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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.

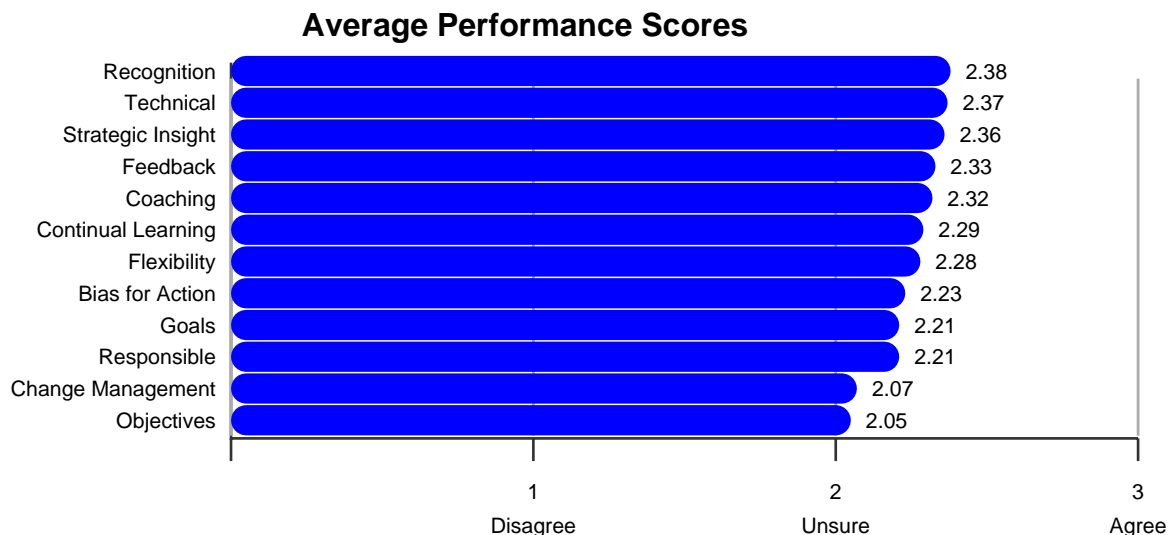
## What to Do with Your Feedback

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

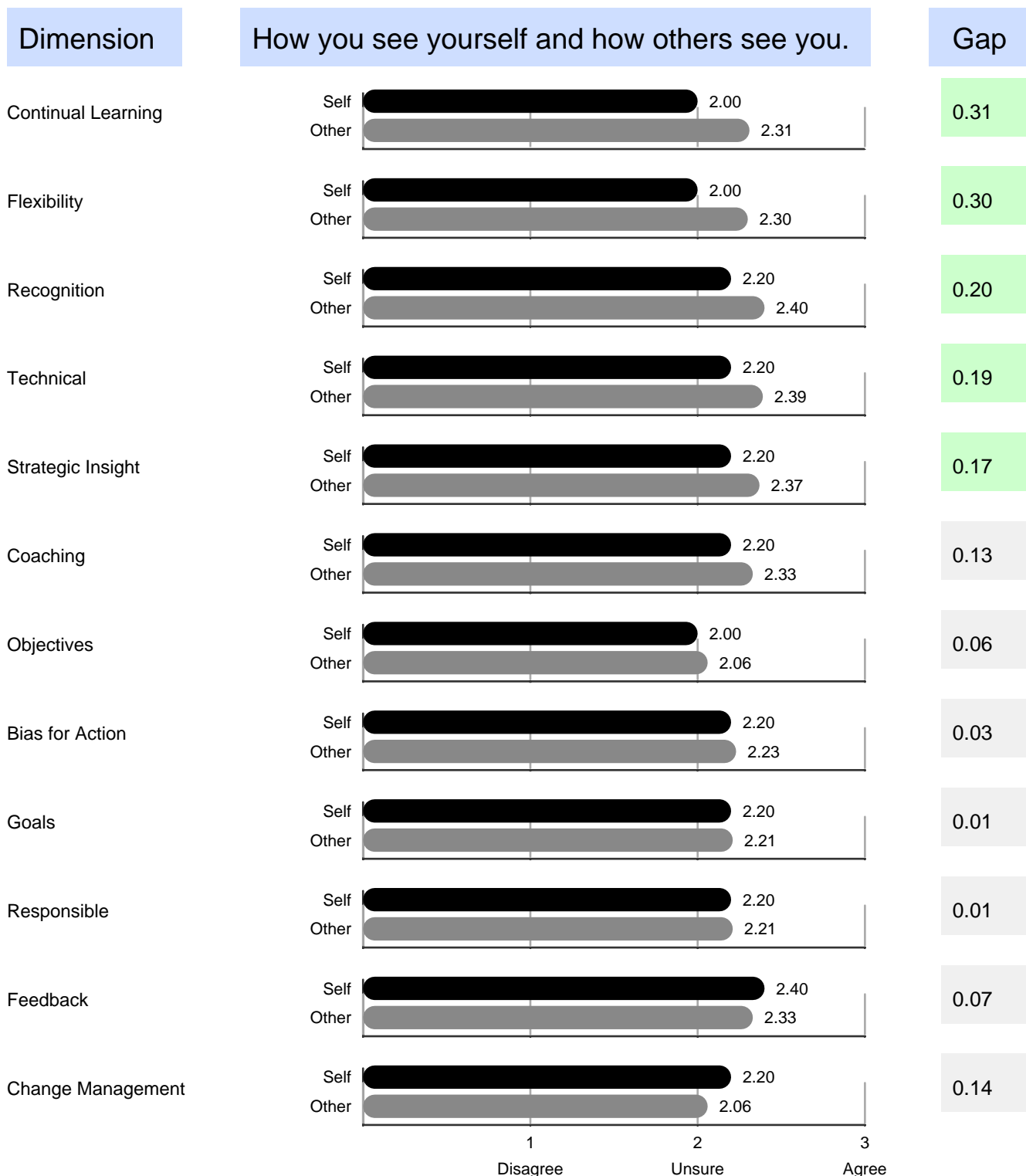
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



