



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

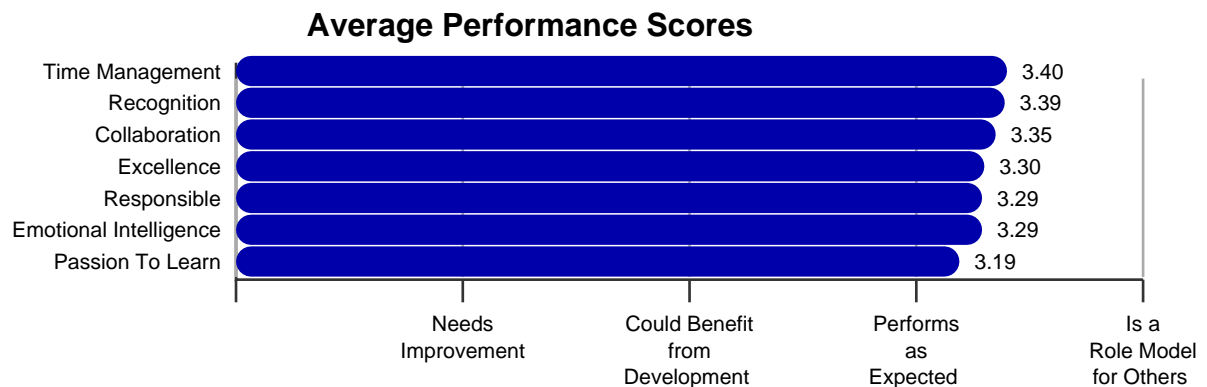
What to Do with Your Feedback

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

Summary

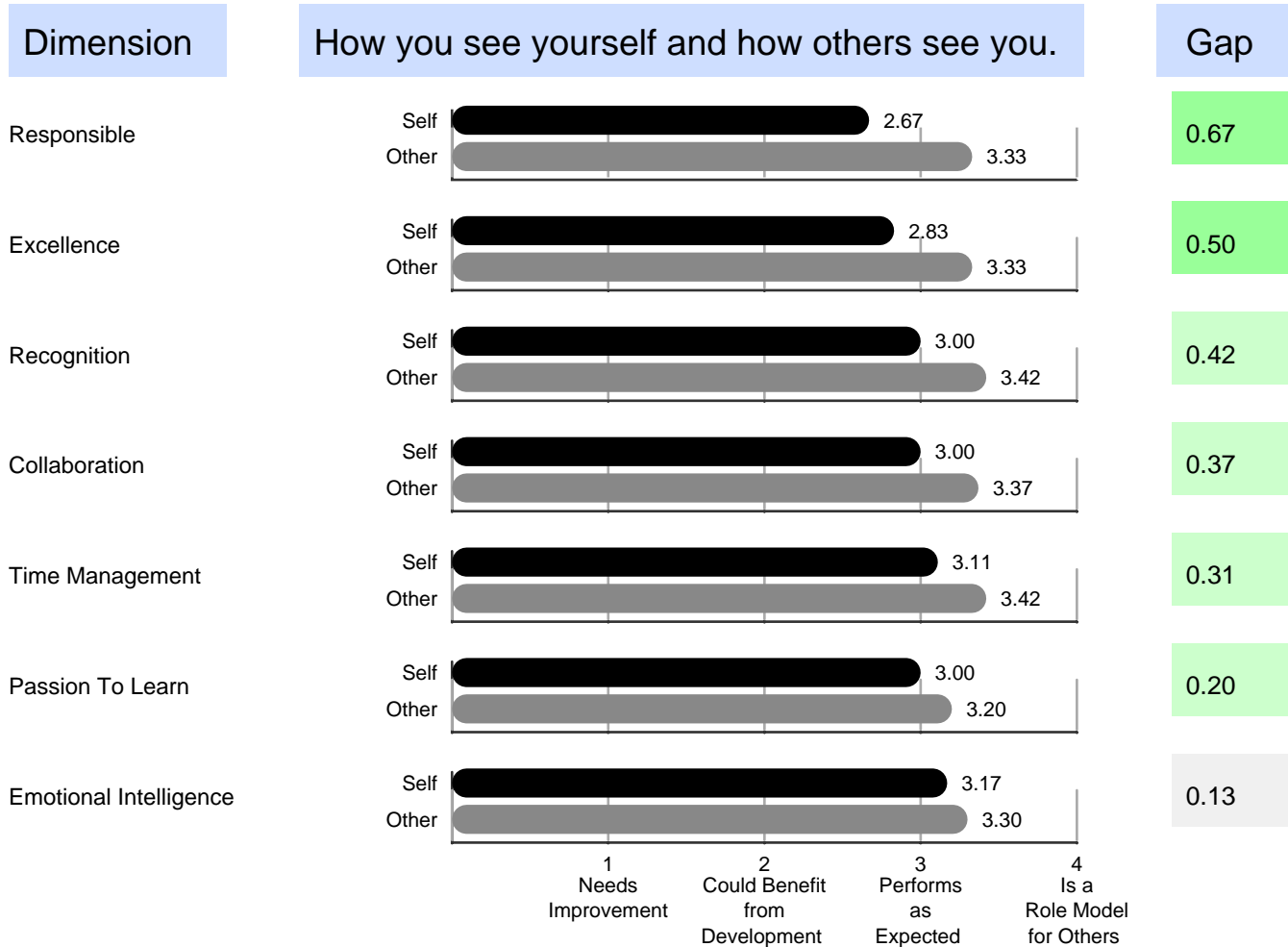
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Time 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 Improvement) to green (Is a Role Model for Others).

