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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.

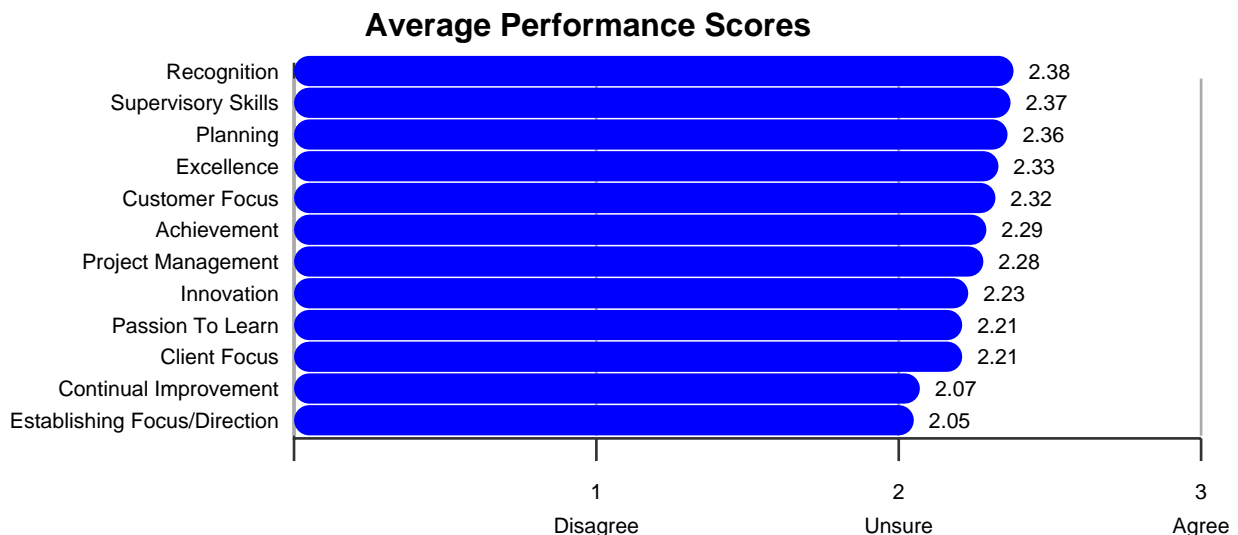
## What to Do with Your Feedback

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

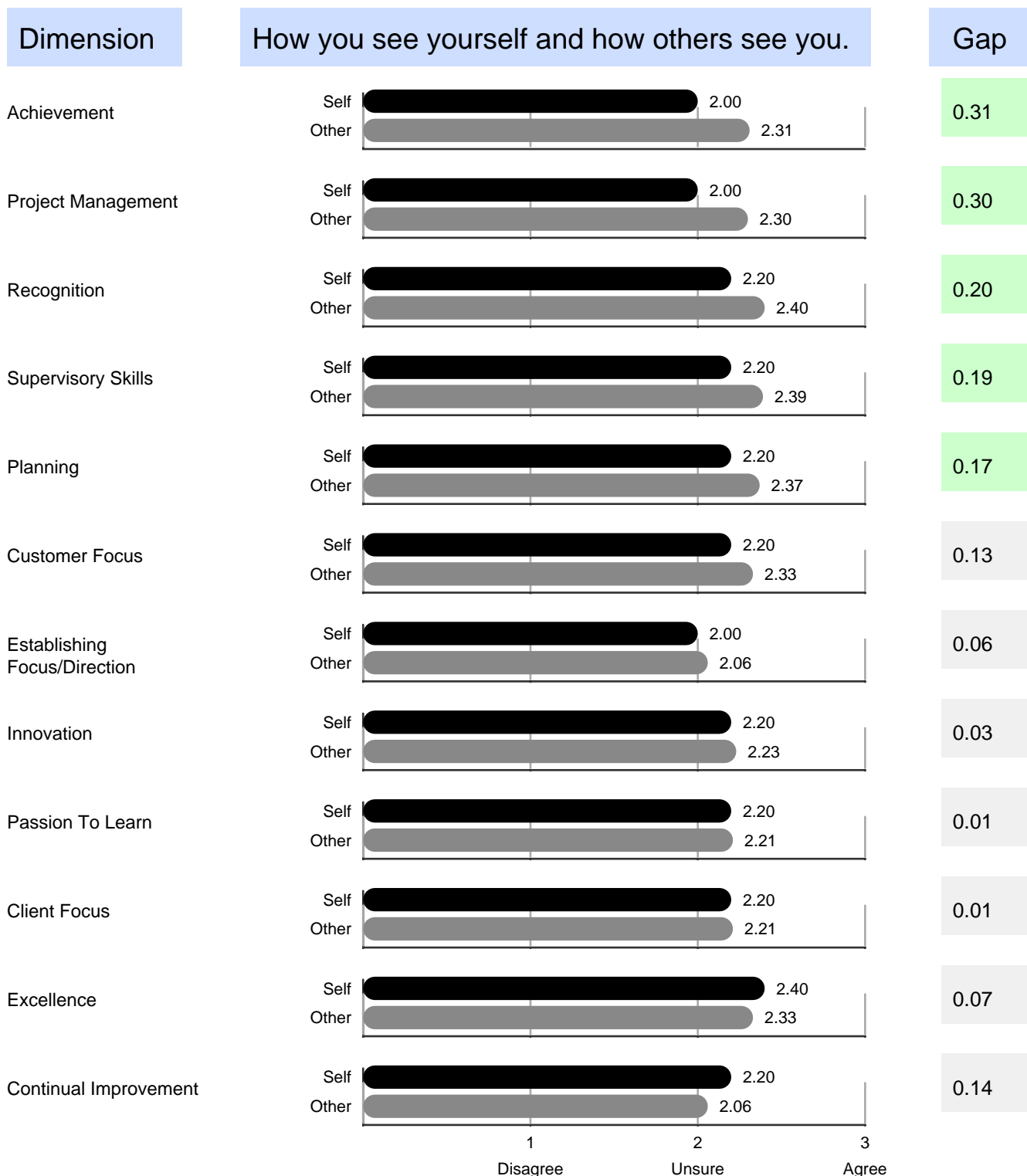
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