# Technical

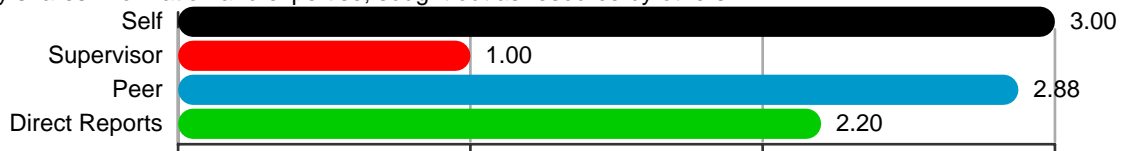
## Summary Scores



1. Is knowledgeable of procedures or systems necessary for the job.



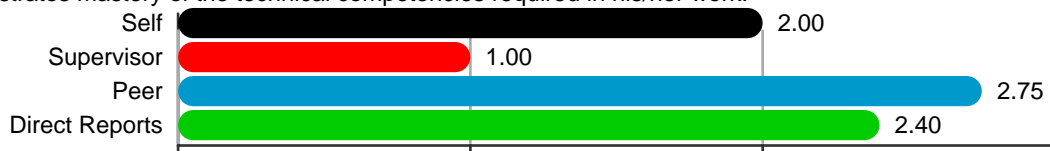
2. Willingly shares information and expertise; sought out as resource by others



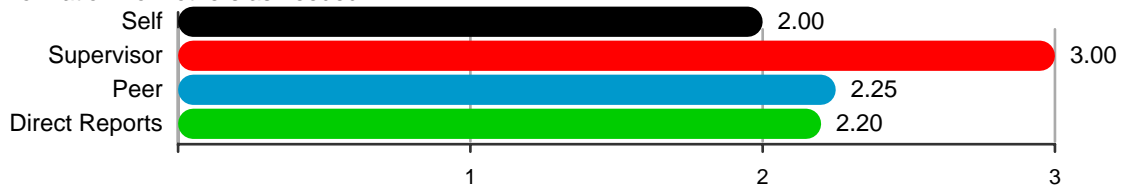
3. Knows how to produce high quality products/work.



4. Demonstrates mastery of the technical competencies required in his/her work.



5. Seeks information from others as 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. Is knowledgeable of procedures or systems necessary for the job.	15	2.27	33.3	7%	60%	33%
2. Willingly shares information and expertise; sought out as resource by others	15	2.53	73.3	20%	7%	73%
3. Knows how to produce high quality products/work.	15	2.33	40.0	7%	53%	40%
4. Demonstrates mastery of the technical competencies required in his/her work.	15	2.47	53.3	7%	40%	53%
5. Seeks information from others as needed.	15	2.27	40.0	13%	47%	40%

### Comments:

- \_\_\_ leads by example.
- \_\_\_ has made some excellent hiring decisions this past year. I am extremely impressed with both \_\_\_ & \_\_\_ and look forward to seeing what they will achieve together as a team in this next year.
- Sometimes it seems like \_\_\_'s priorities or expectations shift unexpectedly.
- She is an excellent problem solver.
- \_\_\_ is a very good leader.
- Confidence is the only thing I think she needs to improve on.

