



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.

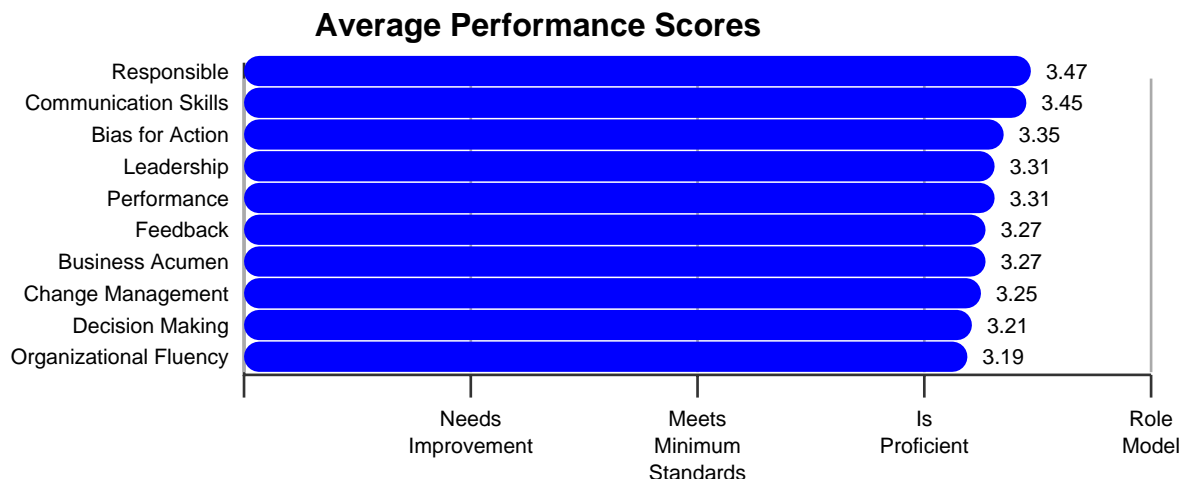
What to Do with Your Feedback

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

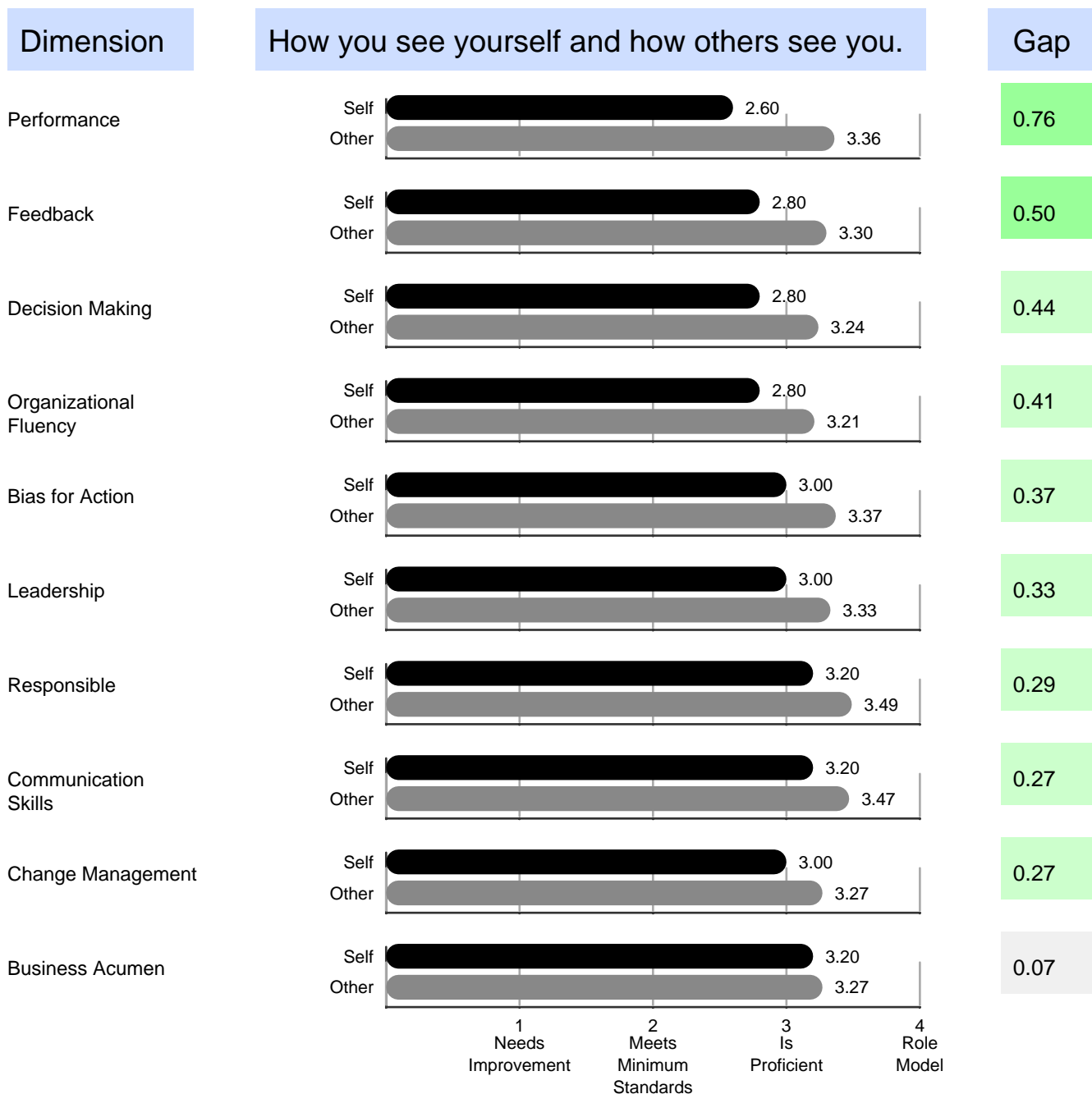
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



Responsible

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Holds herself / himself accountable to goals / objectives	15	3.20	93.3	7%	67%		27%
2. Behavior is ethical and honest.	15	3.87	100.0	13%	87%		
3. Responsible for setting the vision of the department.	15	3.33	93.3	7%	53%		40%
4. ...takes personal responsibility for results.	15	3.60	93.3	7%	27%	67%	
5. Sets a good example.	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. Holds herself / himself accountable to goals / objectives	3.29	3.20	-0.09 ▼
2. Behavior is ethical and honest.	3.65	3.87	+0.22 ▲
3. Responsible for setting the vision of the department.	3.18	3.33	+0.16 ▲
4. ...takes personal responsibility for results.	3.41	3.60	+0.19 ▲
5. Sets a good example.	3.24	3.33	+0.10 ▲

Comments:

- ___ is a very positive addition to our Management team.
- I think we have a great team. ___ does her best to accommodate the needs of staff which in turn helps the morale stay high in our department.
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- ___ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- My interaction with ___ is very limited, but when I have requested time with her, she makes time for me.

Bias for Action

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Completes a large volume of work.	15	3.20	93.3	7%	60%		33%
7. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	15	3.20	86.7	13%	53%		33%
8. Motivates others to achieve or exceed goals	15	3.40	93.3	7%	47%		47%
9. Conveys a sense of urgency about addressing problems and opportunities	15	3.47	93.3	7%	40%		53%
10. Completes work on time	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. Completes a large volume of work.	3.24	3.20	-0.04 ▼
7. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	3.41	3.20	-0.21 ▼
8. Motivates others to achieve or exceed goals	3.24	3.40	+0.16 ▲
9. Conveys a sense of urgency about addressing problems and opportunities	3.18	3.47	+0.29 ▲
10. Completes work on time	3.35	3.47	+0.11 ▲

Comments:

- Would like to see ___ more engaged in collaboration with other departments, specifically research, in designing training objectives.
- She make sure the team effort not only succeed on paper.
- ___ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- She has been a great addition to the department in this area.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.
- ___ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.

