



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.

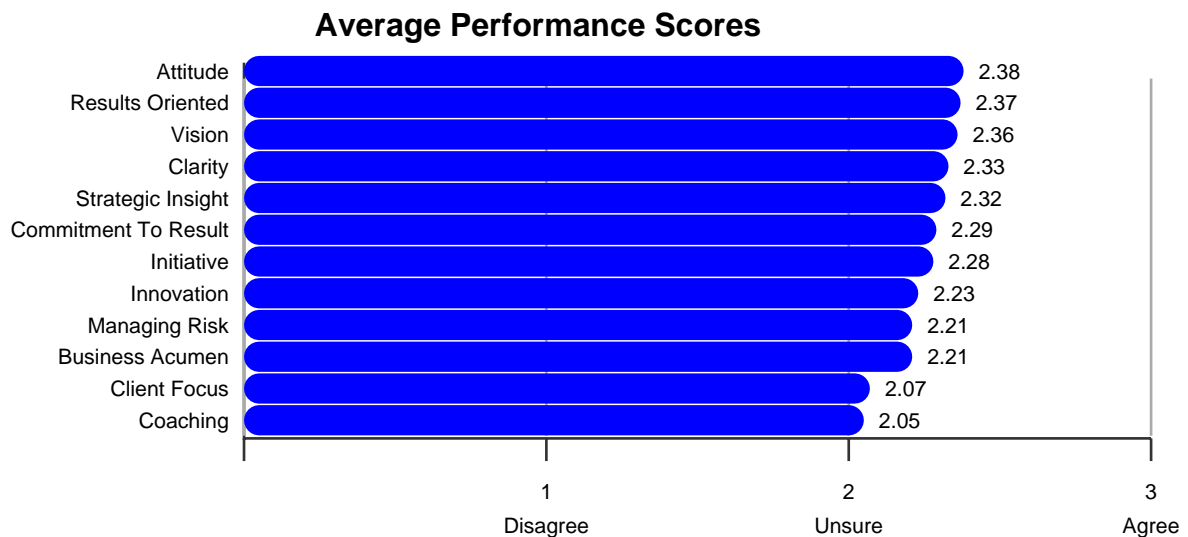
What to Do with Your Feedback

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

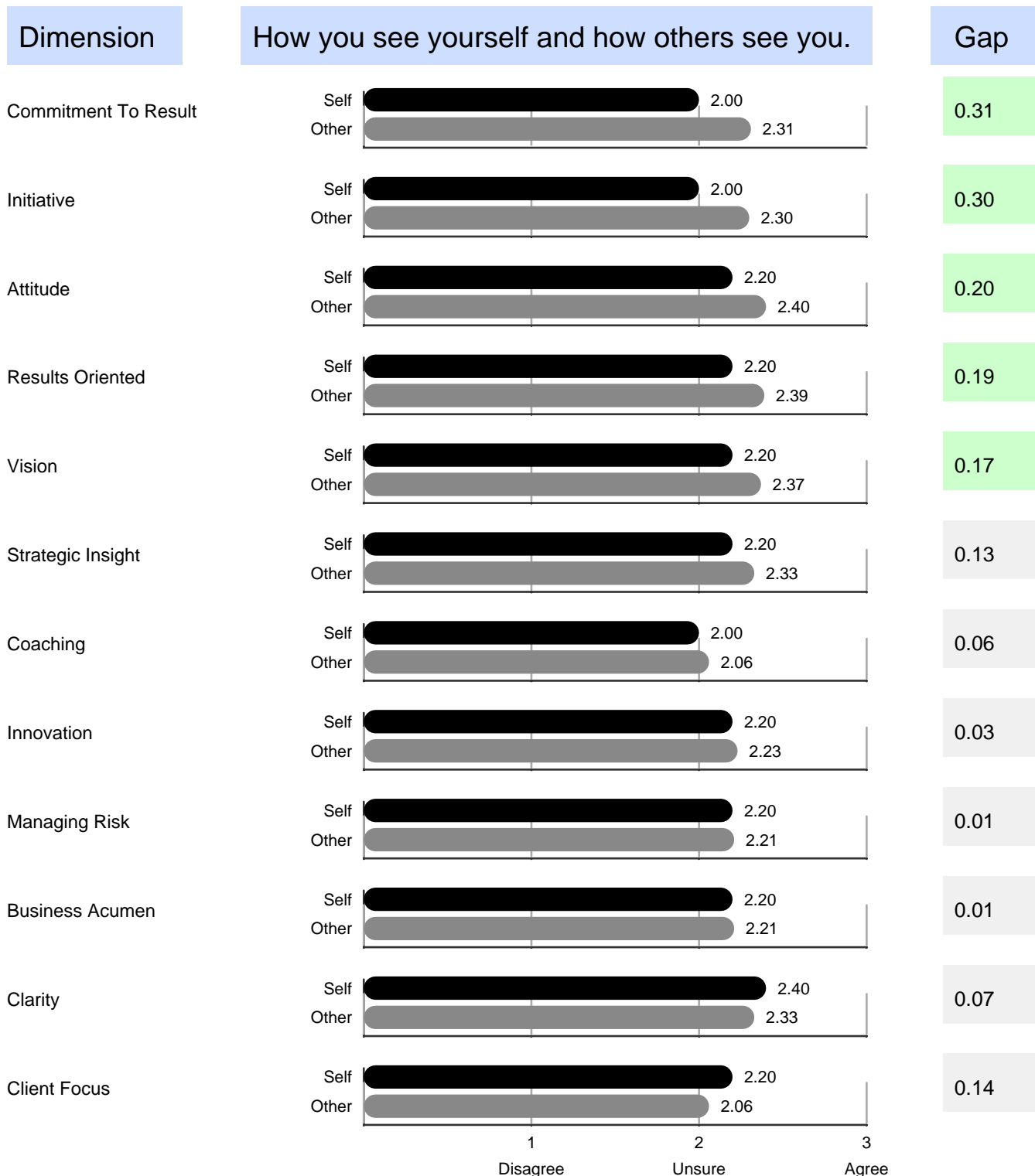
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