# Flexibility

## Summary Scores



### 6. Able to adapt to new situations.



### 7. Encourages others to adopt new procedures.



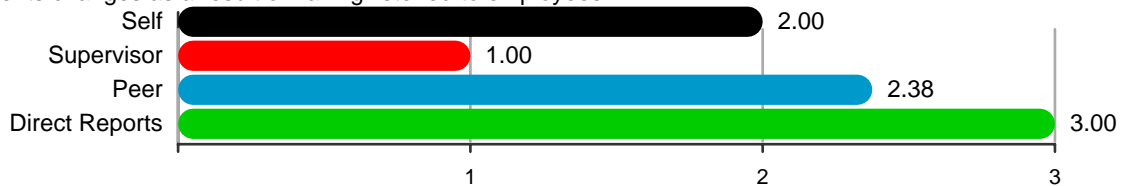
### 8. Is open to alternative ways to accomplish goals



### 9. Adapts to new organizational structures, policies, or procedures.



### 10. Implements changes as a result of having listened to employees



## 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 adapt to new situations.	15	2.13	33.3	20%	47%	33%
7. Encourages others to adopt new procedures.	15	2.07	26.7	20%	53%	27%
8. Is open to alternative ways to accomplish goals	15	2.33	40.0	7%	53%	40%
9. Adapts to new organizational structures, policies, or procedures.	15	2.40	53.3	13%	33%	53%
10. Implements changes as a result of having listened to employees	15	2.47	60.0	13%	27%	60%

### Comments:

- Is a great teammate and valuable resource for the company. it is obvious she cares for the team
- \_\_\_ is a fantastic leader who understands her team and can engage and motivate them towards organizational objectives.
- She relies heavily on her team to seek front line input and opinions and is always great about communicating upcoming changes.
- She will sit down with all parties involved before she makes a decision.
- Her view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.
- Ready to tackle any given problem and help others finish 1st

# Bias for Action

## Summary Scores



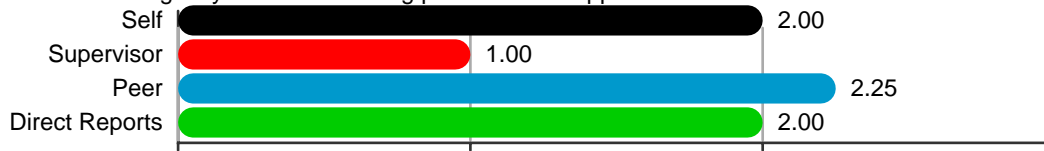
### 11. Motivates others to achieve or exceed goals



### 12. Displays high energy and enthusiasm on consistent basis.



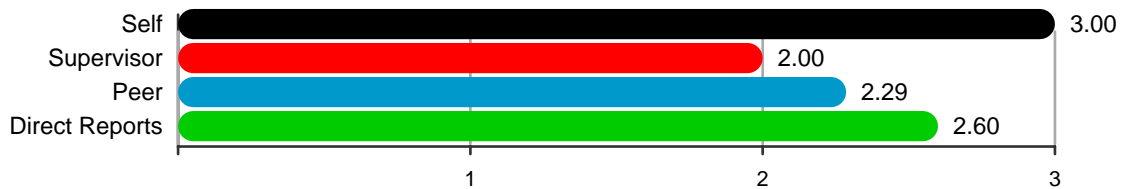
### 13. Conveys a sense of urgency about addressing problems and opportunities



### 14. Encourages risk taking and experimentation to improve performance



### 15. Projects a "can-do" attitude when interfacing with peers, subordinates and customers (especially during difficult and challenging times).





## 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).

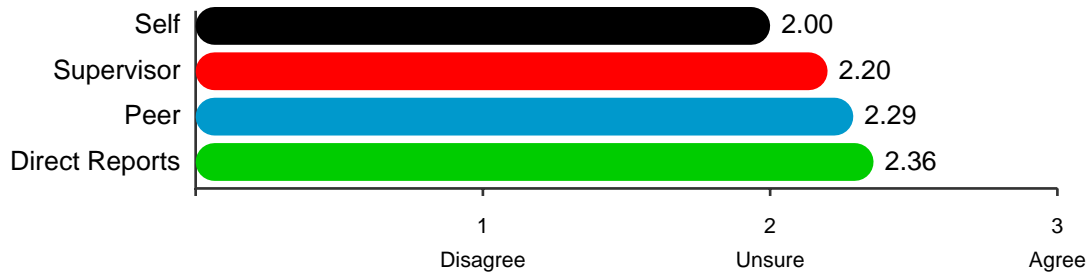
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. Motivates others to achieve or exceed goals	15	2.33	40.0	7%	53%	40%
12. Displays high energy and enthusiasm on consistent basis.	15	2.07	20.0	13%	67%	20%
13. Conveys a sense of urgency about addressing problems and opportunities	15	2.07	26.7	20%	53%	27%
14. Encourages risk taking and experimentation to improve performance	15	2.27	40.0	13%	47%	40%
15. Projects a "can-do" attitude when interfacing with peers, subordinates and customers(especially during difficult and challenging times).	14	2.43	50.0	7%	43%	50%

### Comments:

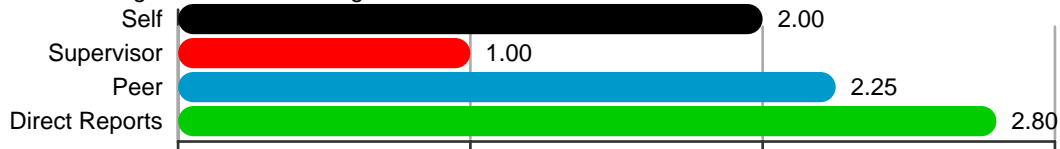
- \_\_\_ is one of the most responsible and committed directors in the organization. She does an excellent job serving her customers and following up to make sure they are satisfied.
- \_\_\_ needs no improvement
- \_\_\_ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.
- A willingness and flexibility to pitch in help where needed is important.
- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- \_\_\_ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.