Feedback

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Seeks feedback to enhance performance.	15	3.53	100.0	47%	53%		
12. Is easy to approach with ideas and opinions.	15	3.27	100.0	73%	27%		
13. Accepts the views of others.	15	3.33	100.0	67%	33%		
14. Actively seeks feedback from others.	15	3.13	86.7	13%	60%	27%	
15. Asks others for their ideas and opinions.	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. Seeks feedback to enhance performance.	3.47	3.53	+0.06 ▲
12. Is easy to approach with ideas and opinions.	3.47	3.27	-0.20 ▼
13. Accepts the views of others.	3.35	3.33	-0.02 ▼
14. Actively seeks feedback from others.	3.18	3.13	-0.04 ▼
15. Asks others for their ideas and opinions.	3.00	3.07	+0.07 ▲

Comments:

- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- She is determined to find the answer to any problem or obstacle in her way.
- I think she is doing really good work and I found that to be one area I could list that might help.
- ___ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- ___ does not shy away from making the tough calls and is respected by many members of our team.
- Need to continue to take action when needed, although have improved. . .

Leadership

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Sets specific, measurable, and challenging goals.	15	3.40	93.3	7%	47%	47%	
17. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	15	3.27	93.3	7%	60%	33%	
18. Acts decisively in implementing decisions.	14	3.00	92.9	7%	79%	14%	
19. Expresses clear goals and objectives.	15	3.47	100.0		53%	47%	
20. Holds others accountable for their actions.	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. Sets specific, measurable, and challenging goals.	3.65	3.40	-0.25 ▼
17. Clearly explains performance expectations and goals to be reached at the beginning of a project, then let's others decide how to achieve the goal.	3.47	3.27	-0.20 ▼
18. Acts decisively in implementing decisions.	3.12	3.00	-0.12 ▼
19. Expresses clear goals and objectives.	3.59	3.47	-0.12 ▼
20. Holds others accountable for their actions.	3.29	3.40	+0.11 ▲

Comments:

- She is very customer focused and this reflects in her division leadership and performance.
- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.
- I wish I had 5 more years to learn from ___. She teaches me with every interaction.
- ___ is able to manage an ever-changing work load. Her time management has improved over the last year, to promote a work-life balance.
- ___ is a pleasure to work with.
- I value her feedback, collaboration and sense of teamwork. She's clearly hardworking and dedicated and she and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate her candor and feedback.

Performance

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Listens and responds to issues and problems	15	3.53	100.0	47%	53%		
22. Shown significant improvement in job performance.	15	3.00	80.0	20%	60%	20%	
23. Works effectively in the department.	15	2.87	80.0	20%	73%	7%	
24. Effectively organizes resources and plans	15	3.47	100.0	53%	47%		
25. Sets a high standard for job performance.	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. Listens and responds to issues and problems	3.35	3.53	+0.18 ▲
22. Shown significant improvement in job performance.	3.00	3.00	
23. Works effectively in the department.	2.88	2.87	-0.02 ▼
24. Effectively organizes resources and plans	3.00	3.47	+0.47 ▲
25. Sets a high standard for job performance.	3.76	3.67	-0.10 ▼

Comments:

- She is able to see the bigger picture and helps others to look past the present and how we can change the future.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- ___ exemplifies all of these qualities.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- ___ is a very clear communicator is always prepared for meetings and projects. She works with other team members throughout the organization to reach goals whether it is her department or someone elses department, she is willing to help in any capacity she can to help reach goals.
- She communicates with the people involved to resolve the issue. She shows effort to understand each employee's workflow by asking questions. She shares her calendar to us (her subordinates) and tell us that we can talk to her if we have questions or issues to talk about.