# Supervisory Skills

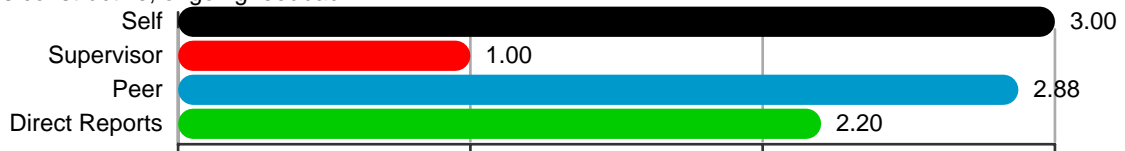
## Summary Scores



1. Is aware of the unique strengths of each employee.



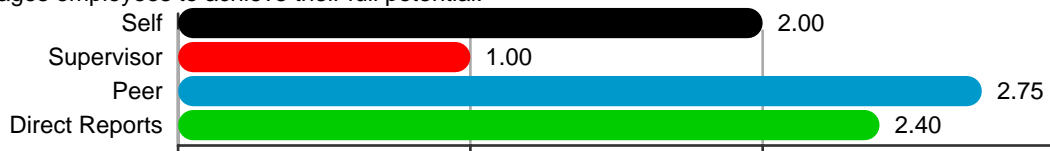
2. Provides constructive, ongoing feedback.



3. Treats all staff equitably.



4. Encourages employees to achieve their full potential.



5. Promotes teamwork and cooperation within the department.



## 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. Is aware of the unique strengths of each employee.	15	2.27	33.3	7%	60%	33%
2. Provides constructive, ongoing feedback.	15	2.53	73.3	20%	7%	73%
3. Treats all staff equitably.	15	2.33	40.0	7%	53%	40%
4. Encourages employees to achieve their full potential.	15	2.47	53.3	7%	40%	53%
5. Promotes teamwork and cooperation within the department.	15	2.27	40.0	13%	47%	40%

### Comments:

- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- 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.
- She has also greatly improved her communication.
- \_\_\_ makes great hiring choices. she is clear on what needs to be done.
- \_\_\_ is collaborative in everything she does and inspires a collaborative approach in others.

# Project Management

## Summary Scores



6. Able to adjust project schedule as needed to accommodate unforeseen issues.



7. Works with customers and clients to assess their needs and define project parameters.



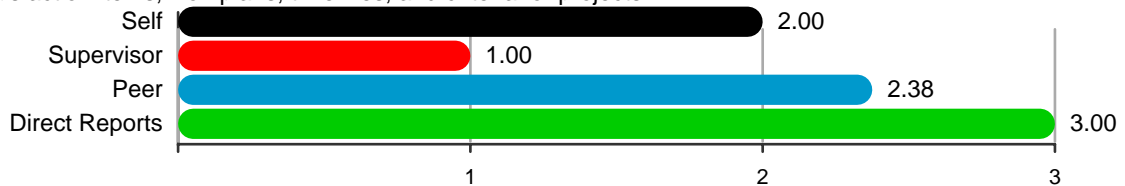
8. Organizes work and sets priorities as needed.