# Continual Learning

## Summary Scores



16. Builds on their strengths while addressing their weaknesses.



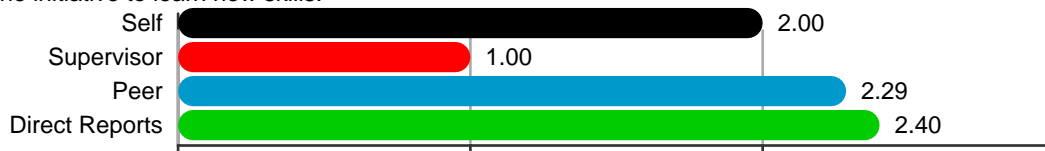
17. Participates in regular training offered.



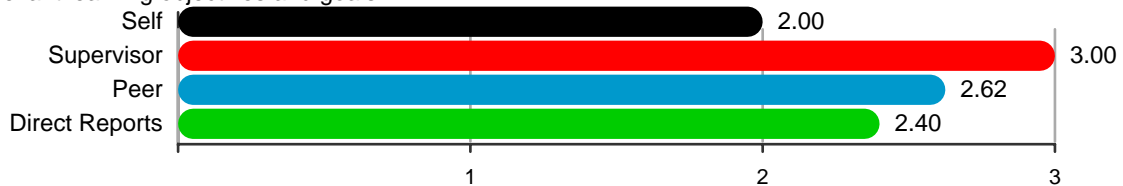
18. Is open to new ideas and concepts.



19. Takes the initiative to learn new skills.



20. Sets relevant learning objectives and goals.



## Level of Skill

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

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. Builds on their strengths while addressing their weaknesses.	15	2.33	46.7	13%	40%	47%
17. Participates in regular training offered.	15	2.33	40.0	7%	53%	40%
18. Is open to new ideas and concepts.	14	2.00	14.3	14%	71%	14%
19. Takes the initiative to learn new skills.	14	2.21	42.9	21%	36%	43%
20. Sets relevant learning objectives and goals.	15	2.53	60.0	7%	33%	60%

### Comments:

- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.
- I really enjoy working with \_\_\_\_\_. When we discovered there was an issue with the policy we worked together to complete it quickly so it went through committee in a timely manner.
- I honestly cannot think of anything that she could improve on.
- \_\_\_\_\_ is an extremely competent leader and I am enjoying learning by her example.
- \_\_\_\_\_ continues to be a great boss. She is available to us and always has time to help with anything.
- Her years of experience and wisdom are generously shared and appreciated.

# Feedback

## Summary Scores



### 21. Accepts the views of others.



### 22. Open to the suggestions of others.



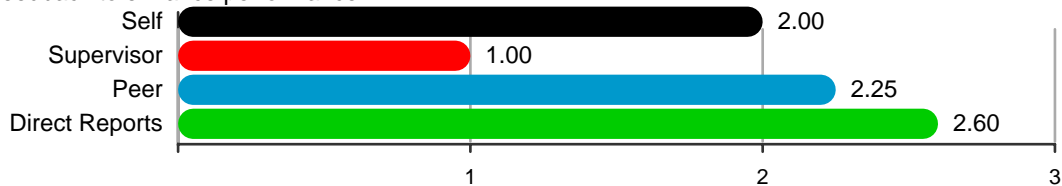
### 23. Asks others for their ideas and opinions.



### 24. Shares past experiences with others as learning opportunities.



### 25. Seeks feedback to enhance 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. Accepts the views of others.	15	2.60	66.7	7%	27%	67%
22. Open to the suggestions of others.	15	2.33	40.0	7%	53%	40%
23. Asks others for their ideas and opinions.	15	2.07	20.0	13%	67%	20%
24. Shares past experiences with others as learning opportunities.	15	2.40	53.3	13%	33%	53%
25. Seeks feedback to enhance performance.	15	2.27	53.3	27%	20%	53%

### Comments:

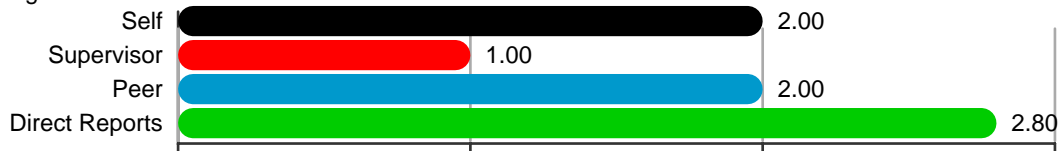
- Good leadership style.
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- \_\_\_ is a high performer, yet she is also self-aware, and is constantly challenging herself and her coworkers to improve.
- \_\_\_ has been an excellent assistant manager.
- Need to continue to engage staff in team development and role clarification.
- \_\_\_ has demonstrated the ability to manage significant changes in her area with great skill.

