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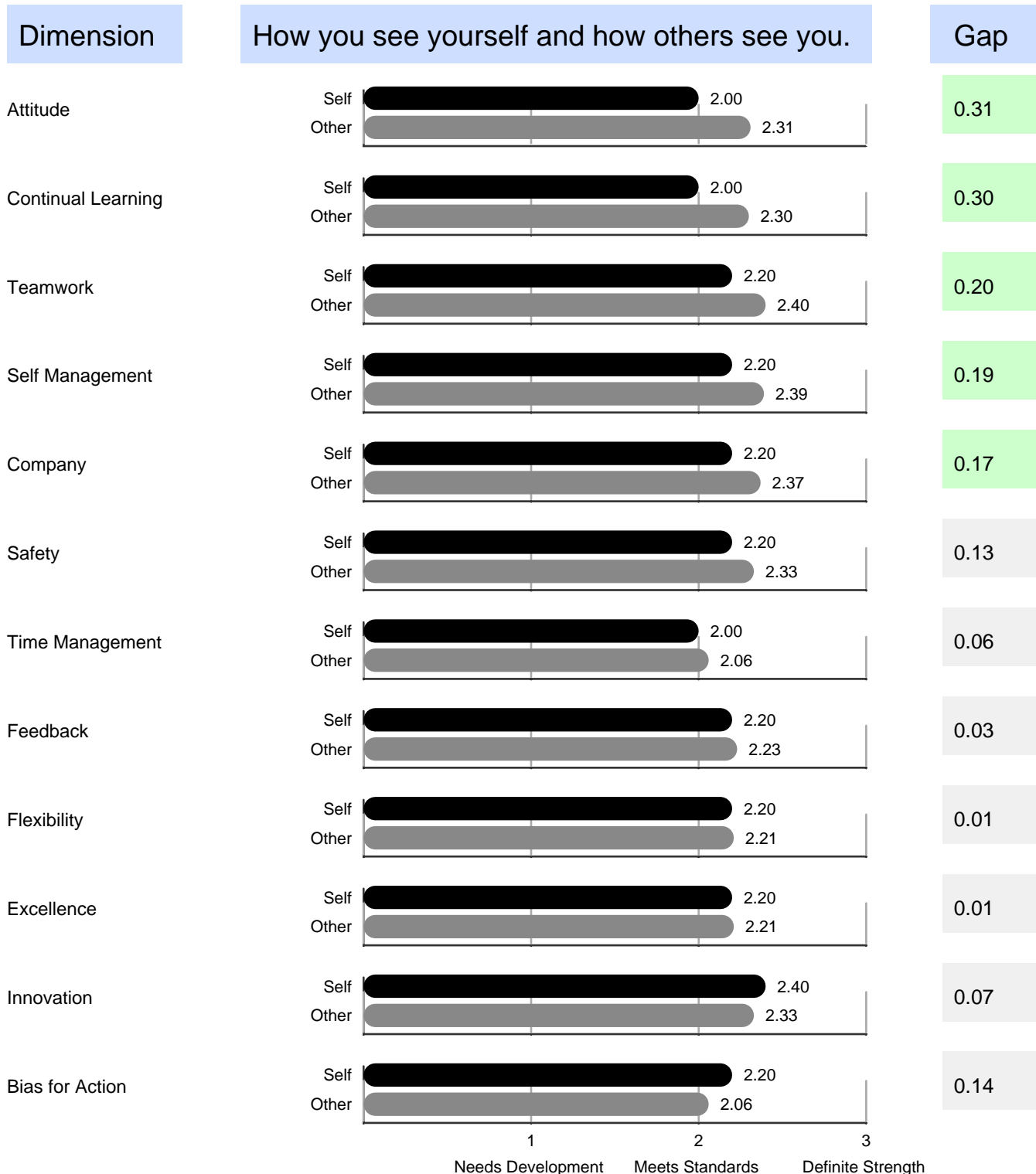
Feedback Results  
Your CompanyName Here  
2024