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 (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Listens to others' points of view with an open mind	15	3.40	93.3	7%	47%	47%	
27. Deals with difficult situations calmly and confidently.	15	3.33	93.3	7%	53%	40%	
28. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	3.53	100.0		47%	53%	
29. Presents issues, ideas, and strategy concisely and clearly.	15	3.67	100.0		33%	67%	
30. Coaches others and provides feedback on the use of different oral communication styles for different audiences	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. Listens to others' points of view with an open mind	3.53	3.40	-0.13 ▼
27. Deals with difficult situations calmly and confidently.	3.12	3.33	+0.22 ▲
28. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	3.41	3.53	+0.12 ▲
29. Presents issues, ideas, and strategy concisely and clearly.	3.59	3.67	+0.08 ▲
30. Coaches others and provides feedback on the use of different oral communication styles for different audiences	3.41	3.33	-0.08 ▼

Comments:

- She has an open door policy and is available when needed.
- I will always remember ___ as my first manager and be thankful she helped shape my first career.
- She is well respected by her peers and it is clear to see why.
- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- ___ leads by example.
- Overall, ___ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.

Decision Making

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Exercises good judgment by making sound and informed decisions.	15	3.20	86.7	13%	53%	33%	
32. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	3.40	100.0		60%	40%	
33. Is able to make decisions quickly.	15	3.20	86.7	13%	53%	33%	
34. Asks for additional information when making critical decisions.	15	3.27	93.3	7%	60%	33%	
35. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	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. Exercises good judgment by making sound and informed decisions.	3.18	3.20	+0.02 ▲
32. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	3.35	3.40	+0.05 ▲
33. Is able to make decisions quickly.	3.18	3.20	+0.02 ▲
34. Asks for additional information when making critical decisions.	2.88	3.27	+0.38 ▲
35. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.18	3.00	-0.18 ▼

Comments:

- She is an outstanding manager.
- She makes sound decisions and is a great role model in communication, teamwork, and engagement.
- ___ is trusting her team, and expecting high standards of behavior from all employees.
- She is a firm believer that all decisions and important discussion is filtered through her direct report and committees with front line staff representation and solicits input and involves front line staff in her everyday work.
- She has a talent for breaking through the bureaucracy of [CompanyName] administration and keeping her attention on improving her department.
- ___ is a rock amongst the management at [CompanyName].

Change Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Adopts changes to set and example for others to follow.	15	3.20	93.3	7%	67%		27%
37. Effective in dealing with ambiguous and challenging situations.	15	3.27	93.3	7%	60%		33%
38. Assists others in understanding changes to the organization.	15	3.27	86.7	13%	47%		40%
39. Addresses organizational and departmental resistance to changes.	15	3.13	86.7	13%	60%		27%
40. Supports new initiatives for organizational changes to improve effectiveness.	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. Adopts changes to set and example for others to follow.	3.18	3.20	+0.02 ▲
37. Effective in dealing with ambiguous and challenging situations.	3.35	3.27	-0.09 ▼
38. Assists others in understanding changes to the organization.	3.24	3.27	+0.03 ▲
39. Addresses organizational and departmental resistance to changes.	3.59	3.13	-0.45 ▼
40. Supports new initiatives for organizational changes to improve effectiveness.	3.29	3.40	+0.11 ▲

Comments:

- ___ does a great job of ensuring her departments are meeting the needs of the organization and our community.
- She is open to new ideas and ways to improve the service we provide.
- 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.
- ___ does a great job of keeping the lines of communication and this is appreciated.
- She is becoming more comfortable to deliver critical feedback.
- The work ___ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.

