



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

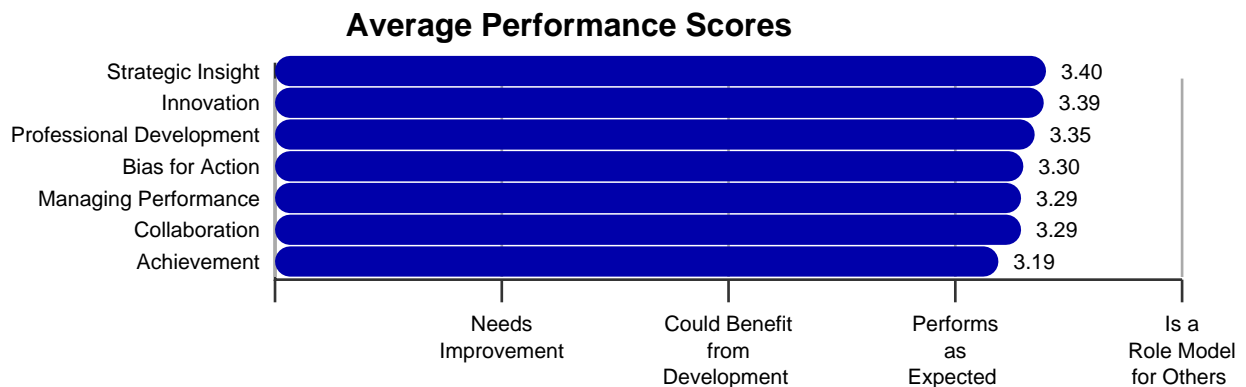
What to Do with Your Feedback

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

Summary

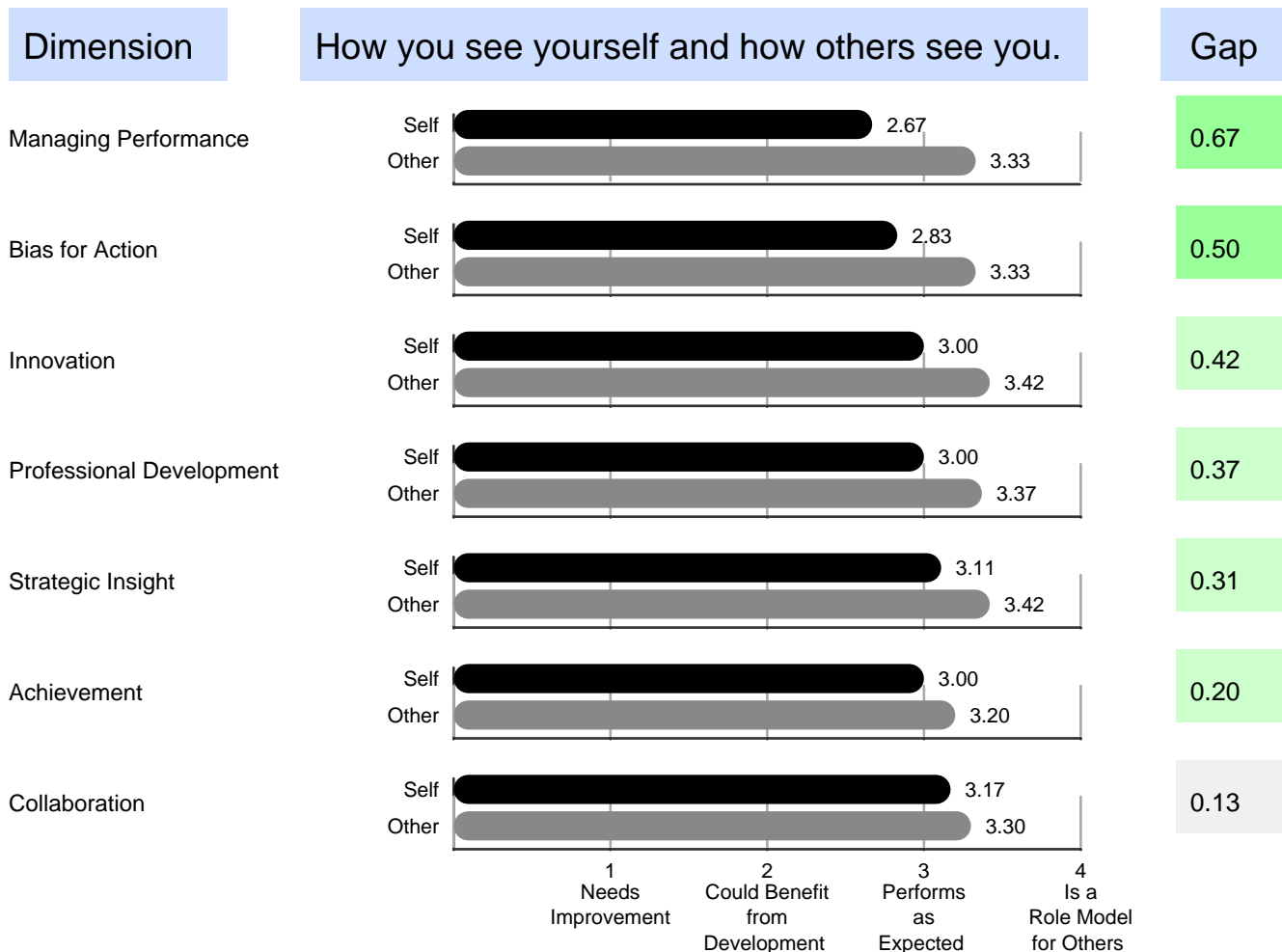
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