Sample Employee



## 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.



# Self Management

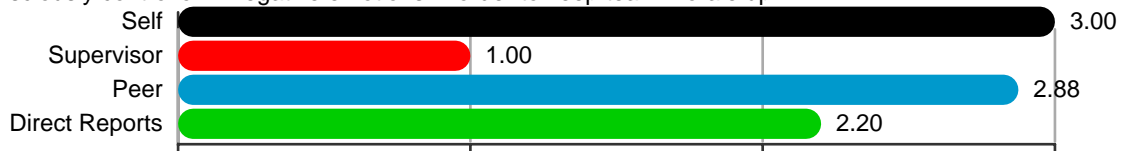
## Summary Scores



1. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.



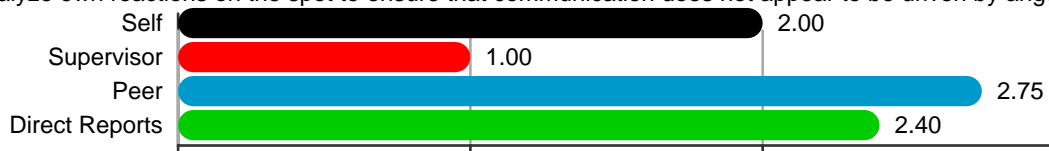
2. You consciously control own negative emotions in order to keep team morale up.



3. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.



4. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.



5. You step away from a situation to process appropriate response.



## 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. You are aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	2.27	33.3	7%	60%	33%
2. You consciously control own negative emotions in order to keep team morale up.	15	2.53	73.3	20%	7%	73%
3. You set an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	2.33	40.0	7%	53%	40%
4. You analyze own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	2.47	53.3	7%	40%	53%
5. You step away from a situation to process appropriate response.	15	2.27	40.0	13%	47%	40%

### Comments:

- I have not had any issues with \_\_\_\_\_ since I have been working for him.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- \_\_\_\_\_'s job performance exceeds all the elements.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- \_\_\_\_\_ is willing to tackle performance situations and solicits feedback on how his team is doing.

# Continual Learning

## Summary Scores



6. You build on your strengths while addressing your weaknesses.



7. You improve on your skill sets.



8. You pursue professional development opportunities when they arise.



9. You pursue learning that will enhance job performance.



10. You participate in regular training offered.



## 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. You build on your strengths while addressing your weaknesses.	15	2.13	33.3	20%	47%	33%
7. You improve on your skill sets.	15	2.07	26.7	20%	53%	27%
8. You pursue professional development opportunities when they arise.	15	2.33	40.0	7%	53%	40%
9. You pursue learning that will enhance job performance.	15	2.40	53.3	13%	33%	53%
10. You participate in regular training offered.	15	2.47	60.0	13%	27%	60%

### Comments:

- \_\_\_\_\_ has improved our means of communication within the department and is receptive to suggestions from his employees.
- Always steps up if help is needed.
- He is a fantastic resource.
- \_\_\_\_\_ is an extremely competent leader and I am enjoying learning by his example.
- He also works to build and maintain community connections with local law enforcement and other emergency responders.
- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!

# Feedback

## Summary Scores



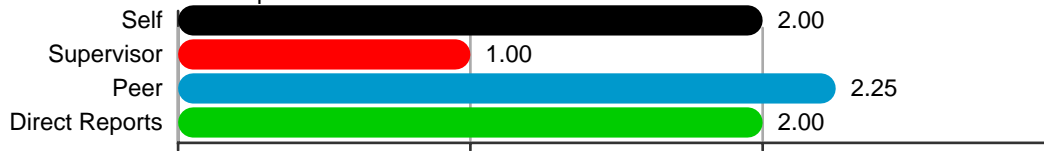
11. You consider other's opinion and suggestions.



