



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.

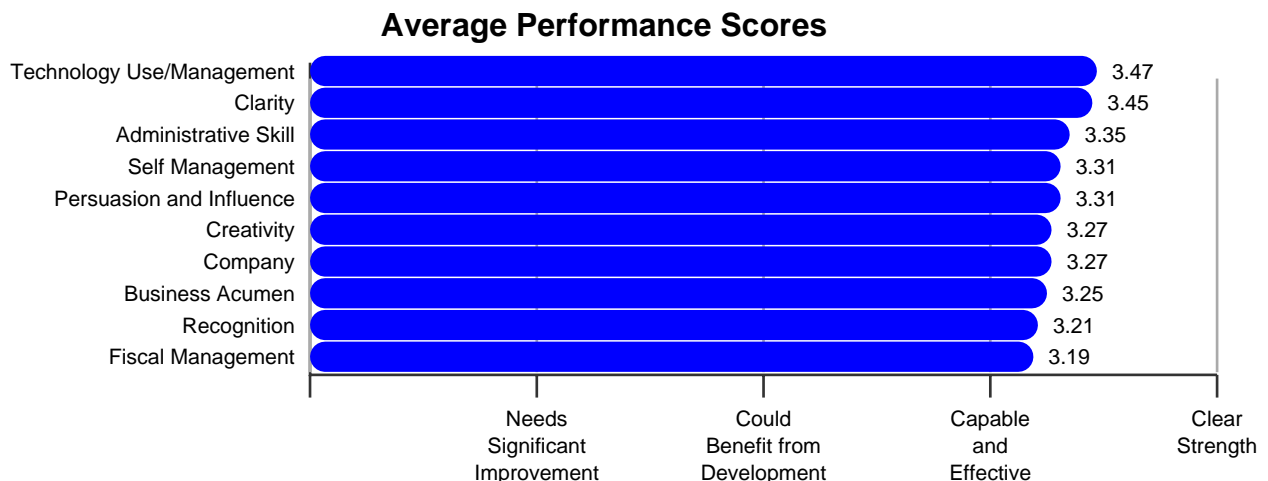
What to Do with Your Feedback

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 10 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.



Technology Use/Management

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Adopts the implementation of new technology into the workplace.	15	3.20	93.3	7%	67%		27%
2. Supports employee training and development initiatives regarding implementation of technology.	15	3.87	100.0	13%	87%		
3. Supports technical training and development of employees.	15	3.33	93.3	7%	53%		40%
4. Proficient in the use of technical systems and processes.	15	3.60	93.3	7%	27%	67%	
5. Maximizes the use of new technology to deliver products and services.	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	2022	2023	Change
1. Adopts the implementation of new technology into the workplace.	3.29	3.20	-0.09 ▼
2. Supports employee training and development initiatives regarding implementation of technology.	3.65	3.87	+0.22 ▲
3. Supports technical training and development of employees.	3.18	3.33	+0.16 ▲
4. Proficient in the use of technical systems and processes.	3.41	3.60	+0.19 ▲
5. Maximizes the use of new technology to deliver products and services.	3.24	3.33	+0.10 ▲

Comments:

- ___ has been so helpful to me as a new manager.
- ___ is a strong leader & mentor.
- Information is given concisely at meetings, and her explanations of all information is very clear.
- Look up collaboration and you'll find ___'s picture beside the word.
- She is committed to modeling anything that she would like to see implemented in our work environment.
- I would encourage her to share with others the work going on in her area in this regard. It deserves to be recognized and shared.

Administrative Skill

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Takes responsibility for decisions.	15	3.20	93.3	7%	60%	33%	
7. Strong organizational skills to keep the workspace and department in order	15	3.20	86.7	13%	53%	33%	
8. Implements and uses performance measures.	15	3.40	93.3	7%	47%	47%	
9. High attention to detail.	15	3.47	93.3	7%	40%	53%	
10. Accurately implements contract provisions.	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	2022	2023	Change
6. Takes responsibility for decisions.	3.24	3.20	-0.04 ▼
7. Strong organizational skills to keep the workspace and department in order	3.41	3.20	-0.21 ▼
8. Implements and uses performance measures.	3.24	3.40	+0.16 ▲
9. High attention to detail.	3.18	3.47	+0.29 ▲
10. Accurately implements contract provisions.	3.35	3.47	+0.11 ▲

Comments:

- ___ has been with [CompanyName] for many years and goes out of her way to offer assistance and guidance whenever she can.
- Additional feedback and communication.
- She is detailed when presenting a plan.
- ___ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- ___ is a wonderful collaborator and leader. It is a treat to be able to work with her.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.