9. Anticipates potential problems and institutes controls and contingency plans to address them.



10. Develops action items, workplans, timelines, and criteria for projects.



## 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).

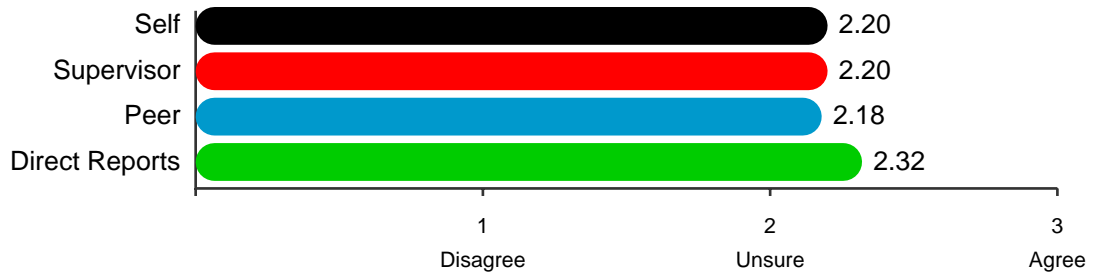
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. Able to adjust project schedule as needed to accommodate unforeseen issues.	15	2.13	33.3	20%	47%	33%
7. Works with customers and clients to assess their needs and define project parameters.	15	2.07	26.7	20%	53%	27%
8. Organizes work and sets priorities as needed.	15	2.33	40.0	7%	53%	40%
9. Anticipates potential problems and institutes controls and contingency plans to address them.	15	2.40	53.3	13%	33%	53%
10. Develops action items, workplans, timelines, and criteria for projects.	15	2.47	60.0	13%	27%	60%

### Comments:

- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- \_\_\_ takes some time to process new ideas and often reacts before considering the facts. Once \_\_\_ has had time to think about discussions, she is willing to work with other departments and staff. She can be stubborn at times.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- \_\_\_ exemplifies all of these qualities.
- \_\_\_ provides opportunities for her staff to grow professionally and encourages them.
- \_\_\_ has done a great job in most of the areas above. She has really moved our services team forward in a very positive way.

# Innovation

## Summary Scores



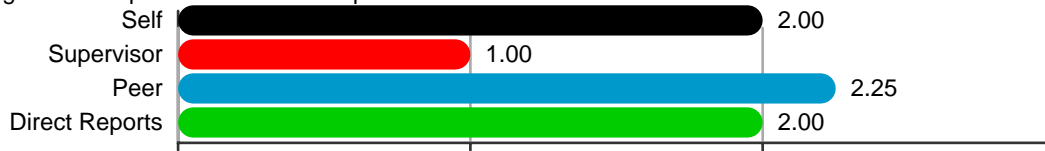
### 11. Takes risks to advance important ideas.



### 12. Encourages open communication to ensure that all proposals are considered.



### 13. Challenges current procedures to develop other alternatives.



### 14. Creates a safe environment for idea-sharing.



### 15. Offers constructive improvements to existing systems.





## 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).

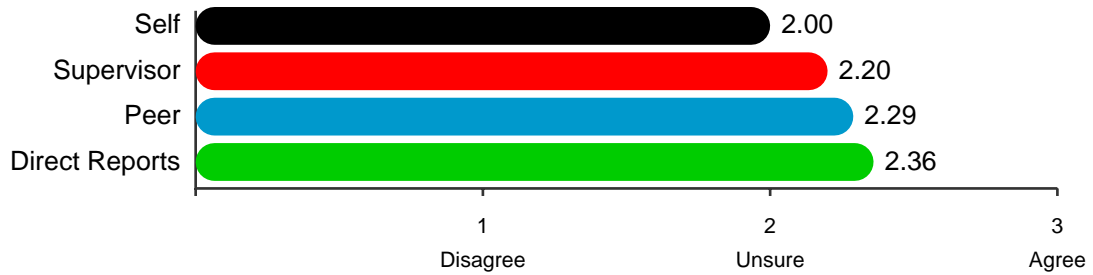
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Takes risks to advance important ideas.	15	2.33	40.0	7%	53%	40%
12. Encourages open communication to ensure that all proposals are considered.	15	2.07	20.0	13%	67%	20%
13. Challenges current procedures to develop other alternatives.	15	2.07	26.7	20%	53%	27%
14. Creates a safe environment for idea-sharing.	15	2.27	40.0	13%	47%	40%
15. Offers constructive improvements to existing systems.	14	2.43	50.0	7%	43%	50%

### Comments:

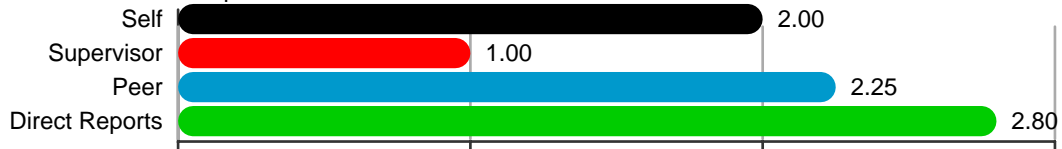
- She has integrity, dependability, and a desire to constantly improve.
- I appreciate \_\_\_ being open to suggestions, and available when concerns brought to her.
- \_\_\_ is a "One of a kind" She is a great manager.
- \_\_\_ is a rock amongst the management at [CompanyName].
- Always steps up if help is needed.
- \_\_\_ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, she has broadened her perspective from seeing individual departments, to visions of integrated teams that are customer centered.