12. You are easy to approach with ideas and opinions.



13. You seek feedback to enhance performance.



14. You ask others for their ideas and opinions.



15. You actively seek feedback from 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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. You consider other's opinion and suggestions.	15	2.33	40.0	7%	53%	40%
12. You are easy to approach with ideas and opinions.	15	2.07	20.0	13%	67%	20%
13. You seek feedback to enhance performance.	15	2.07	26.7	20%	53%	27%
14. You ask others for their ideas and opinions.	15	2.27	40.0	13%	47%	40%
15. You actively seek feedback from others.	14	2.43	50.0	7%	43%	50%

### Comments:

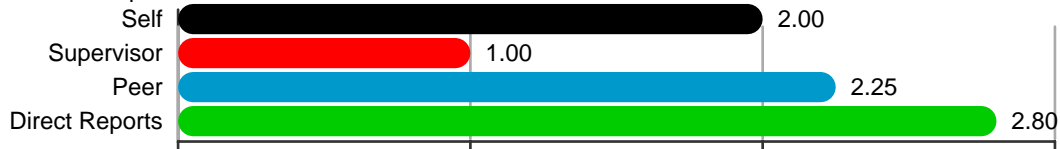
- \_\_\_\_\_ is the right man for the job...there have been a couple of instances in which I feel that \_\_\_\_\_ has had tendency to lose staff or participants in his communication. To his merit, \_\_\_\_\_ will stop the conversation and clarify expectations or needs prior to moving forward.
- \_\_\_\_\_ has done tremendous work this past year in the Finance team.
- \_\_\_\_\_ teams with others to improve communication and process.
- \_\_\_\_\_ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- Norm made an excellent choice by selecting \_\_\_\_\_ to lead [CompanyName].
- \_\_\_\_\_ is a reliable and valued colleague. He is collaborative, respectful and professional with his team members and customers outside the organization.

# Attitude

## Summary Scores



16. You contribute to a positive work environment.



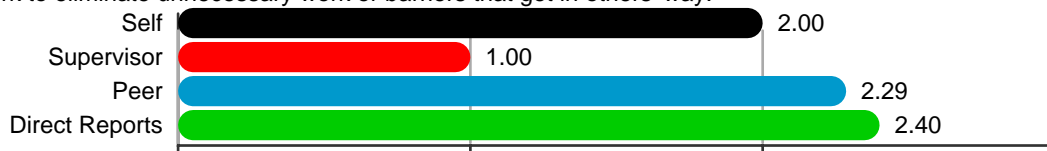
17. You show by your actions that you trust in the positive intentions of others.



18. You build open and trusting relationships.



19. You work to eliminate unnecessary work or barriers that get in others' way.



20. You are gracious and professional in your 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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. You contribute to a positive work environment.	15	2.33	46.7	13%	40%	47%
17. You show by your actions that you trust in the positive intentions of others.	15	2.33	40.0	7%	53%	40%
18. You build open and trusting relationships.	14	2.00	14.3	14%	71%	14%
19. You work to eliminate unnecessary work or barriers that get in others' way.	14	2.21	42.9	21%	36%	43%
20. You are gracious and professional in your interactions with others.	15	2.53	60.0	7%	33%	60%

### Comments:

- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize his knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.
- \_\_\_\_\_ is a great manager, committed to each employee in our department.
- \_\_\_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- \_\_\_\_\_'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the management teams that he partners with have great respect for him and value his input.
- I may not always agree with his decisions but I understand why they were made because he takes the time to explain them. The things he does for our department and me are immeasurable.
- \_\_\_\_\_ is a very strong leader. His straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped \_\_\_\_\_ be successful is his focus on doing the right thing. He doesn't waste any time pointing fingers or placing blame. Instead, he focuses on fixing the process and fixing the system and then moving forward as fast as possible.