Results Oriented

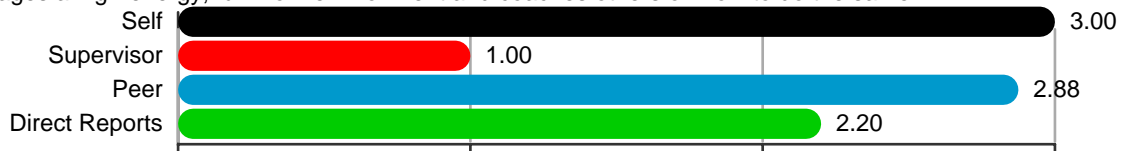
Summary Scores



1. Demonstrates the personal confidence to "stay the course," even when faced with difficulty



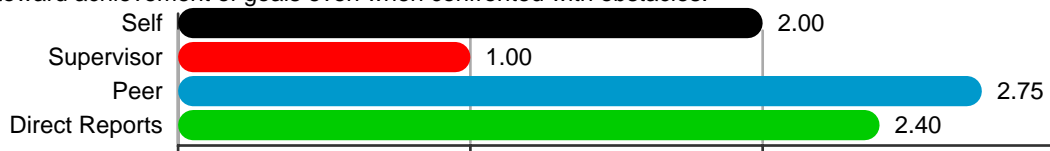
2. Encourages a high-energy, fun work environment and coaches others on how to do the same



3. Directs team in prioritizing daily work activities



4. Works toward achievement of goals even when confronted with obstacles.



5. Inspires and motivates co-workers to be productive and energetic at work



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 (Disagree) to green (Agree).

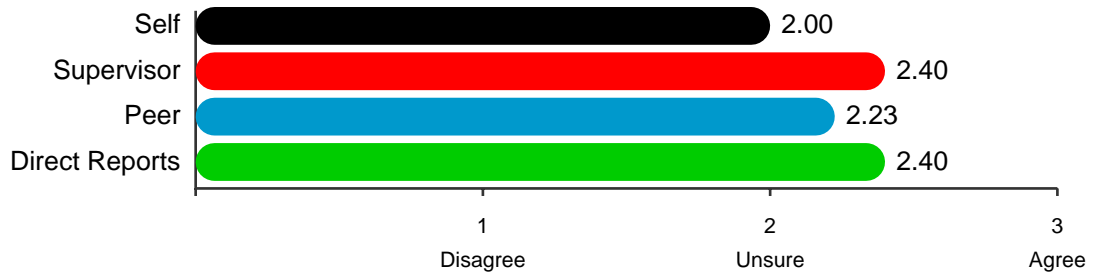
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Demonstrates the personal confidence to "stay the course," even when faced with difficulty	15	2.27	33.3	7%	60%	33%
2. Encourages a high-energy, fun work environment and coaches others on how to do the same	15	2.53	73.3	20%	7%	73%
3. Directs team in prioritizing daily work activities	15	2.33	40.0	7%	53%	40%
4. Works toward achievement of goals even when confronted with obstacles.	15	2.47	53.3	7%	40%	53%
5. Inspires and motivates co-workers to be productive and energetic at work	15	2.27	40.0	13%	47%	40%

Comments:

- The department director should have the authority to lead the team toward the vision laid out by the VP.
- Always has a positive, cheerful, and strong attitude.
- ___ is the heart and soul of the pharmacy. She has great vision and she is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.
- ___ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- She has high expectations of us as staff and of our volunteer team so that we are providing exceptional experiences every time.
- ___ has also come down to help our department when we have been very busy and needed help.