Strategic Insight

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 1. Identifies root causes of problems. | 15 | 3.20 | 93.3 | 7% | 67% | | 27% |
| 2. Formulates policies and strategies for addressing the Company's important challenges. | 15 | 3.87 | 100.0 | 13% | 87% | | |
| 3. Demonstrates knowledge of organizational history, values, and long-term goals when making strategic recommendations. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 4. Recognizes unspoken concerns or morale issues through body language, tone, and team interactions. | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 5. Lets employees know how their roles contribute toward the achievement of strategic company objectives. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |
| 6. Recognizes the needs of customers. | 15 | 3.20 | 93.3 | 7% | 60% | | 33% |
| 7. Maintains knowledge of current trends in the industry. | 15 | 3.20 | 86.7 | 13% | 53% | | 33% |
| 8. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 9. Analyzes records and reports to obtain insight into potential issues and trends. | 15 | 3.47 | 93.3 | 7% | 40% | | 53% |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|--|------|------|---------|
| 1. Identifies root causes of problems. | 3.29 | 3.20 | -0.09 ▼ |
| 2. Formulates policies and strategies for addressing the Company's important challenges. | 3.65 | 3.87 | +0.22 ▲ |
| 3. Demonstrates knowledge of organizational history, values, and long-term goals when making strategic recommendations. | 3.18 | 3.33 | +0.16 ▲ |
| 4. Recognizes unspoken concerns or morale issues through body language, tone, and team interactions. | 3.41 | 3.60 | +0.19 ▲ |
| 5. Lets employees know how their roles contribute toward the achievement of strategic company objectives. | 3.24 | 3.33 | +0.10 ▲ |
| 6. Recognizes the needs of customers. | 3.24 | 3.20 | -0.04 ▼ |
| 7. Maintains knowledge of current trends in the industry. | 3.41 | 3.20 | -0.21 ▼ |
| 8. Creates strategic plans to develop and promote organizational and area strengths, as well as to address weaknesses based on insight from surveys. | 3.24 | 3.40 | +0.16 ▲ |
| 9. Analyzes records and reports to obtain insight into potential issues and trends. | 3.18 | 3.47 | +0.29 ▲ |

- 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.
- He is becoming more comfortable to deliver critical feedback.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- He was wonderful to work with, and I have a great deal of confidence and trust in his as a professional, a leader, and a colleague.
- _____'s oral communication at times has been lengthy and lacks a focused attention to the issue(s). Written I've experienced good communication.
- Good Team Player! Good decision making skills. A hard worker.