# Innovation

## Summary Scores



21. You encourage open communication to ensure that all proposals are considered.



22. You search for opportunities and innovative ways to improve the organization.



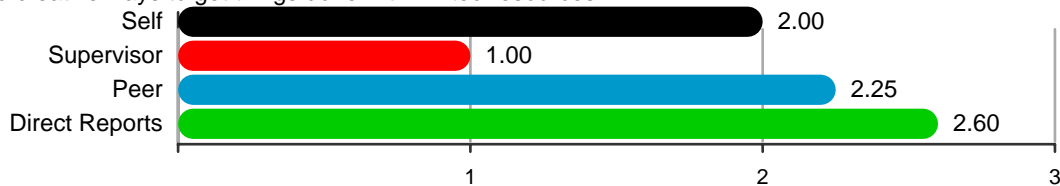
23. You build upon the ideas and solutions of others.



24. You challenge current procedures to develop other alternatives.



25. You find creative ways to get things done with limited resources.



## 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. You encourage open communication to ensure that all proposals are considered.	15	2.60	66.7	7%	27%	67%
22. You search for opportunities and innovative ways to improve the organization.	15	2.33	40.0	7%	53%	40%
23. You build upon the ideas and solutions of others.	15	2.07	20.0	13%	67%	20%
24. You challenge current procedures to develop other alternatives.	15	2.40	53.3	13%	33%	53%
25. You find creative ways to get things done with limited resources.	15	2.27	53.3	27%	20%	53%

### Comments:

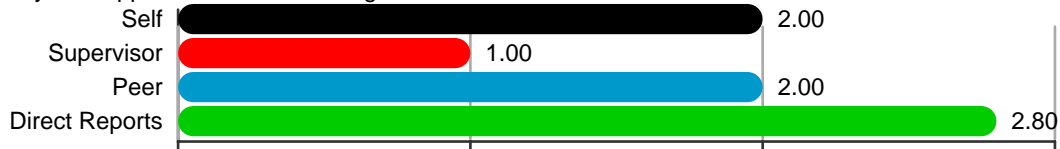
- I have felt his support since the minute I came to [CompanyName] and appreciate his more every day.
- He is also an excellent resource to other managers and will take the time to offer information and support.
- \_\_\_\_\_ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- \_\_\_\_\_ is committed to our organization and leads by example.
- He removes barriers so that we can do our job to the best of our ability.
- \_\_\_\_\_ sets high standards for his team and ensures they perform professionally.

# Flexibility

## Summary Scores



### 26. You identify new opportunities to achieve goals



### 27. You work effectively during periods of change.



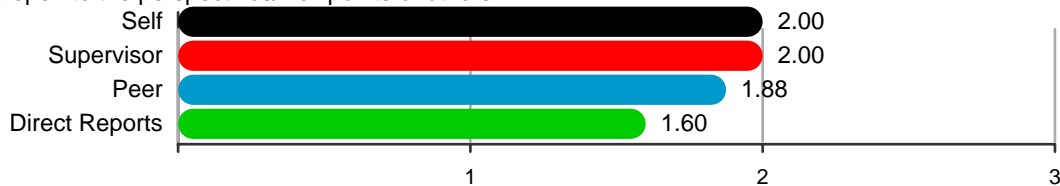
### 28. You act decisively in frequently changing and uncertain environment.



### 29. You can handle changes without complaining.



### 30. You are open to the perspectives/viewpoints of 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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. You identify new opportunities to achieve goals	15	2.20	33.3	13%	53%	33%
27. You work effectively during periods of change.	15	2.00	26.7	27%	47%	27%
28. You act decisively in frequently changing and uncertain environment.	15	2.47	53.3	7%	40%	53%
29. You can handle changes without complaining.	15	2.60	60.0		40%	60%
30. You are open to the perspectives/viewpoints of others.	15	1.80	13.3	33%	53%	13%

### Comments:

- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- Where do I even start to articulate how much I value about working with \_\_\_\_\_ ? I learn something every time I have the opportunity to work with his and he is the picture of grace under pressure. He uses any frustration to drive [Pronoun: himsher ] to a better level of performance and understanding and I never see his turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as \_\_\_\_\_ is.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- \_\_\_\_\_ is a great leader. He is very easy to approach and always takes a neutral stand when dealing with conflict.
- As noted in the comments above, \_\_\_\_\_ needs improvement with involving the team more consistently in the approval and management of projects.
- \_\_\_\_\_ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.