Creativity

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Adds value to the department/organization.	15	3.53	100.0	47%	53%		
12. Conceives, implements and evaluates ideas.	15	3.27	100.0	73%	27%		
13. Creates a lot of new ideas.	15	3.33	100.0	67%	33%		
14. Develops solutions to challenging problems.	15	3.13	86.7	13%	60%	27%	
15. Inspires creativity in their team.	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	2022	2023	Change
11. Adds value to the department/organization.	3.47	3.53	+0.06 ▲
12. Conceives, implements and evaluates ideas.	3.47	3.27	-0.20 ▼
13. Creates a lot of new ideas.	3.35	3.33	-0.02 ▼
14. Develops solutions to challenging problems.	3.18	3.13	-0.04 ▼
15. Inspires creativity in their team.	3.00	3.07	+0.07 ▲

Comments:

- ___ has been an excellent assistant manager.
- She is always available to listen, lend a hand, or guide the staff when needed.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- She has been influential in our focus on the future.
- ___ is a strong leader. She encourages those reporting under her to make decisions and supports each one of us. She discusses outcomes and how decisions might be made differently when required but teaches in each opportunity so that we can learn and grow as leaders also. Always thinking about succession planning for the organization.
- I may not always agree with her decisions but I understand why they were made because she takes the time to explain them. The things she does for our department and me are immeasurable.

Self Management

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Does not allow own emotions to interfere with the performance of others.	15	3.40	93.3	7%	47%	47%	
17. Uses patience and self-control in working with customers and associates.	15	3.27	93.3	7%	60%	33%	
18. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	14	3.00	92.9	7%	79%	14%	
19. Consciously controls own negative emotions in order to keep team morale up.	15	3.47	100.0		53%	47%	
20. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.40	93.3	7%	47%	47%	

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	2022	2023	Change
16. Does not allow own emotions to interfere with the performance of others.	3.65	3.40	-0.25 ▼
17. Uses patience and self-control in working with customers and associates.	3.47	3.27	-0.20 ▼
18. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	3.12	3.00	-0.12 ▼
19. Consciously controls own negative emotions in order to keep team morale up.	3.59	3.47	-0.12 ▼
20. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.29	3.40	+0.11 ▲

Comments:

- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- She easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- There is room for improvement in all these elements.
- Management skills progressing well with experience.

Persuasion and Influence

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Ensures stakeholders are involved in the decision making process.	15	3.53	100.0	47%	53%		
22. Communicates effectively with others.	15	3.00	80.0	20%	60%	20%	
23. Develops a good rapport with others.	15	2.87	80.0	20%	73%	7%	
24. Has excellent influencing/negotiating skills.	15	3.47	100.0	53%	47%		
25. Able to express own goals and needs.	15	3.67	100.0	33%	67%		

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	2022	2023	Change
21. Ensures stakeholders are involved in the decision making process.	3.35	3.53	+0.18 ▲
22. Communicates effectively with others.	3.00	3.00	
23. Develops a good rapport with others.	2.88	2.87	-0.02 ▼
24. Has excellent influencing/negotiating skills.	3.00	3.47	+0.47 ▲
25. Able to express own goals and needs.	3.76	3.67	-0.10 ▼

Comments:

- She is fair, sets a good example, and I feel that she is very honest and has a great deal of integrity.
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- ___ is an excellent manager, our dept.is a good place to work with her as a boss
- Under her leadership, the department teams have become very cohesive.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- The few problems we have experienced during these changes is a reflection of ___'s leadership.