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 (Is a Role Model for Others).

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 10. Has a strong internal motivation to achieve goals and make progress. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 11. Is someone who wants to do more work. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 12. Highlights the implementation action plan for each idea created. | 15 | 3.27 | 100.0 | | 73% | 27% | |
| 13. Exhibits personal ambition and drive. | 15 | 3.33 | 100.0 | | 67% | 33% | |
| 14. Tackles obstacles head-on and finds ways to navigate around them. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 15. Displays high energy and enthusiasm on consistent basis. | 15 | 3.07 | 80.0 | 20% | 53% | 27% | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|--|------|------|---------|
| 10. Has a strong internal motivation to achieve goals and make progress. | 3.35 | 3.47 | +0.11 ▲ |
| 11. Is someone who wants to do more work. | 3.47 | 3.53 | +0.06 ▲ |
| 12. Highlights the implementation action plan for each idea created. | 3.47 | 3.27 | -0.20 ▼ |
| 13. Exhibits personal ambition and drive. | 3.35 | 3.33 | -0.02 ▼ |
| 14. Tackles obstacles head-on and finds ways to navigate around them. | 3.18 | 3.13 | -0.04 ▼ |
| 15. Displays high energy and enthusiasm on consistent basis. | 3.00 | 3.07 | +0.07 ▲ |

Comments:

- I really enjoy his mentorship.
- _____ has done an excellent job as the VP of Operations. He engages staff and providers in decision-making, demonstrates excellent communication skills and understands the value of teamwork and engagement.
- Unfortunately there has been inconsistency in actions and results.
- _____ demonstrates daily his engagement in [CompanyName] and continuously strives to improve [CompanyName] and the services we provide.
- Is always learning. Whether it is a webinar, tutorial, self-improvement books, etc.
- Good leadership style.

Professional Development

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 16. Allows employees to fully participate in employee training and professional development. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 17. Demonstrate enthusiasm and a willingness to learn new skills and knowledge | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 18. Encourages employees to take courses relevant to their job. | 14 | 3.00 | 92.9 | 7% | 79% | 14% | |
| 19. Seeks opportunities for continuous learning. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 20. Seeks opportunities for professional development. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 21. Quickly acquire and apply new knowledge and skills when needed | 15 | 3.53 | 100.0 | | 47% | 53% | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|--|------|------|---------|
| 16. Allows employees to fully participate in employee training and professional development. | 3.65 | 3.40 | -0.25 ▼ |
| 17. Demonstrate enthusiasm and a willingness to learn new skills and knowledge | 3.47 | 3.27 | -0.20 ▼ |
| 18. Encourages employees to take courses relevant to their job. | 3.12 | 3.00 | -0.12 ▼ |
| 19. Seeks opportunities for continuous learning. | 3.59 | 3.47 | -0.12 ▼ |
| 20. Seeks opportunities for professional development. | 3.29 | 3.40 | +0.11 ▲ |
| 21. Quickly acquire and apply new knowledge and skills when needed | 3.35 | 3.53 | +0.18 ▲ |

Comments:

- _____ leads by example. Great Employee engagement.
- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- Has the experience needed.
- _____ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad _____ has joined the team.

Managing Performance

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 22. Recognizes team members when they contribute significantly to the team. | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |
| 23. Aligns individual and team performance expectations with the organization's expectations. | 15 | 2.87 | 80.0 | 20% | 73% | | 7% |
| 24. Makes sure the team's goals are met. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 25. Ensures that team goals are met 85 percent of the time. | 15 | 3.67 | 100.0 | | 33% | 67% | |
| 26. Establishes indicators to measure levels of performance. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 27. Presents performance feedback in a clear and concise manner to address performance issues. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|--|------|------|---------|
| 22. Recognizes team members when they contribute significantly to the team. | 3.00 | 3.00 | |
| 23. Aligns individual and team performance expectations with the organization's expectations. | 2.88 | 2.87 | -0.02 ▼ |
| 24. Makes sure the team's goals are met. | 3.00 | 3.47 | +0.47 ▲ |
| 25. Ensures that team goals are met 85 percent of the time. | 3.76 | 3.67 | -0.10 ▼ |
| 26. Establishes indicators to measure levels of performance. | 3.53 | 3.40 | -0.13 ▼ |
| 27. Presents performance feedback in a clear and concise manner to address performance issues. | 3.12 | 3.33 | +0.22 ▲ |