# Bias for Action

## Summary Scores



31. You seek and utilize opportunities for continuous learning and self-development.



32. You convey a sense of urgency about addressing problems and opportunities



33. You identify ways to simplify work processes and reduce cycle times



34. You complete work on time



35. You motivate others to achieve or exceed 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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. You seek and utilize opportunities for continuous learning and self-development.	15	2.13	33.3	20%	47%	33%
32. You convey a sense of urgency about addressing problems and opportunities	15	2.13	33.3	20%	47%	33%
33. You identify ways to simplify work processes and reduce cycle times	15	2.07	33.3	27%	40%	33%
34. You complete work on time	15	2.13	26.7	13%	60%	27%
35. You motivate others to achieve or exceed goals	15	1.87	20.0	33%	47%	20%

### Comments:

- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- He has been influential in our focus on the future.
- Shows curiosity.
- His integrity is never in question. I appreciate his ability to partner with me on issues between the VP and my unit.
- Participates in training to learn Core Competency processes.
- \_\_\_\_\_ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.

# Time Management

## Summary Scores



36. You use agendas when chairing or facilitating meetings.



37. You focus on tasks that have high priority.



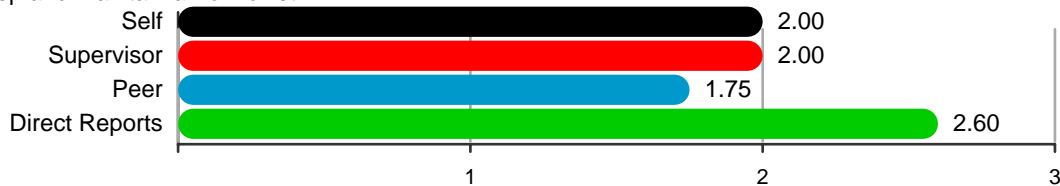
38. You set a good balance between work and family life.



39. You set clearly defined goals.



40. You keep and maintain a To-Do list.



## 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. You use agendas when chairing or facilitating meetings.	15	1.87	20.0	33%	47%	20%
37. You focus on tasks that have high priority.	15	1.93	13.3	20%	67%	13%
38. You set a good balance between work and family life.	15	2.07	33.3	27%	40%	33%
39. You set clearly defined goals.	15	2.33	33.3		67%	33%
40. You keep and maintain a To-Do list.	15	2.07	33.3	27%	40%	33%

### Comments:

- Is reliable and keeps the team focused on the delivery of outcomes.
- \_\_\_\_\_ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition he has maintained an open line of communication and remained available to staff who have voiced concerns.
- One area of improvement that I have identified within the last year is improving my turnaround time on responses to emails, voicemails, and requests from my customers. This can be improved once leadership gaps are filled within [CompanyName] and my presence is no longer required in an operational role or I determine a way to obtain more support staff to work on contracts and compensation. This work requires research and dedicated time to produce accurate work.
- \_\_\_\_\_ exemplifies outstanding professionalism.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- He keeps focused on things that are important for his department to run smoothly.

# Excellence

## Summary Scores



41. You demonstrate the functional or technical skills necessary to do your job.



42. You produce high quality work.



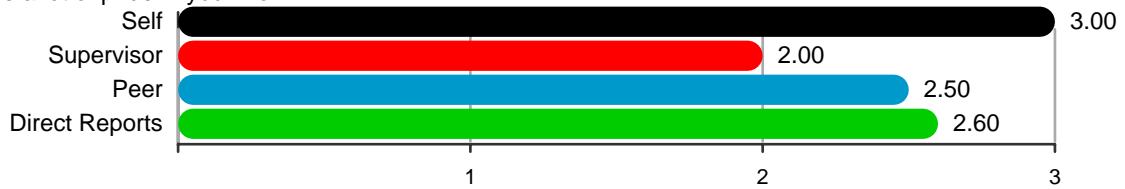
43. You are planful and organized.