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 1. Efficiently uses time available. | 15 | 3.20 | 93.3 | 7% | 67% | 27% | |
| 2. Uses agendas when chairing or facilitating meetings. | 15 | 3.87 | 100.0 | 13% | 87% | | |
| 3. Able to keep to the project schedule. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 4. Anticipates problems and resolves them before they negatively impact the schedule. | 15 | 3.60 | 93.3 | 7% | 27% | 67% | |
| 5. Often arrives at work early to get the day started. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 6. Wastes very little time. | 15 | 3.20 | 93.3 | 7% | 60% | 33% | |
| 7. Manages time effectively by focusing efforts on high value tasks. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 8. Proactively addresses crucial matters. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 9. Accurately captures time across various tasks. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|---|------|------|---------|
| 1. Efficiently uses time available. | 3.29 | 3.20 | -0.09 ▼ |
| 2. Uses agendas when chairing or facilitating meetings. | 3.65 | 3.87 | +0.22 ▲ |
| 3. Able to keep to the project schedule. | 3.18 | 3.33 | +0.16 ▲ |
| 4. Anticipates problems and resolves them before they negatively impact the schedule. | 3.41 | 3.60 | +0.19 ▲ |
| 5. Often arrives at work early to get the day started. | 3.24 | 3.33 | +0.10 ▲ |
| 6. Wastes very little time. | 3.24 | 3.20 | -0.04 ▼ |
| 7. Manages time effectively by focusing efforts on high value tasks. | 3.41 | 3.20 | -0.21 ▼ |
| 8. Proactively addresses crucial matters. | 3.24 | 3.40 | +0.16 ▲ |
| 9. Accurately captures time across various tasks. | 3.18 | 3.47 | +0.29 ▲ |

Comments:

- Establishes a culture where everyone's contribution is acknowledged and valued.
- ___ is a strong leader & mentor.
- I enjoy working with ___; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.
- ___ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
-

I do believe that when change is initiated by her that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.

- ___ 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.

Excellence

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 10. Can be counted on to add value wherever they are involved. | 15 | 3.47 | 93.3 | 7% | 40% | 53% | |
| 11. Demonstrates the analytical skills to do their job. | 15 | 3.53 | 100.0 | | 47% | 53% | |
| 12. Keeps themselves and others focused on constant improvement. | 15 | 3.27 | 100.0 | | 73% | 27% | |
| 13. Produces high quality work. | 15 | 3.33 | 100.0 | | 67% | 33% | |
| 14. Takes a lot of pride in their work. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 15. Is planful and organized. | 15 | 3.07 | 80.0 | 20% | 53% | 27% | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|--|------|------|---------|
| 10. Can be counted on to add value wherever they are involved. | 3.35 | 3.47 | +0.11 ▲ |
| 11. Demonstrates the analytical skills to do their job. | 3.47 | 3.53 | +0.06 ▲ |
| 12. Keeps themselves and others focused on constant improvement. | 3.47 | 3.27 | -0.20 ▼ |
| 13. Produces high quality work. | 3.35 | 3.33 | -0.02 ▼ |
| 14. Takes a lot of pride in their work. | 3.18 | 3.13 | -0.04 ▼ |
| 15. Is planful and organized. | 3.00 | 3.07 | +0.07 ▲ |