Comments:

- I respect _____ and have turned to him for advice.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- _____ continues to be a great boss. He is available to us and always has time to help with anything.
- _____ is the consummate professional and pleasure to work with.
- _____ leads by example in each of the areas noted above.
- Having had minimal interaction with _____'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.

Innovation

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 28. Assigns responsibilities to individuals for creating innovative ideas/products. | 15 | 3.53 | 100.0 | 47% | 53% | | |
| 29. Values diverse opinions among team members. | 15 | 3.67 | 100.0 | 33% | 67% | | |
| 30. Customizes novel ideas to better address customer needs and preferences. | 15 | 3.33 | 100.0 | 67% | 33% | | |
| 31. Encourages employees to consider opportunities to innovate processes and products. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 32. Takes risks to reach beyond boundaries. | 15 | 3.40 | 100.0 | 60% | 40% | | |
| 33. Challenges current procedures / processes to develop new solutions. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|--|------|------|---------|
| 28. Assigns responsibilities to individuals for creating innovative ideas/products. | 3.41 | 3.53 | +0.12 ▲ |
| 29. Values diverse opinions among team members. | 3.59 | 3.67 | +0.08 ▲ |
| 30. Customizes novel ideas to better address customer needs and preferences. | 3.41 | 3.33 | -0.08 ▼ |
| 31. Encourages employees to consider opportunities to innovate processes and products. | 3.18 | 3.20 | +0.02 ▲ |
| 32. Takes risks to reach beyond boundaries. | 3.35 | 3.40 | +0.05 ▲ |
| 33. Challenges current procedures / processes to develop new solutions. | 3.18 | 3.20 | +0.02 ▲ |

Comments:

- He encourages each staff member to understand each other and to work together in a very positive manner.
- I can't think of a single thing _____ could improve upon.
- _____ needs to make sure and pass on company information he gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- He does follow up and follow through.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.

Achievement

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|------|-------------------|--------------------------------|----------------------|----------------------------|
| 34. Highly motivated to achieve or exceed performance standards. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 35. Demonstrates tenacity in completing tasks regardless of shifting circumstances. | 15 | 3.00 | 80.0 | 20% | 60% | 20% | |
| 36. Moves decisively to complete initiatives ahead of schedule. | 15 | 3.20 | 93.3 | 7% | 67% | 27% | |
| 37. Follows-up and takes action when goals are not met to ensure better results in the future. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 38. Takes calculated risks to achieve significant rewards. | 15 | 3.27 | 86.7 | 13% | 47% | 40% | |
| 39. Balances risk and reward with thoughtful strategies that propel success. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|--|------|------|---------|
| 34. Highly motivated to achieve or exceed performance standards. | 2.88 | 3.27 | +0.38 ▲ |
| 35. Demonstrates tenacity in completing tasks regardless of shifting circumstances. | 3.18 | 3.00 | -0.18 ▼ |
| 36. Moves decisively to complete initiatives ahead of schedule. | 3.18 | 3.20 | +0.02 ▲ |
| 37. Follows-up and takes action when goals are not met to ensure better results in the future. | 3.35 | 3.27 | -0.09 ▼ |
| 38. Takes calculated risks to achieve significant rewards. | 3.24 | 3.27 | +0.03 ▲ |
| 39. Balances risk and reward with thoughtful strategies that propel success. | 3.59 | 3.13 | -0.45 ▼ |

Comments:

- Because we lack clear direction and often focus on priorities, it can be extremely frustrating to work effectively and feel successful.
- _____ is still learning his role and I see his only improving in the future. I do question his judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- _____ leads by example in each of the areas noted above.
- 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.
- Initiative, attitude, and willingness to pitch in.
- I have great respect and appreciation for _____. Not only does he do his job well, he takes time to try and understand mine and what needs I may have to get my job done efficiently and effectively.

