



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.

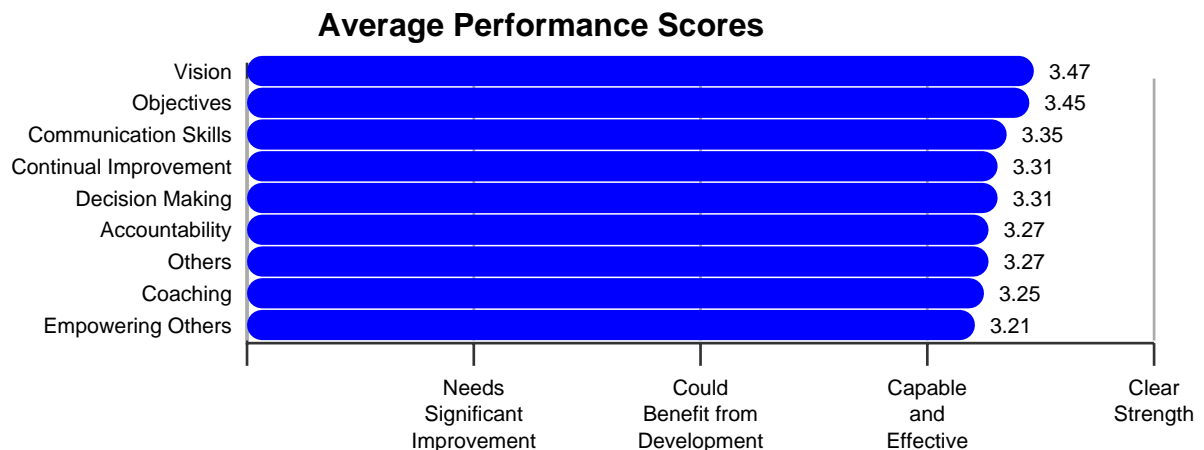
What to Do with Your Feedback

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

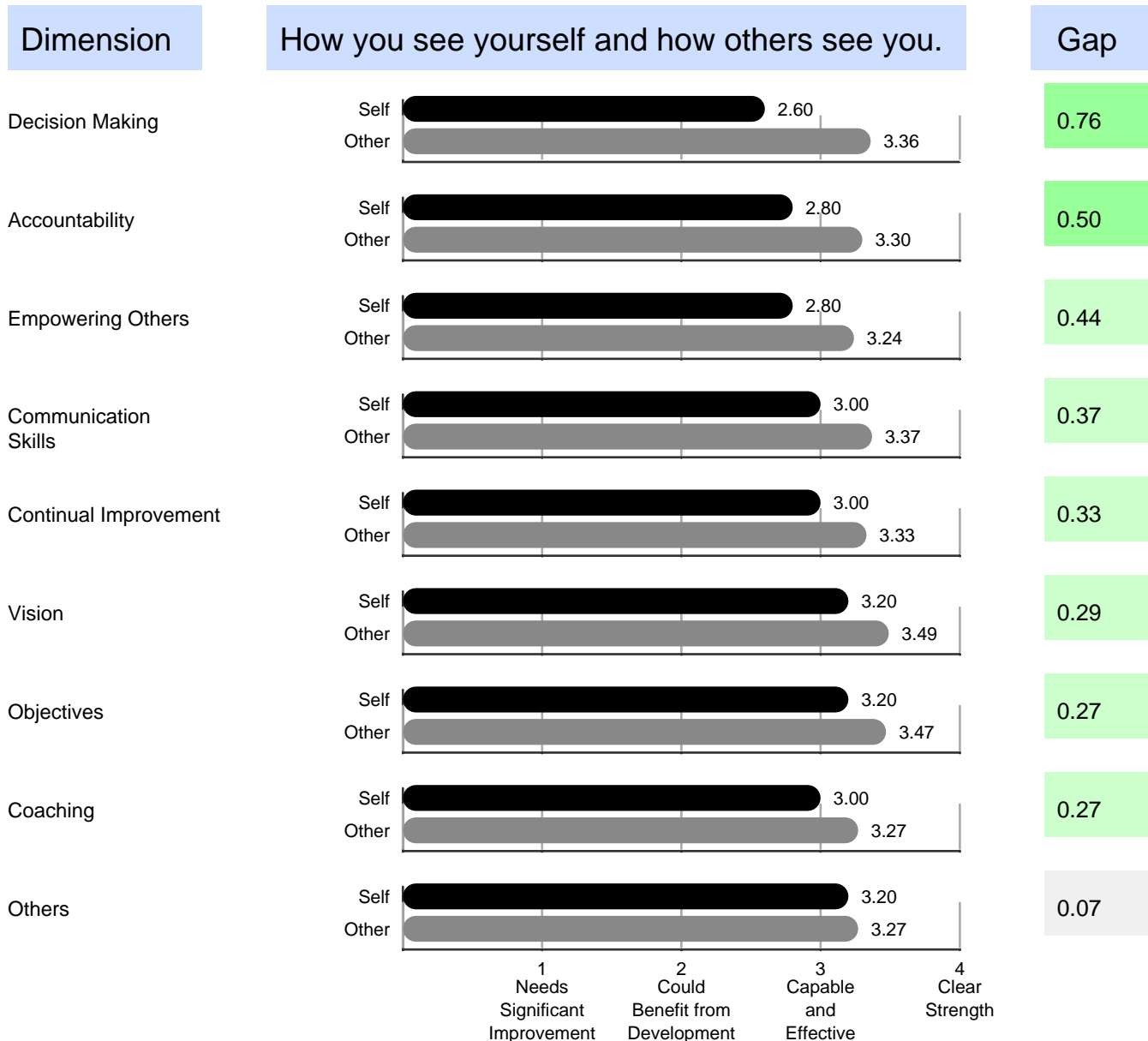
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