Clarity

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Is clear about goals that need to be achieved.	15	3.40	93.3	7%	47%	47%	
27. Attends to the important details of a job or task.	15	3.33	93.3	7%	53%	40%	
28. Communicates with clarity and efficiency.	15	3.53	100.0		47%	53%	
29. Is clear about the roles and duties of team members.	15	3.67	100.0		33%	67%	
30. Avoids stating unclear or conflicting goals.	15	3.33	100.0		67%	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	2022	2023	Change
26. Is clear about goals that need to be achieved.	3.53	3.40	-0.13 ▼
27. Attends to the important details of a job or task.	3.12	3.33	+0.22 ▲
28. Communicates with clarity and efficiency.	3.41	3.53	+0.12 ▲
29. Is clear about the roles and duties of team members.	3.59	3.67	+0.08 ▲
30. Avoids stating unclear or conflicting goals.	3.41	3.33	-0.08 ▼

Comments:

- ___ offers support to her managers in a style that is engaging, consistent, and motivating.
- Information is given concisely at meetings, and her explanations of all information is very clear.
- I am proud to say that ___ has greatly made so many improvements to our department, that were so desperately needed.
- She is someone that has proven she can be trusted to do what is right.
- Our desire to improve loss rates has been encouraged and supported by ___.
- ___ is always focused on the customer, shares this philosophy with her team and then empowers them to work together within the department as well as with other departments to ensure that the service to the customer exceed expectations.

Recognition

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Reinforces and rewards employees for accomplishing necessary goals.	15	3.20	86.7	13%	53%	33%	
32. Finds opportunities to recognize others.	15	3.40	100.0		60%	40%	
33. Lets employees know when they have done well	15	3.20	86.7	13%	53%	33%	
34. Recognizes team members who offer a significant contribution to a project.	15	3.27	93.3	7%	60%	33%	
35. Readily shares credit and gives others opportunity for visibility.	15	3.00	80.0	20%	60%	20%	

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	2022	2023	Change
31. Reinforces and rewards employees for accomplishing necessary goals.	3.18	3.20	+0.02 ▲
32. Finds opportunities to recognize others.	3.35	3.40	+0.05 ▲
33. Lets employees know when they have done well	3.18	3.20	+0.02 ▲
34. Recognizes team members who offer a significant contribution to a project.	2.88	3.27	+0.38 ▲
35. Readily shares credit and gives others opportunity for visibility.	3.18	3.00	-0.18 ▼

Comments:

- I can't think of a single thing ___ could improve upon.
- ___ is honest, does what she says she is going to do and can be counted on to be timely in her communication.
- ___ has a Competency mindset. She is always looking for how we as an organization and specifically her department can improve.
- ___ is a great manager to work for.
- ___ can be counted on for her reliability.
- More opportunities to share knowledge with the team.

Business Acumen

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Considers impact of actions on other areas of the organization.	15	3.20	93.3	7%	67%		27%
37. Applies the knowledge of work processes to influence the achievement of business goals	15	3.27	93.3	7%	60%		33%
38. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	15	3.27	86.7	13%	47%		40%
39. Able to align resources to meet the business needs of the company.	15	3.13	86.7	13%	60%		27%
40. Understands complex issues and problems.	15	3.40	93.3	7%	47%		47%

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	2022	2023	Change
36. Considers impact of actions on other areas of the organization.	3.18	3.20	+0.02 ▲
37. Applies the knowledge of work processes to influence the achievement of business goals	3.35	3.27	-0.09 ▼
38. Effectively develops and uses resources (people, time, money, supplies, equipment, and space) to improve organizational performance	3.24	3.27	+0.03 ▲
39. Able to align resources to meet the business needs of the company.	3.59	3.13	-0.45 ▼
40. Understands complex issues and problems.	3.29	3.40	+0.11 ▲

Comments:

- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- ___ juggles a lot of responsibilities and appears to have it all under control.
- ___ handles financial resources very well, but employee time as a resource can be over-booked due to lack of prioritization from Leadership.
- I know that ___ would want me to include suggestions on how she could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader. Maybe allow Christmas decor before December?
- She is an excellent Manager!
- ___ is a great manager and has nothing but the greatest interest for her employees and customers.

Company

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Follows existing procedures and processes.	15	3.33	93.3	7%	53%	40%	
42. Understands the "basics" as to how [Company] functions/operates.	15	3.33	93.3	7%	53%	40%	
43. Attends [Company] gatherings and social events.	15	3.13	86.7	13%	60%	27%	
44. Impresses upon others the important aspects of [Company].	15	3.00	86.7	13%	73%	13%	
45. Expresses loyalty and dedication to [Company] in interactions with others.	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	2022	2023	Change
41. Follows existing procedures and processes.	3.29	3.33	+0.04 ▲
42. Understands the "basics" as to how [Company] functions/operates.	3.41	3.33	-0.08 ▼
43. Attends [Company] gatherings and social events.	3.35	3.13	-0.22 ▼
44. Impresses upon others the important aspects of [Company].	3.18	3.00	-0.18 ▼
45. Expresses loyalty and dedication to [Company] in interactions with others.	3.35	3.53	+0.18 ▲

Comments:

- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- I appreciate that ___ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- She is a strength that supports department morale and work flow.
- ___ is a very good leader with significant talents. She's open to feedback from others and is continually trying to further develop her own self.
- By applying vision, strategy and activation in her day to day decisions she inspires us to be the best leaders we can be.
- ___ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.