# Achievement

## Summary Scores



### 16. Sets ambitious standards of performance.



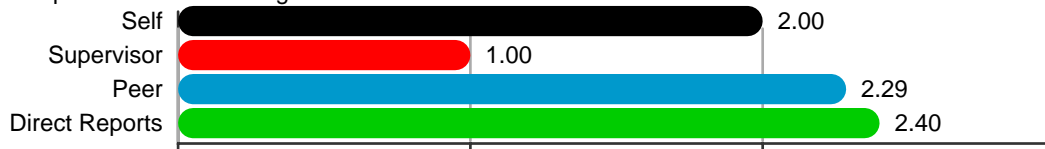
### 17. Takes immediate action of projects fall behind schedule.



### 18. Works at a quick pace to complete a high volume of work.



### 19. Rapidly completes tasks and assignments.



### 20. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.



## 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. Sets ambitious standards of performance.	15	2.33	46.7	13%	40%	47%
17. Takes immediate action of projects fall behind schedule.	15	2.33	40.0	7%	53%	40%
18. Works at a quick pace to complete a high volume of work.	14	2.00	14.3	14%	71%	14%
19. Rapidly completes tasks and assignments.	14	2.21	42.9	21%	36%	43%
20. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	15	2.53	60.0	7%	33%	60%

### Comments:

- I appreciate her perspective and guidance on a variety of things.
- I have witnessed her supporting and encouraging the strengths of her team while managing their weaknesses.
- \_\_\_ sets high standards for her team and ensures they perform professionally.
- \_\_\_ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- \_\_\_ has been very effective at establishing expectations for her teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- I appreciate her helpful and cheerful outlook!

# Excellence

## Summary Scores



21. Keeps themselves and others focused on constant improvement.



22. Demonstrates the analytical skills to do their job.



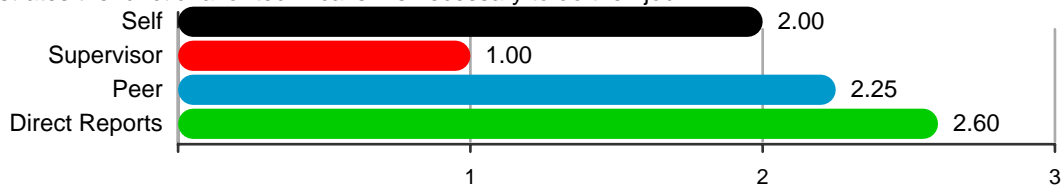
23. Can be counted on to add value wherever they are involved.



24. Is planful and organized.



25. Demonstrates the functional or technical skills necessary to do their job.



## 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. Keeps themselves and others focused on constant improvement.	15	2.60	66.7	7%	27%	67%
22. Demonstrates the analytical skills to do their job.	15	2.33	40.0	7%	53%	40%
23. Can be counted on to add value wherever they are involved.	15	2.07	20.0	13%	67%	20%
24. Is planful and organized.	15	2.40	53.3	13%	33%	53%
25. Demonstrates the functional or technical skills necessary to do their job.	15	2.27	53.3	27%	20%	53%

### Comments:

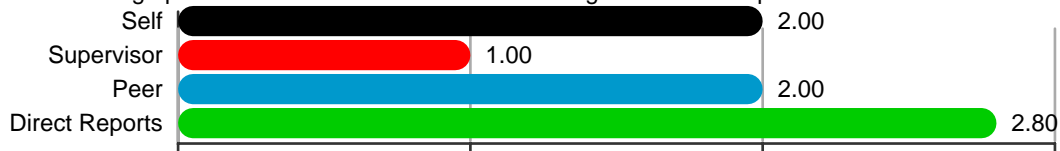
- Closes off discussions with action plans.
- \_\_\_ empowers her team by soliciting input, encouraging involvement, and trusting her team to make the right decisions.
- She is supportive of the decisions that I make as a leader and ensures that I keep on track with my goals.
- It's been great working with her.
- She is highly engaged in her work and passionate about connecting with others in a meaningful way.
- I think \_\_\_ could provide more leadership to our organization in its desire to sustain a high level of engagement if we empower her and are willing to follow.