Business Acumen

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Asks the 'right' questions to size up or evaluate situations.	15	3.33	93.3	7%	53%	40%	
42. Able to align resources to meet the business needs of the company.	15	3.33	93.3	7%	53%	40%	
43. Considers impact of actions on other areas of the organization.	15	3.13	86.7	13%	60%	27%	
44. Applies the knowledge of work processes to influence the achievement of business goals	15	3.00	86.7	13%	73%	13%	
45. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	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. Asks the 'right' questions to size up or evaluate situations.	3.29	3.33	+0.04 ▲
42. Able to align resources to meet the business needs of the company.	3.41	3.33	-0.08 ▼
43. Considers impact of actions on other areas of the organization.	3.35	3.13	-0.22 ▼
44. Applies the knowledge of work processes to influence the achievement of business goals	3.18	3.00	-0.18 ▼
45. Exhibits behavior that is consistent with the vision, mission, and core values of the organization	3.35	3.53	+0.18 ▲

Comments:

- She has worked hard to understand people's strengths and what they need from her.
- ___ has my back and breaks down the barriers when I let her know that need her support.
- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- Timely follow through.
- One of the best supervisors that I have had.
- I her role as a director, I have seen ___ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.

Organizational Fluency

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Understands the current organizational culture.	15	3.00	86.7	13%	73%		13%
47. Able to use corporate politics to advance department objectives.	15	3.20	93.3	7%	60%		33%
48. Able to deal with sensitive issues with tact and professionalism.	15	3.20	93.3	7%	67%		27%
49. Understands departmental policies and procedures.	15	3.40	93.3	7%	47%		47%
50. Anticipates problems that may affect the department.	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. Understands the current organizational culture.	3.24	3.00	-0.24 ▼
47. Able to use corporate politics to advance department objectives.	3.00	3.20	+0.20 ▲
48. Able to deal with sensitive issues with tact and professionalism.	3.18	3.20	+0.02 ▲
49. Understands departmental policies and procedures.	3.35	3.40	+0.05 ▲
50. Anticipates problems that may affect the department.	3.29	3.13	-0.16 ▼

Comments:

- ___ will sometimes delegate work while continuing to do her own work on the same project she delegated without including the employee she originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- She has helped make me a better manager through her actions and follow through.
- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- ___ is very good at reading people which enables her to respond quickly and appropriately.
- ___ has implemented using certain times of the day for email. She is consistently encouraging staff to keep emails brief and to the point.

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?

- She uses the strengths of everyone around her to get the best solutions possible.
- Stay focused more on the agenda for meetings.
- She has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- ___ 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.
- ___ excels at looking at other people's strengths and building upon them for the good of the department.

What do you like best about working with this individual?

- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- I feel she has my back and empowers me to make decisions in her absence ensuring she will have my back.
- ___ 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.
- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- She is such a positive person and always willing to pitch in where help is needed.
- ___ has done tremendous work this past year in the Finance team.

What do you like least about working with this individual?

- I appreciate ___'s direct style, however, it can be too abrupt sometimes, causing staff to be afraid to speak up.
- ___ has been a tremendous resource for my own professional development in this department and in recruitment. She openly provides feedback, talks through issues/questions, and engages me in the entire process. She finds opportunities for team to utilize our own strengths in order to contribute to the larger team.
- ___ takes people where they want to go and pushes them to be their own success.
- Job performance is excellent. Lucky to have ___ on our team.
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. ___ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.
- ___ is a great team player for our organization as a whole and for the Department itself.

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

- ___ is a strong advocate for both the customer and staff.
- she has patience.
- ___ is an excellent communicator and is very open and supportive to her staff.
- ___ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- Willingness to help, patience in teaching.
- Communication to staff has greatly improved.

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

- One of the things I appreciate about ___ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- ___ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- In one word I can summarize ___ in leadership skill. WOW!
- ___ is passionate about her role and does a fantastic job of working with other departments to improve process flows.
- Cannot think of anything
- She has an open door policy and is available when needed.

Any final comments?

- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- ___ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- Your initiative influences others in a positive way.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- I have observed that ___ has made some very good decisions with her leadership team this year. She values her team and sets clear expectations. She is a team player when working on projects or issues and she always responds promptly to requests for assistance.
- ___ is a great Manager. She is extremely talented at what she does and invests a great amount of effort into developing her staff. She is very supportive of staff growth, while also caring a great deal about each of her employees.