Fiscal Management

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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
46. Develops of the department's annual budget.	15	3.00	86.7	13%	73%		13%
47. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.20	93.3	7%	60%		33%
48. Effective in using Company's resources.	15	3.20	93.3	7%	67%		27%
49. Provides budgeting and accounting support to the Company.	15	3.40	93.3	7%	47%		47%
50. Keeps excellent records for financial transparency.	15	3.13	80.0	7%	13%	40%	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	2022	2023	Change
46. Develops of the department's annual budget.	3.24	3.00	-0.24 ▼
47. Ensures others follow the correct rules and regulations on fiscal matters.	3.00	3.20	+0.20 ▲
48. Effective in using Company's resources.	3.18	3.20	+0.02 ▲
49. Provides budgeting and accounting support to the Company.	3.35	3.40	+0.05 ▲
50. Keeps excellent records for financial transparency.	3.29	3.13	-0.16 ▼

Comments:

- I think ___ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when ___ took over and I feel ___ has risen to the occasion and handled herself well.
- ___ does an excellent job in her role.
- I feel as though I have a shared decision making relationship with ___ which makes me feel valued. She supports me and values my opinion.
- Positive energy and a team player.
- She is very knowledgeable and is always willing to lend a helping hand!
- She also has always been thankful for any help that I have given her.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- ___ is a strong manager, by which I mean she lets her employees know what is going on at all times, and I get the feeling that she has a handle on her job, and wants to be the best manager for us here.
- ___ is an excellent communicator and is very open and supportive to her staff.
- ___ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- I am having a hard time evaluating the last four. ___ produces excellent materials and strategy for marketing and business development. I think there may not be adequate consideration of unintended consequences to one area of our business or service line as a result of efforts supporting another area or service line.
- ___ is a great team member who cares about her team, the quality of her work, and the organization.

What do you like best about working with this individual?

- I really appreciate her.
- Without a doubt, ___ is the best director I have worked for in my 30+ year carrer at [CompanyName]. She inspires me and everyone else she comes in contact with; to be excellent, not just good, but excellent. I feel supported, respected, recognized and needed as the manager of SCI.
- ___ has been so helpful to me as a new manager.
- ___ is still learning her role and I see her only improving in the future. I do question her 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.
- Provide more clarity. Increase your technical knowledge.
- I find her to be a stellar asset to our team at [CompanyName].

What do you like least about working with this individual?

- ___'s leadership is very strong. She exhibits and very controlled sensibility about her own skills and professionalism.
- I value ___'s input and knowledge. She is a great partner and team member. I know when we are on a project together, she will see it through to the end.
- ___'s knowledge, expertise, and workflow comprehension are some of the strengths most valued by teammates. Leadership changes over the last year, have not allowed opportunities to showcase her strengths and [CompanyName] has not capitalized on them.
- Sometimes ___'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- She knows her material and obviously loves the continued learning that defines best practices.
- She truly is the best Manager I have ever had.

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

- 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.
- ___ is the shinning 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 proffesional and competent, compasionate and caring, and dedicated to this unit heart and soul.
- As a new manager she is progressing very well.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- ___ has also been open to our offer of assistance in this important project and made an easy transition into a team approach with finance and strategy.
- 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.

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

- She removes barriers so that we can do our job to the best of our ability.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- She also sees herself as a problem solver. The staff, however, experience being inundated with ideas and solutions that she presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- ___ is a wonderful person to work for.
- She couldn't be more engaged if she tried.
- 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.

Any final comments?

- She absorbs information like a sponge and it's impressive to see how she leads the rest of us forward.
- She interacts effectively with our most difficult customers.
- Is always available to assist with issues, all scopes business or personal.
- ___ is a pleasure to work with.
- ___ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.