Initiative

Summary Scores



6. Immediately works to complete goals well before their deadline.



7. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



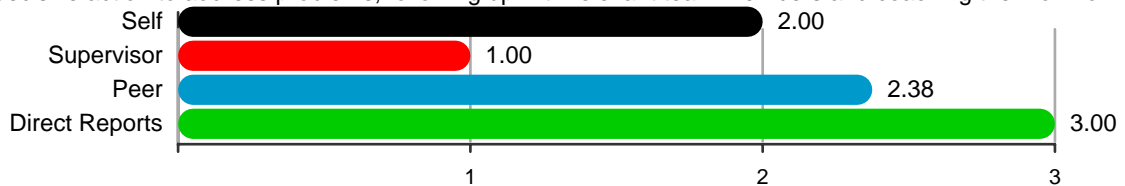
8. Seeks and utilizes opportunities for continuous learning and self-development.



9. Prepares for unexpected contingencies.



10. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Immediately works to complete goals well before their deadline.	15	2.13	33.3	20%	47%	33%
7. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	2.07	26.7	20%	53%	27%
8. Seeks and utilizes opportunities for continuous learning and self-development.	15	2.33	40.0	7%	53%	40%
9. Prepares for unexpected contingencies.	15	2.40	53.3	13%	33%	53%
10. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	2.47	60.0	13%	27%	60%

Comments:

- She could help teammates by becoming more proficient in some areas.
- ___ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- ___ is very aware of this as a manager and continues to work with her team to have more awareness. I would encourage her to also use the strengths of her peers to help her through this transition.
- ___ is a intricate part of the team. She is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- I would recommend that ___ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.

Innovation

Summary Scores



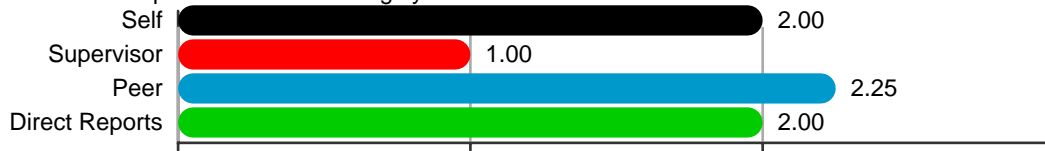
11. Builds upon the ideas and solutions of others.



12. Creates improved methods or solutions for meeting goals and objectives.



13. Offers constructive improvements to existing systems.



14. Solves problems with insight and understanding.



15. Analyzes current procedures and identifies opportunities for improvement.



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 (Disagree) to green (Agree).

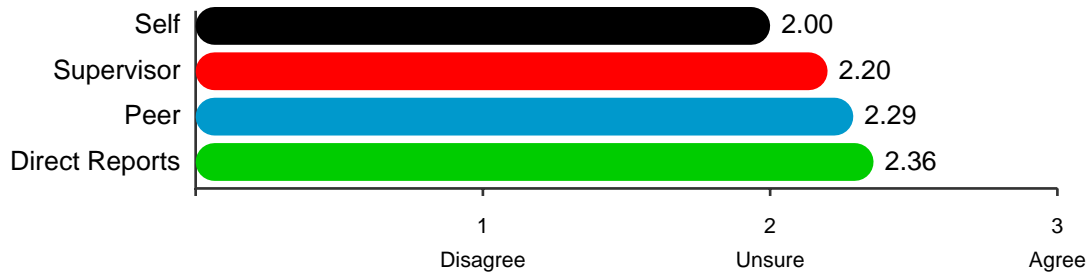
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Builds upon the ideas and solutions of others.	15	2.33	40.0	7%	53%	40%
12. Creates improved methods or solutions for meeting goals and objectives.	15	2.07	20.0	13%	67%	20%
13. Offers constructive improvements to existing systems.	15	2.07	26.7	20%	53%	27%
14. Solves problems with insight and understanding.	15	2.27	40.0	13%	47%	40%
15. Analyzes current procedures and identifies opportunities for improvement.	14	2.43	50.0	7%	43%	50%

Comments:

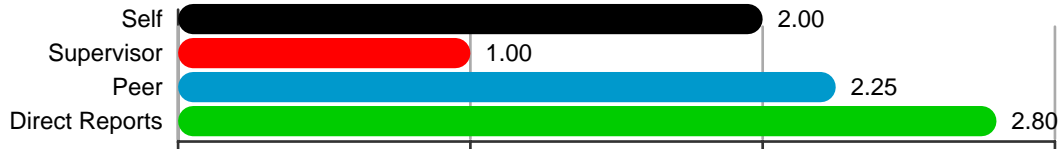
- She is a strength that supports department morale and work flow.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.
- ___ collaborates well with other departments and managers.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which ___ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- She walks the walk and talks the talk.