44. You keep yourself and others focused on constant improvement.



45. You take a lot of pride in your 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 (Needs Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. You demonstrate the functional or technical skills necessary to do your job.	15	2.00	26.7	27%	47%	27%
42. You produce high quality work.	15	2.13	33.3	20%	47%	33%
43. You are planful and organized.	15	2.20	40.0	20%	40%	40%
44. You keep yourself and others focused on constant improvement.	15	2.20	26.7	7%	67%	27%
45. You take a lot of pride in your work.	15	2.53	60.0	7%	33%	60%

### Comments:

- Team player who gets it. Not afraid of making tough decisions or having tough conversations. He can do it all.
- 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.
- He routinely demonstrates professionalism and his priority for service which is a model example for others.
- \_\_\_\_\_ is an impressive performer.
- \_\_\_\_\_ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and to the point.
- \_\_\_\_\_ excels at looking at other people's strengths and building upon them for the good of the department.

# Safety

## Summary Scores



46. You perform work safely.



47. You create accurate and effective measures of safety.



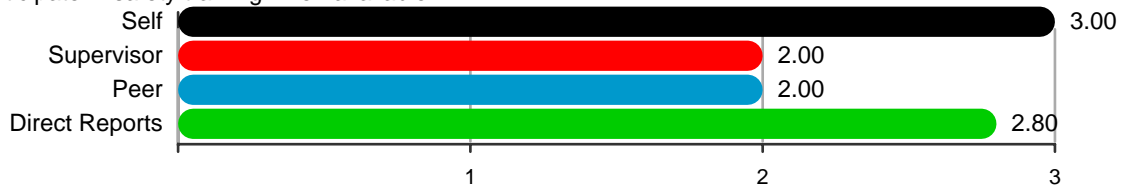
48. You encourage others to attend safety training.



49. You develop a strong safety culture.



50. You participate in safety training when available.



## 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 Development) to green (Definite Strength).

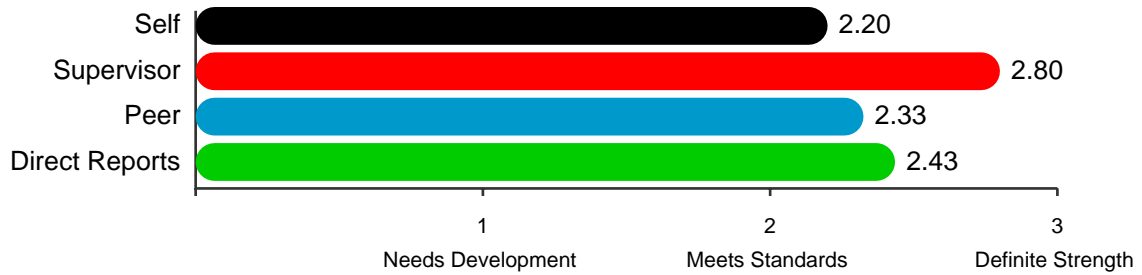
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. You perform work safely.	15	2.27	26.7		73%	27%
47. You create accurate and effective measures of safety.	15	2.13	26.7	13%	60%	27%
48. You encourage others to attend safety training.	15	2.40	40.0		60%	40%
49. You develop a strong safety culture.	15	2.47	46.7		53%	47%
50. You participate in safety training when available.	15	2.33	46.7	13%	40%	47%

### Comments:

- Dedicated to the customer and community, he is worth his weight in gold.
- He is an excellent Manager!
- \_\_\_\_\_ does try to increase his knowledge in the department. He's not quite there yet but is making a noticeable effort. \_\_\_\_\_ has shown marked improvement in being present when needed in the department.
- \_\_\_\_\_ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. He has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.
- \_\_\_\_\_ is a strong leader & mentor.
- \_\_\_\_\_ is very approachable. He is able to get people to follow through and engage in their daily work.