# Goals

## Summary Scores



### 26. Achieves goals.



### 27. Achieves established goals.



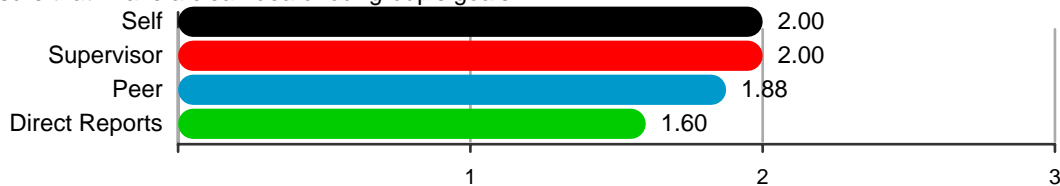
### 28. Conducts timely follow-up; keeps others informed on a need to know basis.



### 29. Sets high expectations and goals; encourages others to support the organization.



### 30. Makes sure that I have a clear idea of our group's 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).

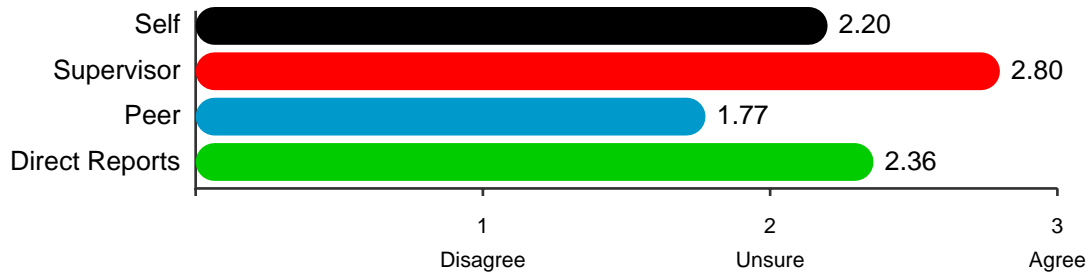
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. Achieves goals.	15	2.20	33.3	13%	53%	33%
27. Achieves established goals.	15	2.00	26.7	27%	47%	27%
28. Conducts timely follow-up; keeps others informed on a need to know basis.	15	2.47	53.3	7%	40%	53%
29. Sets high expectations and goals; encourages others to support the organization.	15	2.60	60.0		40%	60%
30. Makes sure that I have a clear idea of our group's goals.	15	1.80	13.3	33%	53%	13%

### Comments:

- \_\_\_'s number one priority is customer outcome - she is a team player and is a pleasure to work with.
- We are so lucky to have her a Manager. She is so attentive when anyone needs to talk to her, she is quick to respond to the needs of our unit or the individual.
- \_\_\_ is very visible on the unit. Spending many hours with staff.
- I appreciate her perspective and guidance on a variety of things.
- \_\_\_ listens to her staff and delegates responsibilities as appropriate.
- \_\_\_ has improved in her interaction with other departments. But this is an area that she could continue to work on.

# Change Management

## Summary Scores



31. Assists others in understanding changes to the organization.



32. Adopts changes to set and example for others to follow.



33. Supports the Company's efforts to implement changes.



34. Supports new initiatives for organizational changes to improve effectiveness.



35. Effective in implementing new organizational vision and values.





## 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).

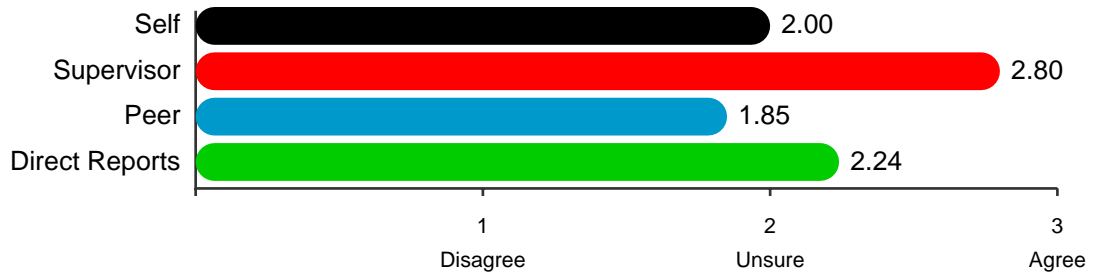
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. Assists others in understanding changes to the organization.	15	2.13	33.3	20%	47%	33%
32. Adopts changes to set and example for others to follow.	15	2.13	33.3	20%	47%	33%
33. Supports the Company's efforts to implement changes.	15	2.07	33.3	27%	40%	33%
34. Supports new initiatives for organizational changes to improve effectiveness.	15	2.13	26.7	13%	60%	27%
35. Effective in implementing new organizational vision and values.	15	1.87	20.0	33%	47%	20%

### Comments:

- The department director should have the authority to lead the team toward the vision laid out by the VP.
- \_\_\_ is a wonderful partner. She has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- She has inspired a new meaning of professionalism in the time she has spent here and can be counted on to advocate for the profession in all she says and does.
- She is organized, kind, and extremely approachable.
- \_\_\_ is always willing and routinely seeks opportunities to work with other departments.
- \_\_\_ has excellent writing skills when destined for department or the broad groups, but tends to relax her standards when outside that audience, especially in email. This makes it difficult for her management staff to share information and approvals directly with staff or external sources.