Commitment To Result

Summary Scores



16. Committed to the team.



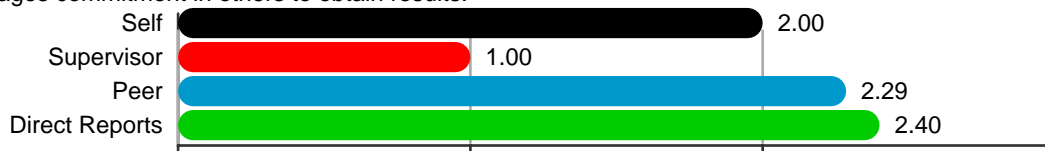
17. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



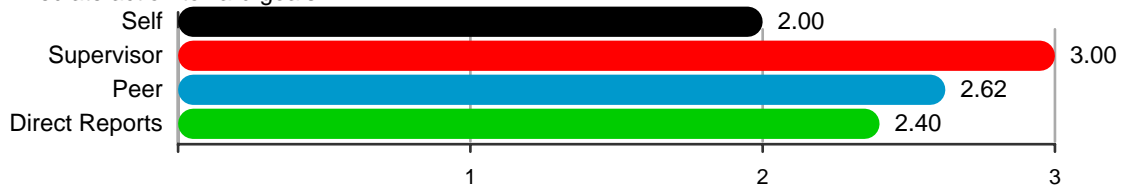
18. Maintains persistence and dedication to achieving results.



19. Encourages commitment in others to obtain results.



20. Takes immediate action toward goals.



Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Committed to the team.	15	2.33	46.7	13%	40%	47%
17. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.33	40.0	7%	53%	40%
18. Maintains persistence and dedication to achieving results.	14	2.00	14.3	14%	71%	14%
19. Encourages commitment in others to obtain results.	14	2.21	42.9	21%	36%	43%
20. Takes immediate action toward goals.	15	2.53	60.0	7%	33%	60%

Comments:

- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- She is excellent at helping/coaching/problem-solving with others.
- Is dedicated, selfless, trustworthy and focused on the big picture.
- ___ is a great team player with an employee safety and satisfaction focus.
- I think she is doing really good work and I found that to be one area I could list that might help.
- ___ 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.

Clarity

Summary Scores



21. Seeks to reduce ambiguity in messaging and documents.



22. Checks details thoroughly.



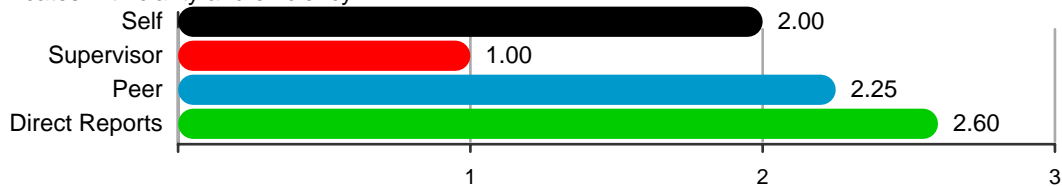
23. Uses appropriate grammar and tense in communications.



24. Clearly defines work objectives for employees.



25. Communicates with clarity and efficiency.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Seeks to reduce ambiguity in messaging and documents.	15	2.60	66.7	7%	27%	67%
22. Checks details thoroughly.	15	2.33	40.0	7%	53%	40%
23. Uses appropriate grammar and tense in communications.	15	2.07	20.0	13%	67%	20%
24. Clearly defines work objectives for employees.	15	2.40	53.3	13%	33%	53%
25. Communicates with clarity and efficiency.	15	2.27	53.3	27%	20%	53%

Comments:

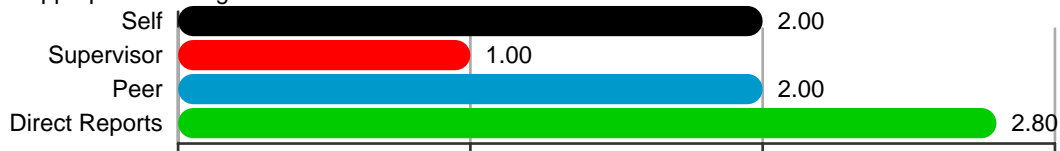
- ___ is committed to our organization and leads by example.
- I appreciate her ability to deliver a direct message while remaining sensitive to how it may impact others as well as her sense of humor.
- ___ always goes above and beyond in her daily work.
- ___ has extremely strong communication skills and is able to work in a wide variety of settings.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- ___ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.