# Teamwork

## Summary Scores



### 51. You encourage others to share ideas to develop team cohesion



### 52. You encourage collaboration with other departments.



### 53. You willingly share your technical expertise



### 54. You are an effective team player



### 55. You provide assistance and support to other team members when needed





## Level of Skill

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

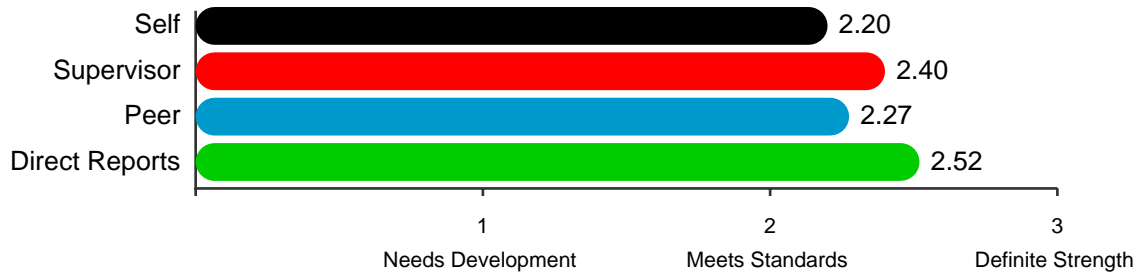
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. You encourage others to share ideas to develop team cohesion	14	2.21	28.6	7%	64%	29%
52. You encourage collaboration with other departments.	14	2.29	42.9	14%	43%	43%
53. You willingly share your technical expertise	15	2.53	53.3		47%	53%
54. You are an effective team player	15	2.47	46.7		53%	47%
55. You provide assistance and support to other team members when needed	15	2.40	40.0		60%	40%

### Comments:

- \_\_\_\_\_'s goes above and beyond in the areas of Professional Growth and Professionalism.
- \_\_\_\_\_ is an outstanding leader in this organization. He has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments he leads.
- \_\_\_\_\_ is a great boss and director. \_\_\_\_\_ has been a great resource to me with my struggles as I grow professionally. \_\_\_\_\_ is respected greatly by myself and the staff I work with. He is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- He is an exceptionally effective communicator which enables here visions to be more easily carried out.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.
- \_\_\_\_\_ is an impressive performer.

# Company

## Summary Scores



56. You follow existing procedures and processes.



57. You attend [Company] gatherings and social events.



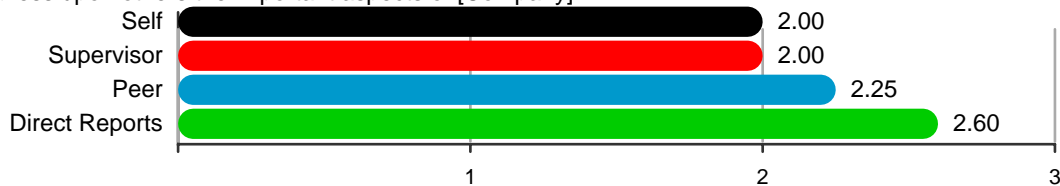
58. You express loyalty and dedication to [Company] in interactions with others.