# Objectives

## Summary Scores



### 36. Sets long-term and short-term goals.



### 37. Encourages me to take on greater responsibility.



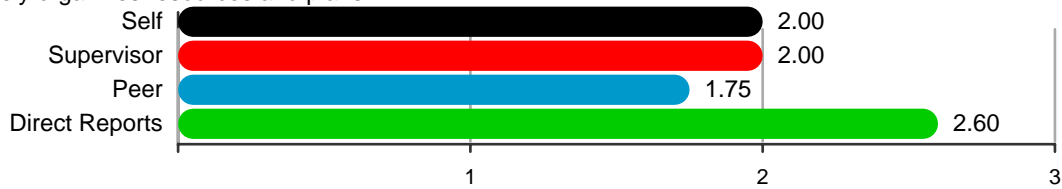
### 38. Establishes goals and objectives.



### 39. Ability to establish realistic goals.



### 40. Effectively organizes resources and plans



## 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).

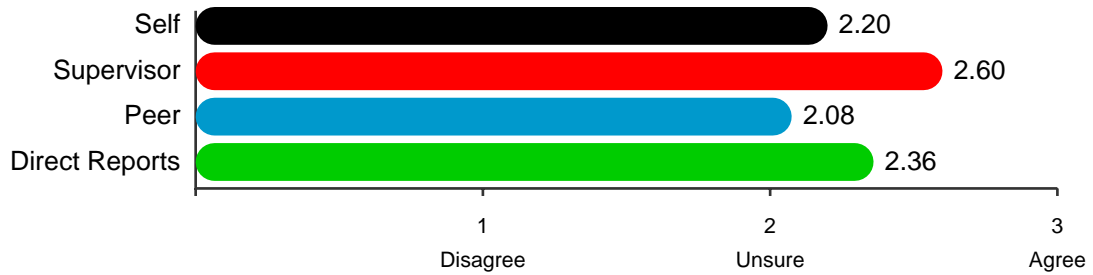
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. Sets long-term and short-term goals.	15	1.87	20.0	33%	47%	20%
37. Encourages me to take on greater responsibility.	15	1.93	13.3	20%	67%	13%
38. Establishes goals and objectives.	15	2.07	33.3	27%	40%	33%
39. Ability to establish realistic goals.	15	2.33	33.3		67%	33%
40. Effectively organizes resources and plans	15	2.07	33.3	27%	40%	33%

### Comments:

- She goes above and beyond with the amount of time she puts in and all the projects she is working on.
- \_\_\_ 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.
- I enjoy working with \_\_\_ very much.
- recently had experience of making remarks w/o thinking about perception of others. In the future this type of behavior should be of primary importance.
- Is empathetic, understanding, and dependable.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which \_\_\_ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.

# Responsible

## Summary Scores



### 41. Completes assigned work tasks.



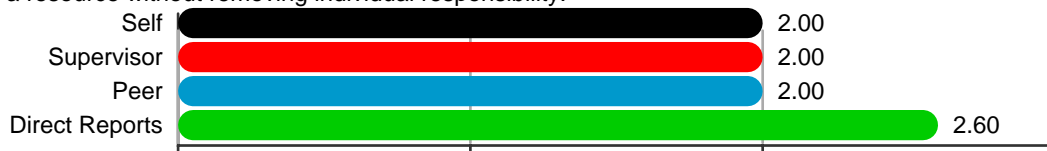
### 42. ...takes personal responsibility for results.