Managing Risk

Summary Scores



26. Develops appropriate strategies to minimize risks.



27. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).



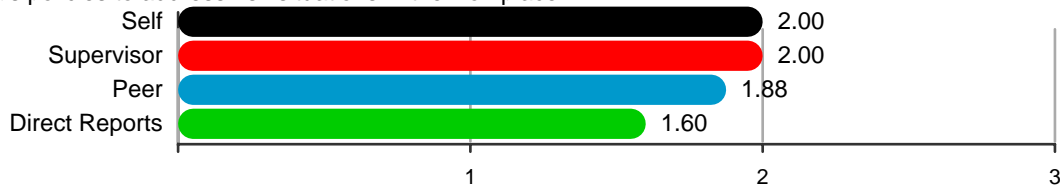
28. Creates a risk management strategy for the department.



29. Is aware of the financial implications of certain risks.



30. Develops policies to address risk situations in the workplace.



Level of Skill

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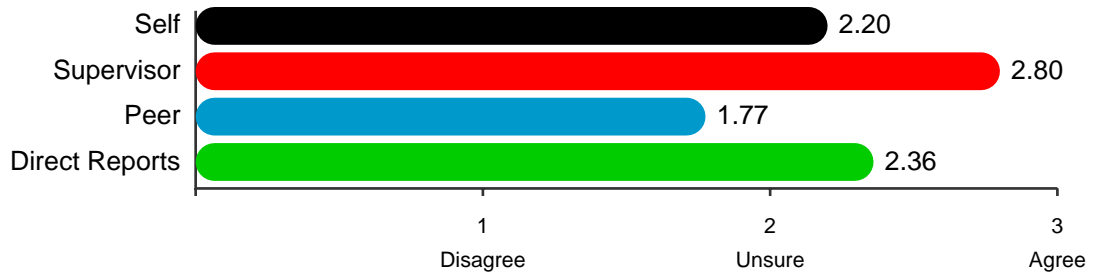
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Develops appropriate strategies to minimize risks.	15	2.20	33.3	13%	53%	33%
27. Accurately determines appropriate risk levels (i.e., levels of acceptable risk).	15	2.00	26.7	27%	47%	27%
28. Creates a risk management strategy for the department.	15	2.47	53.3	7%	40%	53%
29. Is aware of the financial implications of certain risks.	15	2.60	60.0		40%	60%
30. Develops policies to address risk situations in the workplace.	15	1.80	13.3	33%	53%	13%

Comments:

- ___ is passionate about her role and does a fantastic job of working with other departments to improve process flows.
- I am glad ___ was chosen to step in and take lead of [CompanyName]. She uses good judgment and makes the right decisions, even when they are difficult.
- I enjoy working with ___; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.
- ___ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.
- ___ has been instrumental in initiating and helping to steer the department committee for [CompanyName]. ___ ensures that [CompanyName] is considered in any corporation changes as well as bringing information from [CompanyName] so that we function as one corporation.
- She is very customer focused and this reflects in her division leadership and performance.

Client Focus

Summary Scores



31. Is pro-active in dealing with clients and addressing their needs.



32. Ensures client commitments and requirements are met or exceeded



33. Forms strong client relationships



34. Satisfies client needs.



35. Looks for opportunities that have a positive impact on Clients.



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 (Disagree) to green (Agree).

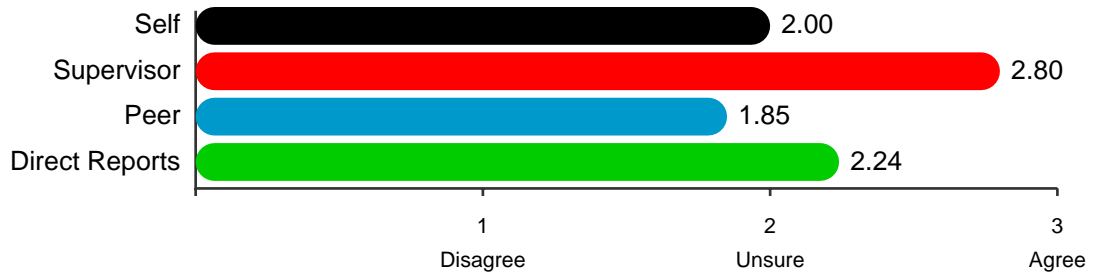
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Is pro-active in dealing with clients and addressing their needs.	15	2.13	33.3	20%	47%	33%
32. Ensures client commitments and requirements are met or exceeded	15	2.13	33.3	20%	47%	33%
33. Forms strong client relationships	15	2.07	33.3	27%	40%	33%
34. Satisfies client needs.	15	2.13	26.7	13%	60%	27%
35. Looks for opportunities that have a positive impact on Clients.	15	1.87	20.0	33%	47%	20%

Comments:

- 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.
- She make sure the team effort not only succeed on paper.
- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.
- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team. Working more collaboratively with her colleagues can help avoid this as her intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- ___ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- ___ is very reliable and collaborates well on projects.

