	60%		33%
48. You rank the importance of tasks to make sure critical tasks are completed first.	15	3.20	93.3	7%	67%		27%
49. You recognize and respond to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	3.40	93.3	7%	47%		47%
50. You assign tasks based on skills of team members.	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 prioritize tasks for efficiency.	3.24	3.00	-0.24 ▼
47. You can multitask while performing all of your other responsibilities and activities.	3.00	3.20	+0.20 ▲
48. You rank the importance of tasks to make sure critical tasks are completed first.	3.18	3.20	+0.02 ▲
49. You recognize and respond to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	3.35	3.40	+0.05 ▲
50. You assign tasks based on skills of team members.	3.29	3.13	-0.16 ▼

Comments:

- She always asks and seeks the advice of the whole leadership she listens to what we have to say.
- ___ is a great resource to me when I have HR or professional development issues. I count on her for her support and sound advice.
- She has been challenging us to find other ways to communicate that would be effective, other than email.
- It has been a wonderful having ___ as our manager so far, the future looks brighter!
- I admire ___ for her vision and ability to think outside the box to better meet our organization's needs.
- 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.

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?

- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- ___ makes great hiring choices. she is clear on what needs to be done.
- 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.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- ___ routinely goes out of her way to make work a more engaging experience.

What do you like best about working with this individual?

- Has the experience needed.
- She is eager to learn and eager to share knowledge.
- ___ is an outstanding leader in this organization. She has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments she leads.
- At times I feel like ___ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- ___ 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.
- ___'s dedication and leadership in the management development program is evident.

What do you like least about working with this individual?

- ___ is a very supportive co-worker who is quick to assist others in need. She's a great teammate.
- She has hired good people, and developed strong relationship's with finance.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- I think staff would respect ___ more as a leader in the department if she would adhere to meeting deadlines and be respective of the amount of staff time required to keep bugging her to finish something.
- ___ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- Very knowledgeable and always steps up if help is needed.

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

- ___'s management style is excellent.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- There have been many changes in management over the last 5 years. I can truly say that ___ is an exceptional manager. Our dept has made some truly good changes under ___.
- ___ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- I appreciate her style and support.
- Over the past year I've noticed that ___ doesn't seem to be as focused or organized as she used to be, that causes us to continue to scramble to meet deadlines. I've noticed in meeting she's too preoccupied with her phone and this causes the leader of the meeting to repeat his/her self.

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

- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- ___ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- ___ is a fantastic manager who is now hitting her stride. She exhibits her strengths when called upon and is actively working on improving areas she needs to.
- ___ is a team player and effective in her role.
- She leads by example.

Any final comments?

- It doesn't feel like ___'s been at her best this year. She seems disconnected from the work of her group.
- Balancing a demanding work load for her staff, she has always allocated great resources to get our work moving forward. She is a real pro.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- ___ has excellent communication skills.
- ___ is a great manager to work for.