### 43. Behavior is ethical and honest.



### 44. Acts as a resource without removing individual responsibility.



### 45. Responsible for setting the vision of 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).

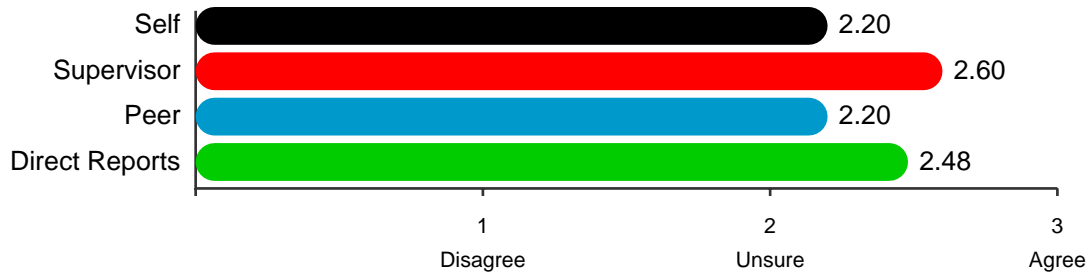
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. Completes assigned work tasks.	15	2.00	26.7	27%	47%	27%
42. ...takes personal responsibility for results.	15	2.13	33.3	20%	47%	33%
43. Behavior is ethical and honest.	15	2.20	40.0	20%	40%	40%
44. Acts as a resource without removing individual responsibility.	15	2.20	26.7	7%	67%	27%
45. Responsible for setting the vision of the department.	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_ is the consummate professional and pleasure to work with.
- \_\_\_ 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.
- She is a fantastic resource.
- \_\_\_ does an excellent job of focusing on customer service and going above and beyond to help her internal customers, which I hope provides her with some feeling of success. While it is true that not everything can be important if everything IS important, \_\_\_ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humany possible given the volume of priorities in all areas of [CompanyName] but she is so effective in her role that she is able to create that atmosphere and instill confidence in the managers. \_\_\_ has a solid reputation for being a direct communicator and her opinion is respected in our group.
- She has made improvements in organizing my time and meeting deadlines. However, she still sometimes get bogged down in process and needs to just make decisions.
- I enjoyed working with \_\_\_ on the project and thought that the Rx team involves were strong partners.

# Coaching

## Summary Scores



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



47. Provides clear, motivating, and constructive feedback.



48. Coaches employees in how to strengthen knowledge and skills to improve work performance.



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



50. Addresses employee behavior problems effectively.



## 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).

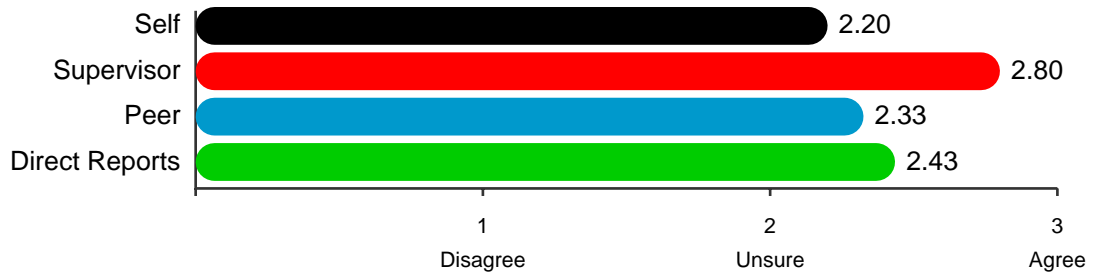
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. Meets regularly with employees to coach them on areas that will enhance their performance	15	2.27	26.7		73%	27%
47. Provides clear, motivating, and constructive feedback.	15	2.13	26.7	13%	60%	27%
48. Coaches employees in how to strengthen knowledge and skills to improve work performance.	15	2.40	40.0		60%	40%
49. Helps employees to understand responsibilities, authority, and expectations.	15	2.47	46.7		53%	47%
50. Addresses employee behavior problems effectively.	15	2.33	46.7	13%	40%	47%

### Comments:

- \_\_\_ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- She encourages individual and professional improvement and provides educational opportunities.
- \_\_\_ gives me feedback good and indifferent.
- \_\_\_ 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.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- Does well in most technical skills and is willing to learn anything that is new

# Recognition

## Summary Scores



51. Says "thank you" to show appreciation for work of others.



52. Reinforces and rewards employees for accomplishing necessary goals.



53. Is sincerely interested in the suggestions of co-workers



54. Compliments other people when they do good work



55. Recognizes team members who offer a significant contribution to a project.





## 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).

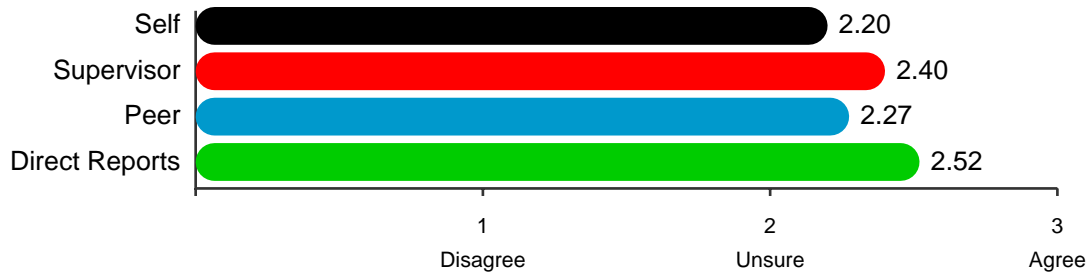
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. Says "thank you" to show appreciation for work of others.	14	2.21	28.6	7%	64%	29%
52. Reinforces and rewards employees for accomplishing necessary goals.	14	2.29	42.9	14%	43%	43%
53. Is sincerely interested in the suggestions of co-workers	15	2.53	53.3		47%	53%
54. Compliments other people when they do good work	15	2.47	46.7		53%	47%
55. Recognizes team members who offer a significant contribution to a project.	15	2.40	40.0		60%	40%

### Comments:

- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- \_\_\_ has supported me through some tough contract negotiations and she is the consummate professional.
- I feel that \_\_\_ has skills that are underutilized because she is a content expert in one function of the organization; however, her skills are far beyond human resources and should be used to help push the organization forward.
- \_\_\_ encourages our staff to strive to be the best that we can be.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which \_\_\_ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- Delegates often with little to no direction.