Comments:

- She is always only a phone call away and makes an effort to help the worker bee on a daily basis.
- ___ is actively involved in observations and demonstrates her commitment to the team. This is very much appreciated.
- A great addition to the team.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- ___ has been very supportive as a supervisor.
- One of the best supervisors that I have had.

Collaboration

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 16. Works with others to pool knowledge, ideas and resources to provide deeper insights into difficult issues. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 17. Values others in decision making. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 18. Encourages team members to offer opinions and ideas. | 14 | 3.00 | 92.9 | 7% | 79% | 14% | |
| 19. Makes decisions with other members of the group. | 15 | 3.47 | 100.0 | | 53% | 47% | |
| 20. Maintains strong relationships with suppliers to ensure quality standards are met. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 21. Builds and strengthens relationships to improve collaboration and leadership. | 15 | 3.53 | 100.0 | | 47% | 53% | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|--|------|------|---------|
| 16. Works with others to pool knowledge, ideas and resources to provide deeper insights into difficult issues. | 3.65 | 3.40 | -0.25 ▼ |
| 17. Values others in decision making. | 3.47 | 3.27 | -0.20 ▼ |
| 18. Encourages team members to offer opinions and ideas. | 3.12 | 3.00 | -0.12 ▼ |
| 19. Makes decisions with other members of the group. | 3.59 | 3.47 | -0.12 ▼ |
| 20. Maintains strong relationships with suppliers to ensure quality standards are met. | 3.29 | 3.40 | +0.11 ▲ |
| 21. Builds and strengthens relationships to improve collaboration and leadership. | 3.35 | 3.53 | +0.18 ▲ |

Comments:

- ___ conducts herself with a high level of integrity and respects honesty and integrity in the people she works with.
- She promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- I really appreciate her.
- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- I feel that we would not be such a great place if it wasn't for ___. ___ is the best!!!!!!
- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.

Responsible

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 22. Responsible for setting the vision of the department. | 15 | 3.00 | 80.0 | 20% | 60% | | 20% |
| 23. Sets a good example | 15 | 2.87 | 80.0 | 20% | 73% | | 7% |
| 24. Behavior is ethical and honest. | 15 | 3.47 | 100.0 | | 53% | | 47% |
| 25. Works in a way that makes others want to work with her/him. | 15 | 3.67 | 100.0 | | 33% | | 67% |
| 26. Is a person you can trust. | 15 | 3.40 | 93.3 | 7% | 47% | | 47% |
| 27. Sets a good example. | 15 | 3.33 | 93.3 | 7% | 53% | | 40% |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|---|------|------|---------|
| 22. Responsible for setting the vision of the department. | 3.00 | 3.00 | |
| 23. Sets a good example | 2.88 | 2.87 | -0.02 ▼ |
| 24. Behavior is ethical and honest. | 3.00 | 3.47 | +0.47 ▲ |
| 25. Works in a way that makes others want to work with her/him. | 3.76 | 3.67 | -0.10 ▼ |
| 26. Is a person you can trust. | 3.53 | 3.40 | -0.13 ▼ |
| 27. Sets a good example. | 3.12 | 3.33 | +0.22 ▲ |

Comments:

- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- You can count on ___ to give you the most honest feedback even if it is information you may not want to hear.
- ___ is excellent at providing positive feedback in the moment while in meetings.
- ___ does routinely demonstrate and encourage collaboration with other departments, but sometimes all of the information does not make it through the whole team or those involved. this has improved but can use a little more work on the consistent side of it.
- I believe I need to give her a chance to get into her position.
- Is extremely knowledgeable and is always continuing her education to stay up to date.