59. You understand the "basics" as to how [Company] functions/operates.



60. You impress upon others the important aspects of [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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
56. You follow existing procedures and processes.	15	2.53	53.3	47%	53%	
57. You attend [Company] gatherings and social events.	15	2.33	33.3	67%	33%	
58. You express loyalty and dedication to [Company] in interactions with others.	15	2.33	33.3	67%	33%	
59. You understand the "basics" as to how [Company] functions/operates.	15	2.27	26.7	73%	27%	
60. You impress upon others the important aspects of [Company].	15	2.33	33.3	67%	33%	

### Comments:

- He is doing great work with the CCO. The role of COO is new at [CompanyName] and needs better definition over the long pull.
- For reliability, I think \_\_\_\_\_ has so much on his plate that he is sometimes seen by staff as unreliable.
- \_\_\_\_\_ has a Competency mindset. He is always looking for how we as an organization and specifically his department can improve.
- \_\_\_\_\_ is an extremely competent leader and I am enjoying learning by his example.
- \_\_\_\_\_ has always made himself available to help out in the department as needed, even willing to be there on weekends!
- He is able to see the bigger picture and helps others to look past the present and how we can change the future.

## 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?

- \_\_\_\_\_ is not always open to new ideas or troubleshooting issue and workflows. He does end up willing to review situations, it just sometimes takes some time.
- \_\_\_\_\_ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- I'm not sure if management is \_\_\_\_\_'s niche, but given his lack of experience in this capacity and the lack of direction that has been set forth, he's done pretty well in this role.
- I have been most impressed by \_\_\_\_\_ in the last year. His leadership and intervention into the roles and responsibilities of his staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from \_\_\_\_\_.
- \_\_\_\_\_ has been the best manager by far we have had in this department. He encourages personal growth with making sure we have time to attend classes offered to us.
- He relies heavily on his team to seek front line input and opinions and is always great about communicating upcoming changes.

### What do you like best about working with this individual?

- We are a department in need of structure and I feel he has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- He is a great manager and person to work for/with.
- \_\_\_\_\_ had a particularly challenging year with one individual. He remained professional and focused on making sure his customers were serviced despite the disruption caused by the staff member.
- I feel \_\_\_\_\_ always has the customer's best interest at heart.
- I often engage with members of his team and they are confident and knowledgeable of the work that is at hand. \_\_\_\_\_ and his staff reach out to stakeholders to keep everyone informed and involved in operations that may have organization impact. They are highly professional and share a common goal to assure safety for customers, visitors, and staff.
- I think staff would respect \_\_\_\_\_ more as a leader in the department if he would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging him to finish something.

### What do you like least about working with this individual?

- I admire \_\_\_\_\_ for showing courage, compassion and commitment during his recent team sessions.
- He is quick to contribute to conversations regarding the company and provides good suggestions to the group.
- \_\_\_\_\_ 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.
- Appreciate \_\_\_\_\_'s calm approach
- I work with \_\_\_\_\_ regularly and see his interactions with other leaders frequently.
- I think \_\_\_\_\_ is doing to great job! The learning curve is steep and he is growing to meet the challenge.

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

- \_\_\_\_\_ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- I think \_\_\_\_\_ has improved in his communication style and leadership style. Where I would suggest improvement is he can escalate at times which tends to shut down team communication. Staff and managers are reluctant to speak up and make sure they understand or are clear on what is needed.
- He provided coaching and support to improve this individual's performance.
- \_\_\_\_\_ is a very good leader.
- \_\_\_\_\_ does a great job of keeping the lines of communication and this is appreciated.

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

- \_\_\_\_\_ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his 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.
- He makes me feel like an important and valued team member.
- I appreciate his assignments of employee strengths and responsibilities for the best of our departments and other departments
- He is always personally engaged, and seeks to engage others in raising service delivery to our customers, visitors, and to other employees.
- His passion for and for education and his advanced degree is a tremendous asset to the team.

### Any final comments?

- This has been a challenging year for \_\_\_\_\_ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- \_\_\_\_\_ is a solid asset to the human resources division and the [CompanyName] senior management team.
- \_\_\_\_\_ is able to manage an ever-changing work load. His time management has improved over the last year, to promote a work-life balance.
- He makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- \_\_\_\_\_ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- \_\_\_\_\_ is willing to understand how a current process works before wanting to incorporate changes.