Collaboration

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 40. Create an environment where collaboration and teamwork is encouraged. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 41. Builds relationships with suppliers to improve communications and reduce misunderstandings and delays. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 42. Works with other experts to solve problems. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 43. Facilitates resolving differences to strengthen team unity. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 44. Works cooperatively with others to solve problems. | 15 | 3.00 | 86.7 | 13% | 73% | 13% | |
| 45. Gains the cooperation of others to accomplish common goals and objectives. | 15 | 3.53 | 100.0 | | 47% | 53% | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|--|------|------|---------|
| 40. Create an environment where collaboration and teamwork is encouraged. | 3.29 | 3.40 | +0.11 ▲ |
| 41. Builds relationships with suppliers to improve communications and reduce misunderstandings and delays. | 3.29 | 3.33 | +0.04 ▲ |
| 42. Works with other experts to solve problems. | 3.41 | 3.33 | -0.08 ▼ |
| 43. Facilitates resolving differences to strengthen team unity. | 3.35 | 3.13 | -0.22 ▼ |
| 44. Works cooperatively with others to solve problems. | 3.18 | 3.00 | -0.18 ▼ |
| 45. Gains the cooperation of others to accomplish common goals and objectives. | 3.35 | 3.53 | +0.18 ▲ |

Comments:

- _____ has been an effective leader for me. He encourages me to develop and knows what my strengths are. He assists me in identifying how to best utilize those strengths in my work to achieve job satisfaction.
- _____ has a calm and professional style.
- You can count on _____ to give you the most honest feedback even if it is information you may not want to hear.
- Look up collaboration and you'll find _____'s picture beside the word.
- Communication to entire team is excellent and helps engage all staff. _____'s visibility to his team has been very positive.
- _____ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.

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?

- Initiative, attitude, and willingness to pitch in.
- _____ is a perfect fit for the Manager role he is fair, consistent on keeping us working towards our goal of an excellent experience every time, always there for the team.
- _____ has nothing but [CompanyName]'s best interest at heart.
- I appreciate his commitment in this area.
- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- I admire _____ for showing courage, compassion and commitment during his recent team sessions.

What do you like best about working with this individual?

- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what _____ has done with this but needs to be addressed and improved.
- _____ is a outstanding manager.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- I have witnessed his supporting and encouraging the strengths of his team while managing their weaknesses.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- I have observed that _____ has made some very good decisions with his leadership team this year. He values his team and sets clear expectations. He is a team player when working on projects or issues and he always responds promptly to requests for assistance.

What do you like least about working with this individual?

- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- He maintains focus, displays confidence and is the definition of tenacity because he keeps [CompanyName]'s best interests always at center.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- _____ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- He has a high level of integrity and expects the same from those around him regardless of one's education level.
- Show others it is possible to understand both sides without having to agree all the time.

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

- _____ has excellent communication skills with both staff and his management team.
- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.
- 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.
- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- _____ sometimes struggles with clarity in his communication and his understanding of operational issues.
- I value _____'s input and knowledge. He is a great partner and team member. I know when we are on a project together, he will see it through to the end.

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

- I really appreciate and respect _____'s leadership and his ability to perceive issues and intricate insights into working toward solutions.
- _____ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- _____ is a true asset to [CompanyName].
- Stay focused more on the agenda for meetings.
- _____ is very supportive of Core Competency and concepts. The one concept that _____ refers to consistently is what we respect most is people's ability to think.
- There are two items above that will be part of my goals for the coming year.

Any final comments?

- _____, more than anyone, takes what he's learned with Core Competencies and implements them.
- _____ is a great role model and leader. Others could learn from his style.
- It shows that _____ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.
- I think he is doing really good work and I found that to be one area I could list that might help.
- There have been many changes in each department and _____'s impeccable ability to support everyone is not only a talent but a true gift he has as a leader.
- I appreciate _____'s calm demeanor, his listening skills, and that he typically demonstrates that I have his full attention when we are in meetings.