Vision

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. Expresses the Company vision in a way that is easily understood and adopted by employees.	15	3.20	93.3	7%	67%		27%
2. Works to support the strategy of [Company]	15	3.87	100.0	13%	87%		
3. Leads employees in new directions.	15	3.33	93.3	7%	53%		40%
4. Develops action plans to align his/her work with the goals of the organization	15	3.60	93.3	7%	27%	67%	
5. Creates a positive vision of the future for the Company.	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. Expresses the Company vision in a way that is easily understood and adopted by employees.	3.29	3.20	-0.09 ▼
2. Works to support the strategy of [Company]	3.65	3.87	+0.22 ▲
3. Leads employees in new directions.	3.18	3.33	+0.16 ▲
4. Develops action plans to align his/her work with the goals of the organization	3.41	3.60	+0.19 ▲
5. Creates a positive vision of the future for the Company.	3.24	3.33	+0.10 ▲

Comments:

- I feel ___ consistently meets/exceeds in all of the Leadership Effective areas listed above, and I feel she excels in the areas related to encouragement, identifying employees' strengths, and shared decision making.
- This past year we have gone through many changes and some difficult situations and she is always here to support us as a department.
- She is reliable and attends as many monthly department staff meetings as her schedule permits.
- Appreciate ___'s dedication to making the campus cleaner. Results are evident.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- She is a great leader.

Communication Skills

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. Communications with department leadership	15	3.20	93.3	7%	60%	33%	
7. Delivers influential presentations.	15	3.20	86.7	13%	53%	33%	
8. Communicates effectively with all levels of the organization.	15	3.40	93.3	7%	47%	47%	
9. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	3.47	93.3	7%	40%	53%	
10. Presents issues, ideas, and strategy concisely and clearly.	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. Communications with department leadership	3.24	3.20	-0.04 ▼
7. Delivers influential presentations.	3.41	3.20	-0.21 ▼
8. Communicates effectively with all levels of the organization.	3.24	3.40	+0.16 ▲
9. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	3.18	3.47	+0.29 ▲
10. Presents issues, ideas, and strategy concisely and clearly.	3.35	3.47	+0.11 ▲

Comments:

- ___ excels at looking at other people's strengths and building upon them for the good of the department.
- ___ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- ___ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.
- I appreciate her commitment in this area.
- ___ is someone I feel I can talk to about any problem or situation and I value her opinion.
- Closes off discussions with action plans.

Accountability

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. Can be counted on to do what they say they are going to do.	15	3.53	100.0	47%	53%		
12. Creates a consistent process for prioritizing work.	15	3.27	100.0	73%	27%		
13. Develops goals and establishes objective measures of success.	15	3.33	100.0	67%	33%		
14. Is aware of problems or issues that may affect the organization.	15	3.13	86.7	13%	60%	27%	
15. Keeps their word and does what they say they will do.	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. Can be counted on to do what they say they are going to do.	3.47	3.53	+0.06 ▲
12. Creates a consistent process for prioritizing work.	3.47	3.27	-0.20 ▼
13. Develops goals and establishes objective measures of success.	3.35	3.33	-0.02 ▼
14. Is aware of problems or issues that may affect the organization.	3.18	3.13	-0.04 ▼
15. Keeps their word and does what they say they will do.	3.00	3.07	+0.07 ▲

Comments:

- ___ works with a very diverse group and treats everyone the same while respecting that diversity.
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- She can always be counted on to do what she commits to.
- ___ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- ___ sometimes uses an intense lecturing style with colleagues which is not effective.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.

Continual Improvement

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. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	3.40	93.3	7%	47%	47%	
17. Open to the suggestions from others.	15	3.27	93.3	7%	60%	33%	
18. Looks for ways to improve work processes and procedures.	14	3.00	92.9	7%	79%	14%	
19. Analyzes processes to determine areas for improvement.	15	3.47	100.0		53%	47%	
20. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	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. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	3.65	3.40	-0.25 ▼
17. Open to the suggestions from others.	3.47	3.27	-0.20 ▼
18. Looks for ways to improve work processes and procedures.	3.12	3.00	-0.12 ▼
19. Analyzes processes to determine areas for improvement.	3.59	3.47	-0.12 ▼
20. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	3.29	3.40	+0.11 ▲

Comments:

- She stays in her office, and is largely oblivious to the daily activities of customer service.
- I enjoyed working with ___ on the project and thought that the Rx team involves were strong partners.
- She maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- She is very effective.
- ___ is very knowledgeable in the area of Information Technology, and seems very interested in gaining further expertise in Operations.
- ___ treats all employees with respect and in a very professional manner.