Coaching

Summary Scores



36. Helps employees to maintain high personal standards.



37. Provides clear, motivating, and constructive feedback.



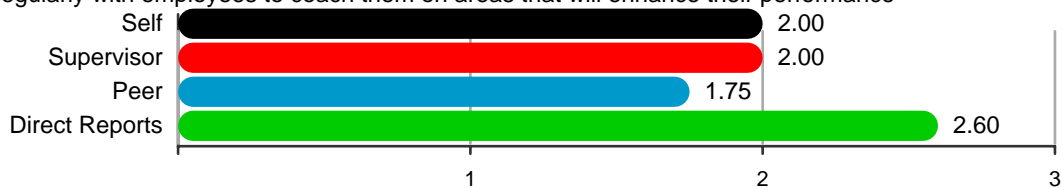
38. Helps employees to understand responsibilities, authority, and expectations.



39. Addresses employee behavior problems effectively.



40. Meets regularly with employees to coach them on areas that will enhance their performance



Level of Skill

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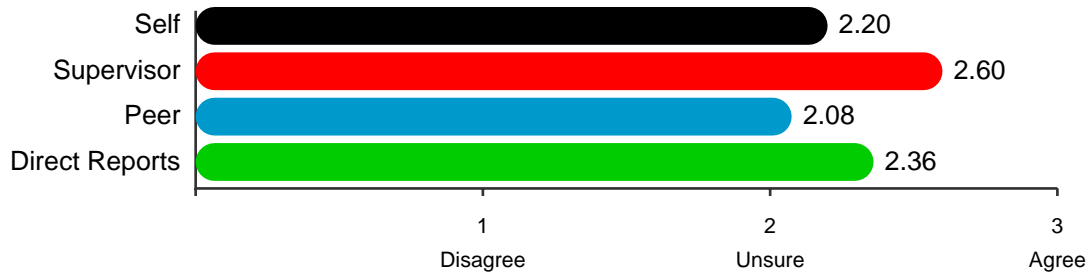
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Helps employees to maintain high personal standards.	15	1.87	20.0	33%	47%	20%
37. Provides clear, motivating, and constructive feedback.	15	1.93	13.3	20%	67%	13%
38. Helps employees to understand responsibilities, authority, and expectations.	15	2.07	33.3	27%	40%	33%
39. Addresses employee behavior problems effectively.	15	2.33	33.3		67%	33%
40. Meets regularly with employees to coach them on areas that will enhance their performance	15	2.07	33.3	27%	40%	33%

Comments:

- ___ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- ___ has been very helpful to me as a new manager this year.
- ___ makes great hiring choices. she is clear on what needs to be done.
- She keeps focused on things that are important for her department to run smoothly.
- I can give concrete examples of how ___ actually exceeds -all- of the other elements of this performance review.
- I really appreciate her.

Business Acumen

Summary Scores



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



42. Able to align resources to meet the business needs of the company.



43. Asks the 'right' questions to size up or evaluate situations.



44. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance



45. Applies the knowledge of work processes to influence the achievement of business goals



Level of Skill

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

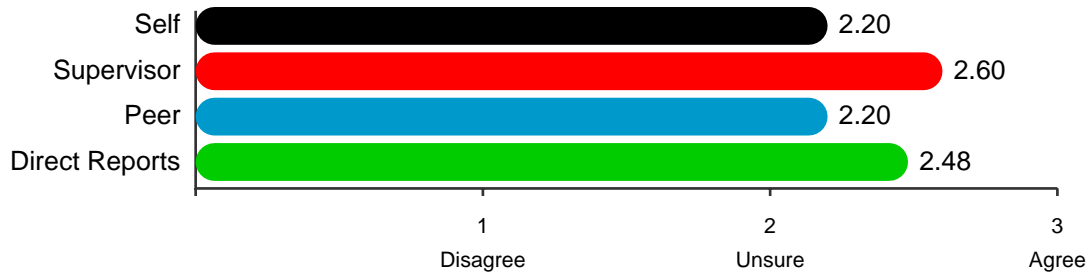
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Considers impact of actions on other areas of the organization.	15	2.00	26.7	27%	47%	27%
42. Able to align resources to meet the business needs of the company.	15	2.13	33.3	20%	47%	33%
43. Asks the 'right' questions to size up or evaluate situations.	15	2.20	40.0	20%	40%	40%
44. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	2.20	26.7	7%	67%	27%
45. Applies the knowledge of work processes to influence the achievement of business goals	15	2.53	60.0	7%	33%	60%