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 Improvement) to green (Is a Role Model for Others).

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|--|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 28. Offers recognition only when the employee has exceeded a certain performance level. | 15 | 3.53 | 100.0 | 47% | 53% | | |
| 29. Offers recognition that reflects the employee's strengths, dedication, and values. | 15 | 3.67 | 100.0 | 33% | 67% | | |
| 30. Accompanies recognition with specific examples of how the employee's work made a difference for the department/organization. | 15 | 3.33 | 100.0 | 67% | 33% | | |
| 31. Acknowledges achievements based on measurable contributions rather than favoritism or personal bias. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |
| 32. Understands the power of recognition as a motivator of job performance. | 15 | 3.40 | 100.0 | 60% | 40% | | |
| 33. Offers recognition that is contingent upon specific performance achievement. | 15 | 3.20 | 86.7 | 13% | 53% | 33% | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|--|------|------|---------|
| 28. Offers recognition only when the employee has exceeded a certain performance level. | 3.41 | 3.53 | +0.12 ▲ |
| 29. Offers recognition that reflects the employee's strengths, dedication, and values. | 3.59 | 3.67 | +0.08 ▲ |
| 30. Accompanies recognition with specific examples of how the employee's work made a difference for the department/organization. | 3.41 | 3.33 | -0.08 ▼ |
| 31. Acknowledges achievements based on measurable contributions rather than favoritism or personal bias. | 3.18 | 3.20 | +0.02 ▲ |
| 32. Understands the power of recognition as a motivator of job performance. | 3.35 | 3.40 | +0.05 ▲ |
| 33. Offers recognition that is contingent upon specific performance achievement. | 3.18 | 3.20 | +0.02 ▲ |

Comments:

- ___ is great...She provides valuable insight/opinion when asked and easily makes decisions.
- ___ has continued to have some bumps this year along the lines of teamwork and collaboration.
- 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.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to ___ last month.
- ___ 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 would encourage her to share with others the work going on in her area in this regard. It deserves to be recognized and shared.

Passion To Learn

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|----|------|------|-------------------|--------------------------------|----------------------|----------------------------|
| 34. Holds self and associates accountable for goal achievement. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 35. Is open to feedback from others. | 15 | 3.00 | 80.0 | 20% | 60% | 20% | |
| 36. Embraces new technology and procedures. | 15 | 3.20 | 93.3 | 7% | 67% | 27% | |
| 37. Enhances value to the company through additional training and development. | 15 | 3.27 | 93.3 | 7% | 60% | 33% | |
| 38. Takes initiative for own learning and development. | 15 | 3.27 | 86.7 | 13% | 47% | 40% | |
| 39. Exhibits willingness to upgrade skills through additional training and education. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|---|------|------|---------|
| 34. Holds self and associates accountable for goal achievement. | 2.88 | 3.27 | +0.38 ▲ |
| 35. Is open to feedback from others. | 3.18 | 3.00 | -0.18 ▼ |
| 36. Embraces new technology and procedures. | 3.18 | 3.20 | +0.02 ▲ |
| 37. Enhances value to the company through additional training and development. | 3.35 | 3.27 | -0.09 ▼ |
| 38. Takes initiative for own learning and development. | 3.24 | 3.27 | +0.03 ▲ |
| 39. Exhibits willingness to upgrade skills through additional training and education. | 3.59 | 3.13 | -0.45 ▼ |

Comments:

- Consistently involves employees in shared decision-making to determine how to achieve outcomes.
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- ___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- She is effective and her knowledge of processes is invaluable.
- ___ is very process oriented. She has streamlined/improved several processes in the lab.
- She has a very engaging style which generates trust and respect.