# Strategic Insight

## Summary Scores



56. Analyzes records and reports to obtain insight into potential issues and trends.



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



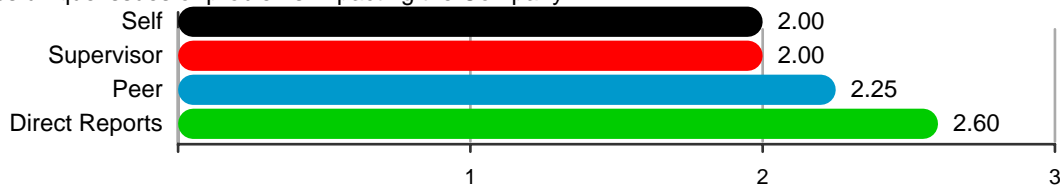
58. Implements long-term solutions to problems.



59. Anticipates business cycles and trends and makes adjustments in a timely manner.



60. Analyzes unique issues or problems impacting the 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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
56. Analyzes records and reports to obtain insight into potential issues and trends.	15	2.53	53.3	47%	53%	
57. Formulates policies and strategies for addressing the Company's important challenges.	15	2.33	33.3	67%	33%	
58. Implements long-term solutions to problems.	15	2.33	33.3	67%	33%	
59. Anticipates business cycles and trends and makes adjustments in a timely manner.	15	2.27	26.7	73%	27%	
60. Analyzes unique issues or problems impacting the Company.	15	2.33	33.3	67%	33%	

### Comments:

- \_\_\_ is very cognizant of areas for improvement. She has made a huge impact on how the department functions.
- \_\_\_ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- She is a great communicator and works hard to ensure an aligned team across Implementation Cycles.
- \_\_\_ always remains professional in her interactions and I appreciate her direct style of communication.
- \_\_\_ is a very positive addition to our Management team.
- \_\_\_, more than anyone, takes what she's learned with Core Competencies and implements them.

## 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?

- Seek and provide critical feedback.
- I can give concrete examples of how \_\_\_ actually exceeds -all- of the other elements of this performance review.
- Would like better response by communicating where concerns are versus trying to figure out if they are going to get done.
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do \_\_\_\_, your the best.
- She has a broad vision across all spectrums of the dynamics within services, from the customers, to staff and managers.
- I admire \_\_\_ for showing courage, compassion and committment during her recent team sessions.

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

- She is strong and firm in her decisions, but involves her entire team in those decisions.
- \_\_\_ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by her open communication style and ability to tactfully move through difficult communications.
- \_\_\_ sets high standards for those she works with and expects the same of herself.
- I think \_\_\_ has improved in her communication style and leadership style. Where I would suggest improvement is she 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.
- She has always been a great resource for me and my areas of responsibility providing us with the support we need to function.
- \_\_\_ treats all employees with respect and in a very professional manner.

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

- I believe she would be well-served by spending a little more time on the product in her areas of responsibility.
- \_\_\_ always makes decisions based on what is best for the department or organization.
- I think \_\_\_ has areas in her new Division where she needs to increase her knowledge; this is not a criticism.
- \_\_\_ does a great job of setting clear guidelines and goals and then supports staff as they make decisions during the day to day operation of the department.
- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.
- Sometimes she forces a solution she expects to work, but won't be effective under the circumstances.

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

- Great addition to our team!
- \_\_\_ is very approachable and always willing to listen.
- \_\_\_ has an incredible vision for our organization's strategy and improvement efforts.
- I know \_\_\_ is working with her director and HR business partner in understanding her role as a operational manager.
- She strives for self improvement and is heavily invested in the same for others.
- \_\_\_ is great...She provides valuable insight/opinion when asked and easily makes decisions.

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

- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- \_\_\_'s team has great respect for her and she actively engages her staff to help them develop their skills to ensure that they are achieving their long term goals. She has worked with many different teams over the years and the managment teams that she partners with have great respect for her and value her input.
- She is an excellent teammate, great attitude, effort, and energy.
- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.
- Good leadership style.
- Her skills, commitment, integrity and overall management style is something I have admired since I have worked here.

### Any final comments?

- Her great communication style allows her to draw in floor staff, other departments and individuals easily.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- \_\_\_ is thoughtful and organized in her decision making, by gathering information from available resources, then making a solid decision.
- More opportunities to share knowledge with the team.
- Very much appreciate \_\_\_'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.