Comments:

- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- She is well respected.
- I am having a hard time evaluating the last four. ___ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- ___ is very process oriented. She has streamlined/improved several processes in the lab.
- I feel she has really engaged with the staff and with the quality work staff performs. She has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- She is quick to recognize when employees are not the right fit for their position and takes action (even when/if this results in discomfort for the team affected and/or if this action results in added work for her).

Strategic Insight

Summary Scores



46. Communicates vision for the department and company.



47. Maintains knowledge of current trends in the industry.



48. Formulates policies and strategies for addressing the Company's important challenges.



49. Identifies potential problems before they become critical incidents.



50. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.



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 (Disagree) to green (Agree).

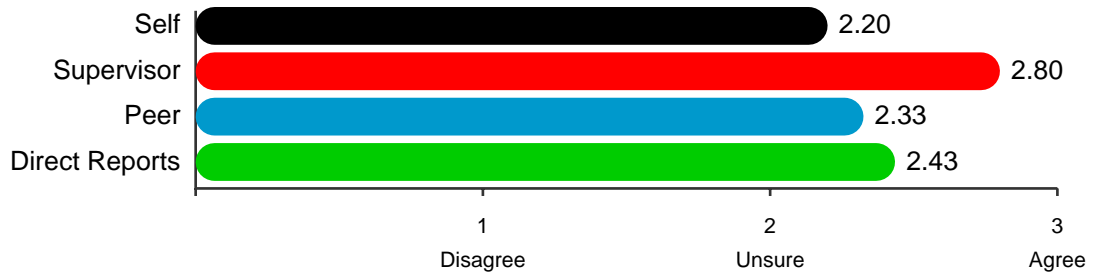
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Communicates vision for the department and company.	15	2.27	26.7		73%	27%
47. Maintains knowledge of current trends in the industry.	15	2.13	26.7	13%	60%	27%
48. Formulates policies and strategies for addressing the Company's important challenges.	15	2.40	40.0		60%	40%
49. Identifies potential problems before they become critical incidents.	15	2.47	46.7		53%	47%
50. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	2.33	46.7	13%	40%	47%

Comments:

- I believe ___ sets the bar for collaborative work and demonstrating team building. She is an exceptional peer and one who I enjoy working with.
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.
- She is a natural and perfect fit for the CFO position.
- She has the desire and effort to get it right and continuously improve self and culture.
- ___ is a "One of a kind" She is a great manager.
- Uses visual aids to communicate progress to your team.

Attitude

Summary Scores



51. Contributes to a positive work environment.



52. Builds open and trusting relationships.



53. Visibly supports and encourages diversity in style and background.



54. Contributes to a positive and fun work environment.



55. Is gracious and professional in their interactions with others.



Level of Skill

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

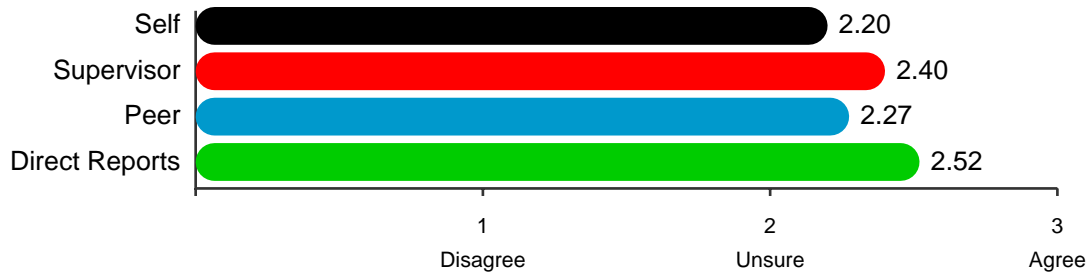
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. Contributes to a positive work environment.	14	2.21	28.6	7%	64%	29%
52. Builds open and trusting relationships.	14	2.29	42.9	14%	43%	43%
53. Visibly supports and encourages diversity in style and background.	15	2.53	53.3		47%	53%
54. Contributes to a positive and fun work environment.	15	2.47	46.7		53%	47%
55. Is gracious and professional in their interactions with others.	15	2.40	40.0		60%	40%

Comments:

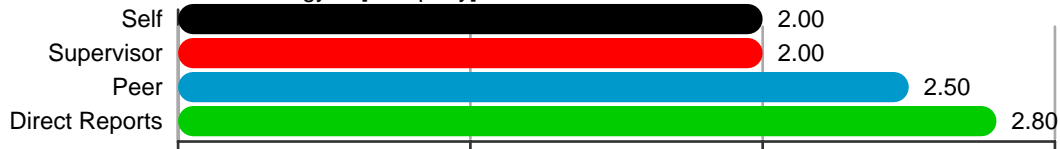
- She correctly sets limits, and expectations of her managers.
- I have had personal interactions with ___ and have received constructive assistance that was, in my opinion, instrumental in my decision making.
- ___ is a wonderful partner to work with. She has been consistently responsive to issues or requests from my team. She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- She has set clear expectations, promotes my professional growth and expresses her appreciation for the work that I do.
- She encourages teammates more as a peer than a coach.

Vision

Summary Scores



56. Communicates the vision and strategy of [Company]



57. Clearly articulates a vision for his/her work and inspires others to support it



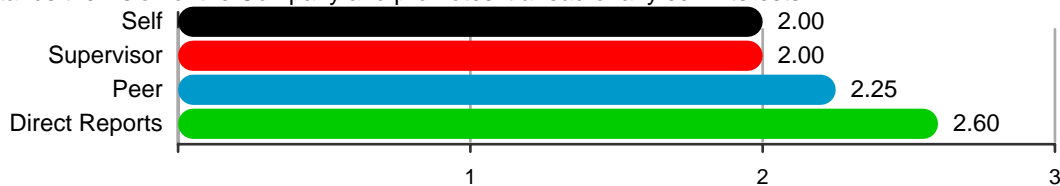
58. Expresses the Company vision in a way that is easily understood and adopted by employees.



59. Develops action plans to align his/her work with the goals of the organization



60. Understands the vision of the Company and promotes it ahead of any self-interests.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
56. Communicates the vision and strategy of [Company]	15	2.53	53.3	47%	53%	
57. Clearly articulates a vision for his/her work and inspires others to support it	15	2.33	33.3	67%	33%	
58. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	2.33	33.3	67%	33%	
59. Develops action plans to align his/her work with the goals of the organization	15	2.27	26.7	73%	27%	
60. Understands the vision of the Company and promotes it ahead of any self-interests.	15	2.33	33.3	67%	33%	

Comments:

- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- ___ has done an excellent job as the VP of Operations. She engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- She is well respected.
- ___'s job performance exceeds all the elements.
- Professional Growth: ___ constantly strives to improve. She goes to lectures, seminars, and classes and learns from these.
- 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.

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 has been challenging us to find other ways to communicate that would be effective, other than email.
- ___ is committed to our organization and leads by example.
- I know she is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.
- ___ is determined to help make [CompanyName] successful.
- She collaborates with all departments and operates under shared governance.
- ___ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.

What do you like best about working with this individual?

- ___ excels in defining outcomes and expectations. She isn't afraid to make difficult decisions and is passionate about placing the right candidate with the right job. She is very effective in her communication. The thing I most appreciate about ___ is her enthusiasm about work, her dedication to teach others, and her passion to improve processes.
- I don't often get a chance to see ___ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- She is open to new ideas and ways to improve the service we provide.
- She is a great teammate.
- ___ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.

What do you like least about working with this individual?

- ___ not only values and listens to her staff she also gives them the support they need.
- She follows up on questions and she is easily accessible. I think she is doing a great job!
- Our department is growing and the manager is embracing this growth and consistently reviewing the processes to promote best quality service.
- Show others it is possible to understand both sides without having to agree all the time.
- ___ is someone I feel I can talk to about any problem or situation and I value her opinion.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.

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

- ___ had a particularly challenging year with one individual. She remained professional and focused on making sure her customers were serviced despite the disruption caused by the staff member.
- ___ is an excellent employee, I do not know of any areas that need improvement.
- ___ exemplifies all of the above.
- 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.
- ___ is not my manager but have worked with her quite a bit recently and have gained a lot of respect for her knowledge of contracts.
- I have not had any issues with ___ since I have been working for her.

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

- ___ is a great communicator and challenges staff to look at process improvements. She is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- ___ has been an excellent assistant manager.
- I think she has built relationships with my team that did not exist before and that will benefit the organization going forwards.
- She follows up on questions and she is easily accessible. I think she is doing a great job!
- I think ___ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- ___ treats all employees with respect and in a very professional manner.

Any final comments?

- ___ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- ___ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- ___ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- She has created a highly engaged team and manages a diverse group of individuals very well.
- ___ does not shy away from making the tough calls and is respected by many members of our team.