# Passion To Learn

## Summary Scores



26. Demonstrates through personal behavior the commitment to high standards of performance.



27. Enjoys learning new skills and techniques.



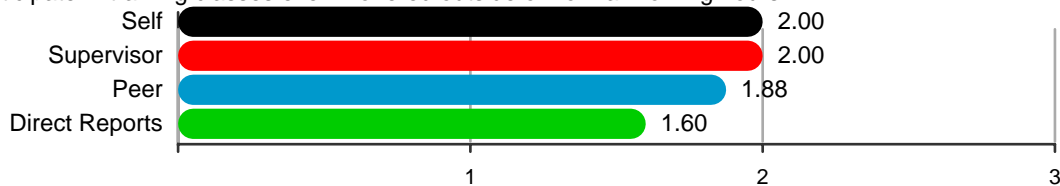
28. Is open to feedback from others.



29. Holds self and associates accountable for goal achievement.



30. Will participate in training classes even if offered outside of normal working hours.



## 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).

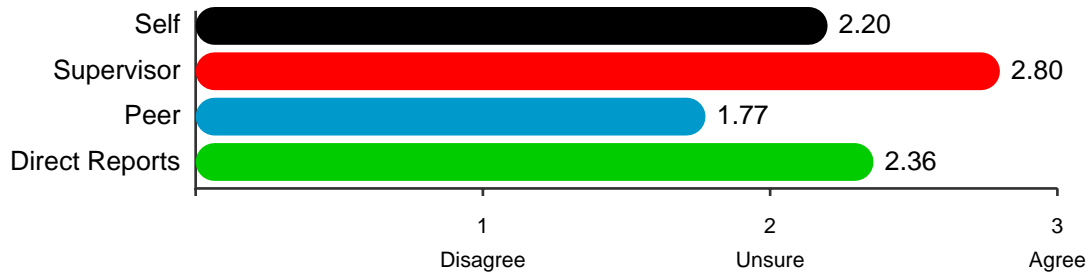
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Demonstrates through personal behavior the commitment to high standards of performance.	15	2.20	33.3	13%	53%	33%
27. Enjoys learning new skills and techniques.	15	2.00	26.7	27%	47%	27%
28. Is open to feedback from others.	15	2.47	53.3	7%	40%	53%
29. Holds self and associates accountable for goal achievement.	15	2.60	60.0		40%	60%
30. Will participate in training classes even if offered outside of normal working hours.	15	1.80	13.3	33%	53%	13%

### Comments:

- \_\_\_ knows her team very well and is gaining the same knowledge in regards to her team
- Always appreciate \_\_\_'s organized approach to coordinating service opportunities between departments
- \_\_\_ consistently involves employees in shared decision making to determine how to achieve optimal outcomes. \_\_\_ excels in approaching a situation from a system perspective and works with you to determine the best steps to take.
- Timeliness and accountability of projects.
- \_\_\_ is very approachable and ensures the best for all employees in the department.
- \_\_\_ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.

# Continual Improvement

## Summary Scores



31. Encourages an employee culture of continuous improvement to seek out better ways of doing things.



32. Looks for ways to expand and learn new job skills.



33. Promotes training and development opportunities to enhance job performance.



34. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.



35. Open to the suggestions 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 (Disagree) to green (Agree).

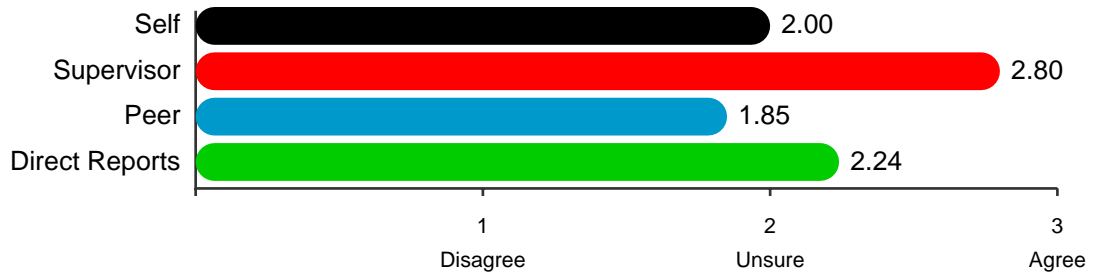
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	2.13	33.3	20%	47%	33%
32. Looks for ways to expand and learn new job skills.	15	2.13	33.3	20%	47%	33%
33. Promotes training and development opportunities to enhance job performance.	15	2.07	33.3	27%	40%	33%
34. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	2.13	26.7	13%	60%	27%
35. Open to the suggestions from others.	15	1.87	20.0	33%	47%	20%

### Comments:

- She is also quick to tap into her past experiences in attempting to find the best solution.
- I appreciate the reality of her open door policy. Thanks for letting her be a part of our department.
- \_\_\_ is the shining example of what a manager should be like. She is an amazing leader, she always solves problems promptly, you can count on her word, she truly cares for her customers and her staff, and she has gone above and beyond for all of us more times than I can remember. She is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- It is difficult with a small staff to assign roles that best use each employees strengths but have tried hard to learn the staff and their strengths.
- She is very effective.
- She is a fantastic resource.