Emotional Intelligence

Level of Skill

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

| Item | n | Avg | LOA | Needs Improvement | Could Benefit from Development | Performs as Expected | Is a Role Model for Others |
|---|----|------|-------|-------------------|--------------------------------|----------------------|----------------------------|
| 40. Able to understand others' points of view. | 15 | 3.40 | 93.3 | 7% | 47% | 47% | |
| 41. Is attentive to emotional cues and interprets others' feelings correctly. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 42. Is able to control their own emotions. | 15 | 3.33 | 93.3 | 7% | 53% | 40% | |
| 43. Is able to manage their own emotions. | 15 | 3.13 | 86.7 | 13% | 60% | 27% | |
| 44. Accurately perceives the emotional reactions of others. | 15 | 3.00 | 86.7 | 13% | 73% | 13% | |
| 45. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems. | 15 | 3.53 | 100.0 | | 47% | 53% | |

Time Comparisons by Item

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

| Item | 2024 | 2025 | Change |
|---|------|------|---------|
| 40. Able to understand others' points of view. | 3.29 | 3.40 | +0.11 ▲ |
| 41. Is attentive to emotional cues and interprets others' feelings correctly. | 3.29 | 3.33 | +0.04 ▲ |
| 42. Is able to control their own emotions. | 3.41 | 3.33 | -0.08 ▼ |
| 43. Is able to manage their own emotions. | 3.35 | 3.13 | -0.22 ▼ |
| 44. Accurately perceives the emotional reactions of others. | 3.18 | 3.00 | -0.18 ▼ |
| 45. Helps employees to resolve conflicts, communicate clearly, and work together to solve problems. | 3.35 | 3.53 | +0.18 ▲ |

Comments:

- ___ is very adept at thinking and leading in Core Competency style and terms. She practices what [CompanyName] preaches.
- This has been a challenging year for ___ and her team. Through it all, she was dedicated to the organization and never shirked her duties.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.
- ___ is so attentive to the needs of our department and to the needs of individuals.
- ___ will sometimes delegate work while continuing to do her own work on the same project she delegated without including the employee she originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- ___ not only values and listens to her staff she also gives them the support they need.

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?

- ___ has been the best manager by far we have had in this department. She encourages personal growth with making sure we have time to attend classes offered to us.
- ___ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- I garner ideas from her regularly and look to her as a mentor.
- She communicates well to all staff and we know what is expected of us.
- ___'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 management teams that she partners with have great respect for her and value her input.
- I admire ___ for showing courage, compassion and commitment during her recent team sessions.

What do you like best about working with this individual?

- ___ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition she has maintained an open line of communication and remained available to staff who have voiced concerns.
- ___ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- ___'s office staff each have their own personalities and she effectively communicates with all of them.
- I have observed that ___ is always professional and respectful towards myself and others. She asks for our input before making decisions.
- ___ is collaborative in everything she does and inspires a collaborative approach in others.

What do you like least about working with this individual?

- ___ is an excellent manager, our dept.is a good place to work with her as a boss
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- When in need, she picks the appropriate person to conquer a task or assignment. She delegates well and seems to know who best to direct projects, questions and or initiatives to.
- ___ is very visible on the unit. Spending many hours with staff.
- ___ has been very effective with writing up the standards for operating within the department, using both perspectives from staff and a recent hire in order to make the standards very clear. I appreciate the way she approaches a problem, using Competency methods and training to provide examples for the rest of us. I really appreciate ___ !
- Always has a positive, cheerful, and strong attitude.

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

- She seems to be well respected from members of her own team as well.
- Participates in training to learn Core Competency processes.
- Her open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- You can always count on ___ to respond to emails and telephone calls and follow through with commitments.
- ___ is incredibly talented and very smart. Her attention to detail is unparalleled.
- ___ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.

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

- I think she is the kind of manager our department has needed and will continue to need.
- ___ clearly communicates expectations and verifies information to ensure shared understanding. A great example was the recent coaching session at our visibility wall. This dialogue was a great opportunity to get some ideas and feedback on processes and metrics that would be meaningful to track in my departments.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- She's done a good job this year of addressing some difficult issues in her area (i.e. Budgeting and Finance leadership challenges).
- ___ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- ___ is dedicated, putting in long days and long hours and is accessible to both staff and her leadership team by phone or email.

Any final comments?

- Don't work with her enough to observe the vast majority of these items.
- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- ___ exceeds in above in all she does.
- She is always thinking outside the box, is highly creative and challenging (in a very good way!) in her thinking to create constant process improvement and professional growth in all those around her.
- She has a very engaging style which generates trust and respect.
- Norm made an excellent choice by selecting ___ to lead [CompanyName].