## Establishing Focus/Direction

### Summary Scores



36. Aligns the department's goals with the goals of the organization.



37. Helps guide employees with prioritizing tasks.



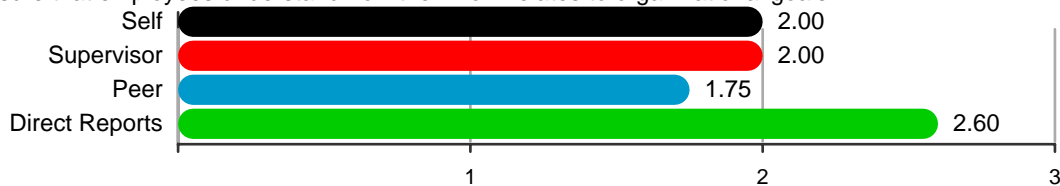
38. Functions well under stress, deadlines, and/or significant workloads.



39. Stays focused even when under pressure and stress.



40. Makes sure that employees understand how their work relates to organizational 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).

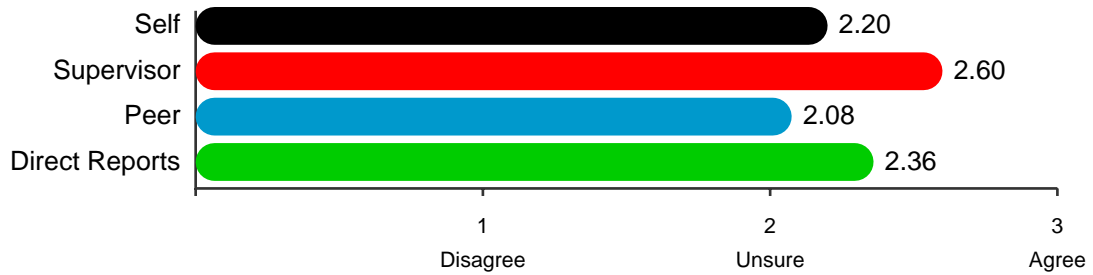
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Aligns the department's goals with the goals of the organization.	15	1.87	20.0	33%	47%	20%
37. Helps guide employees with prioritizing tasks.	15	1.93	13.3	20%	67%	13%
38. Functions well under stress, deadlines, and/or significant workloads.	15	2.07	33.3	27%	40%	33%
39. Stays focused even when under pressure and stress.	15	2.33	33.3		67%	33%
40. Makes sure that employees understand how their work relates to organizational goals.	15	2.07	33.3	27%	40%	33%

### Comments:

- \_\_\_ is an excellent manager.
- \_\_\_ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- \_\_\_'s department has changed considerably over the last year, yet she still managed to serve her customers.
- \_\_\_ is extremely professional and has strong communication. She is always looking for process improvement opportunities and engages her staff and other leaders in the process.
- \_\_\_ is always professional and demonstrates integrity in her daily work. She is consistently respectful and values other members of the team.
- I have never known \_\_\_ to not hire for talent.

# Client Focus

## Summary Scores



### 41. Forms strong client relationships



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



### 43. Ensures client commitments and requirements are met or exceeded



### 44. Maintains strong relationships with clients.



### 45. 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).

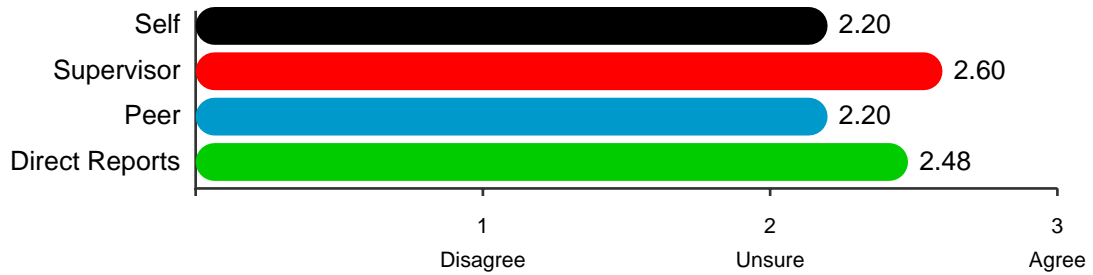
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Forms strong client relationships	15	2.00	26.7	27%	47%	27%
42. Is pro-active in dealing with clients and addressing their needs.	15	2.13	33.3	20%	47%	33%
43. Ensures client commitments and requirements are met or exceeded	15	2.20	40.0	20%	40%	40%
44. Maintains strong relationships with clients.	15	2.20	26.7	7%	67%	27%
45. Looks for opportunities that have a positive impact on Clients.	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_ is a great team member who cares about her team, the quality of her work, and the organization.
- She could improve with a take charge attitude.
- \_\_\_ has turned the Security department into an outstanding group of leaders with each officer capable of leading during diverse situations.
- She is trustworthy, dependable, positive attitude, and team focused.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- She couldn't be more engaged if she tried.

# Customer Focus

## Summary Scores



### 46. Develops strong customer relationships.



### 47. Maintains positive customer relationships.



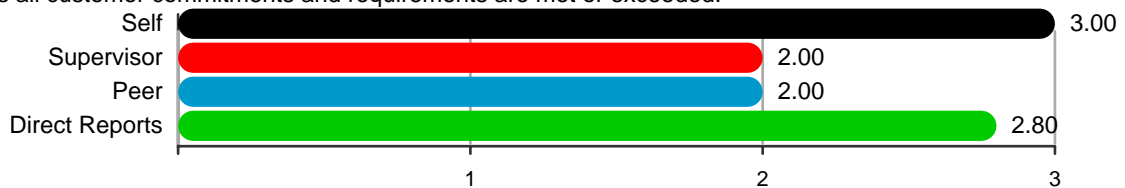
### 48. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.



### 49. Considers customers point of view when making decisions.



### 50. Ensures all customer commitments and requirements are met or exceeded.



## 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).

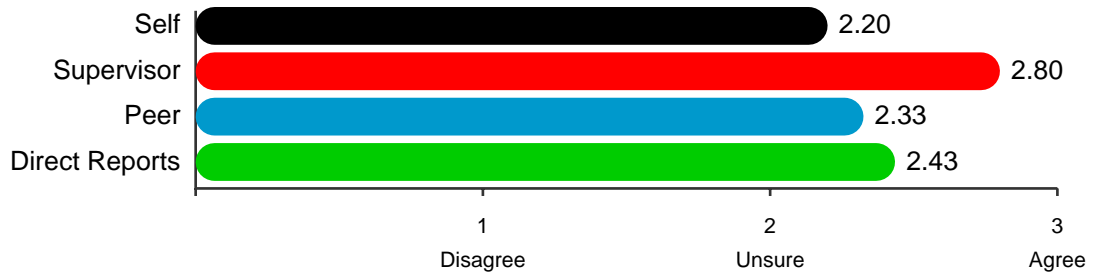
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Develops strong customer relationships.	15	2.27	26.7		73%	27%
47. Maintains positive customer relationships.	15	2.13	26.7	13%	60%	27%
48. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	2.40	40.0		60%	40%
49. Considers customers point of view when making decisions.	15	2.47	46.7		53%	47%
50. Ensures all customer commitments and requirements are met or exceeded.	15	2.33	46.7	13%	40%	47%

### Comments:

- I will always remember \_\_\_ as my first manager and be thankful she helped shape my first career.
- \_\_\_ needs to remove herself from the day-to-day operations of the department and take a bigger picture role, not directing the actions of staff which doesn't give them the opportunity to understand the issues and develop approaches.
- She sets a good example for personal growth.
- She has always encouraged others and provided tools for the employee to do so.
- Provide more frequent development feedback.
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.

# Recognition

## Summary Scores



### 51. Lets employees know when they have done well



### 52. Finds opportunities to recognize others.



### 53. Recognizes the abilities and skills of self and others



### 54. Makes people around them feel appreciated and valued.



### 55. Compliments other people when they do good 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).

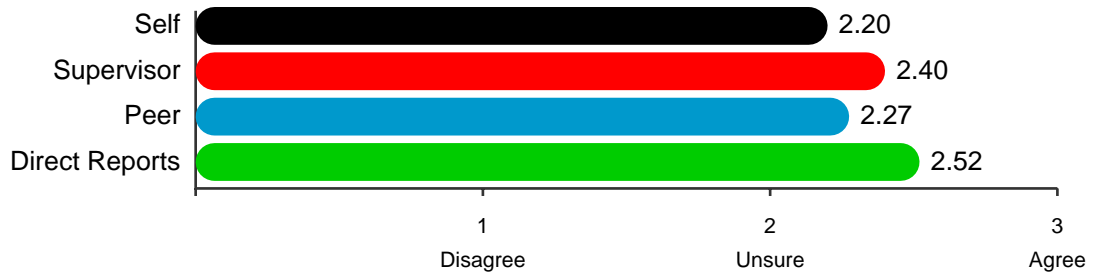
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. Lets employees know when they have done well	14	2.21	28.6	7%	64%	29%
52. Finds opportunities to recognize others.	14	2.29	42.9	14%	43%	43%
53. Recognizes the abilities and skills of self and others	15	2.53	53.3		47%	53%
54. Makes people around them feel appreciated and valued.	15	2.47	46.7		53%	47%
55. Compliments other people when they do good work	15	2.40	40.0		60%	40%

### Comments:

- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- Take charge without being pushed to do so.
- She strives to raise the bar everyday to improve our processes to best serve our customers.
- Her professionalism is beyond reproach and she is fair and just.
- Sometimes a problem or issue can halt your progress. Strive to tackle these head on instead of hoping they resolve on their own.
- \_\_\_ is a great asset to the team. We are grateful to have her.

# Planning

## Summary Scores



56. Anticipates obstacles and ways to overcome them.



57. Works in an organized manner



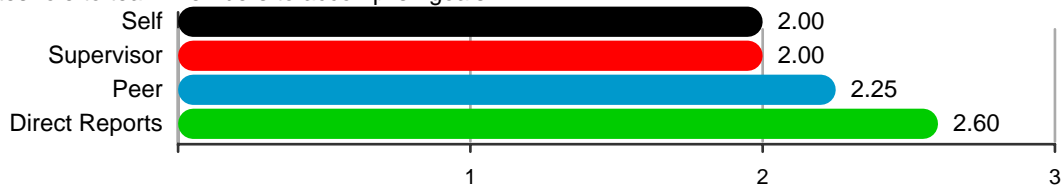
58. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.



59. Able to identify the needs of the department before a major change.



60. Delegates role to team members to accomplish 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
56. Anticipates obstacles and ways to overcome them.	15	2.53	53.3	47%	53%	
57. Works in an organized manner	15	2.33	33.3	67%	33%	
58. Anticipates potential challenges, develops plan to overcome them and then carries out the plan.	15	2.33	33.3	67%	33%	
59. Able to identify the needs of the department before a major change.	15	2.27	26.7	73%	27%	
60. Delegates role to team members to accomplish goals.	15	2.33	33.3	67%	33%	

### Comments:

- Dedicated to the customer and community, she is worth her weight in gold.
- She will sit down with all parties involved before she makes a decision.
- \_\_\_ remains visible and accessible when needed and she's always prompt to respond to email and phone messages.
- \_\_\_ is a great leader to have in our department, she helps us grow and encourages us to be better at everything we do.
- \_\_\_ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- \_\_\_ 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.

## 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?

- Over this past year \_\_\_ has demonstrated ambition and the desire for professional growth in her new role as CIO.
- \_\_\_ has done a great job clarifying roles on her team and leading them by example and hard work as well.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- \_\_\_ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- \_\_\_ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- I have only recently started working with \_\_\_ and therefore do not have comments on some items, but regarding the projects I have worked with \_\_\_ on to date the above applies.

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

- \_\_\_ has been able to manage a unit within budget (at least to the best of my knowledge), in difficult financial times.
- I value and appreciate \_\_\_ very much.
- \_\_\_ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- She does talk using technical language (Information Technology) but will explain what she means if I don't understand.

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

- She cares deeply for what she does and it shows.
- \_\_\_ supports each security officer in such a way that you want to grow and improve in what you do.
- \_\_\_ is not always clear in communicating desired outcomes and expectation. She sometimes lacks the ability to clearly convey consistent specific goals leading to wasted energy and work that dead ends.
- Her communication techniques are clear and to the point which is very much appreciated.
- She is passionate about providing the services necessary to meet the needs of our organization.
- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.

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

- I truly appreciate \_\_\_'s knowledge, her professionalism, and her reliability.
- \_\_\_ is a knowledgeable professional committed to improvement and quality. \_\_\_ shows her expertise in meetings and conversations, is helpful and solves problems effectively.
- \_\_\_ excels at looking at other people's strengths and building upon them for the good of the department.
- She always makes a point to make sure she has all appropriate data and information before making decisions, soliciting input or passing judgment on an issue.
- Communication is not always timely, I think she means well but lack of communication causes more stress on the department than the actual information when finally received.
- She is friendly, courteous, and kind all while being very professional.

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

- She is a very diligent hard worker.
- \_\_\_ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.
- \_\_\_ has great insights regarding individuals and relationships, as well as good ideas about processes.
- \_\_\_ is a hands on leader in our program.
- \_\_\_ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. \_\_\_ also helps her team recognize areas of improvement and works to improve those areas as well.
- \_\_\_ investigates any employee problem before she reacts and has dealt with each situation fairly. She collaborates well with other departments and is always focused on the customer experience.

### Any final comments?

- \_\_\_ is an exceptional leader in my opinion. She leads by example and knows her teams at the depth necessary to effectively engage them and lead them to improved performance.
- I admire her ability to see the big picture (both within our walls and outside our walls).
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- Very service oriented. Responds to issues and concerns in a timely manner. Is always willing to help whenever / however possible.
- \_\_\_ has continued to have some bumps this year along the lines of teamwork and collaboration.
- As \_\_\_ gets to know more leaders and staff, she will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.