Decision Making

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. Seeks input from key people who should be involved in, or will be affected by, decisions	15	3.53	100.0	47%	53%		
22. Exercises good judgment by making sound and informed decisions.	15	3.00	80.0	20%	60%	20%	
23. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	2.87	80.0	20%	73%	7%	
24. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	3.47	100.0	53%	47%		
25. Does not lose sight of the big picture when making decisions	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. Seeks input from key people who should be involved in, or will be affected by, decisions	3.35	3.53	+0.18 ▲
22. Exercises good judgment by making sound and informed decisions.	3.00	3.00	
23. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	2.88	2.87	-0.02 ▼
24. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	3.00	3.47	+0.47 ▲
25. Does not lose sight of the big picture when making decisions	3.76	3.67	-0.10 ▼

Comments:

- She is effective and her knowledge of processes is invaluable.
- ___ has an impressive vision for the company.
- As a new manager she is progressing very well.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- Over the past few months ___ has been creating a bridge between the billing staff and the operations departments.
- She always asks and seeks the advice of the whole leadership she listens to what we have to say.

Objectives

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. Works toward achieving established goals and objectives.	15	3.40	93.3	7%	47%	47%	
27. Communicates goals and objectives to employees.	15	3.33	93.3	7%	53%	40%	
28. Able to organize work.	15	3.53	100.0		47%	53%	
29. Organizes and schedules events, activities, and resources.	15	3.67	100.0	33%		67%	
30. Encourages me to take on greater responsibility.	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. Works toward achieving established goals and objectives.	3.53	3.40	-0.13 ▼
27. Communicates goals and objectives to employees.	3.12	3.33	+0.22 ▲
28. Able to organize work.	3.41	3.53	+0.12 ▲
29. Organizes and schedules events, activities, and resources.	3.59	3.67	+0.08 ▲
30. Encourages me to take on greater responsibility.	3.41	3.33	-0.08 ▼

Comments:

- ___ is the right man for the job...there have been a couple of instances in which I feel that ___ has had tendency to lose staff or participants in her communication. To her merit, ___ will stop the conversation and clarify expectations or needs prior to moving forward.
- Professionalism is an area where I feel ___ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.
- She maintains the treatment machines in working condition and keeps the department current with technology and new treatment techniques. One way to improve, that may affect several performance elements, is to see the experience from the customer perspective and to verbalize the customer experience in discussion with the staff. Not only will this focus discussions, but it will let others know that we all share similar values.
- She is not perfect and will be the first one to admit that, she has made mistakes and it is usually herself that realizes she has made a mistake and will make every effort to adjust her behavior or rectify the mistake the best she can. She has been open and honest and has carried us through rough times already.
- She was wonderful to work with, and I have a great deal of confidence and trust in her as a professional, a leader, and a colleague.
- ___ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.

Empowering Others

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Lets employees complete tasks according to their methods.	15	3.20	86.7	13%	53%	33%	
32. Ensures employees understand what is being assigned to them.	15	3.40	100.0		60%	40%	
33. Set clear goals for assignments.	15	3.20	86.7	13%	53%	33%	
34. Trusts employees to complete tasks assigned.	15	3.27	93.3	7%	60%	33%	
35. Gives employees autonomy to complete tasks on their own.	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. Lets employees complete tasks according to their methods.	3.18	3.20	+0.02 ▲
32. Ensures employees understand what is being assigned to them.	3.35	3.40	+0.05 ▲
33. Set clear goals for assignments.	3.18	3.20	+0.02 ▲
34. Trusts employees to complete tasks assigned.	2.88	3.27	+0.38 ▲
35. Gives employees autonomy to complete tasks on their own.	3.18	3.00	-0.18 ▼

Comments:

- ___ is an effective leader and it shows with the annual score of departments she leads, resulting in upward trends of grand mean and Q1.
- She is effective and her knowledge of processes is invaluable.
- I enjoy working with ___ and look forward to future opportunities for collaboration.
- ___ recently set a good example with staff in living out a key behavior she believes in, which is to bring the people involved in a project together to review the proposed plan in order to make sure the client gets the benefit of the best thinking of the team. This is an improvement over the past when projects just happened and staff didn't know about anything until they needed to do something. That is a behavior the entire team is working to develop.
- 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.
- ___ always presents herself in the most professional manner.

Coaching

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. Meets regularly with employees to coach them on areas that will enhance their performance	15	3.20	93.3	7%	67%		27%
37. Helps employees to understand responsibilities, authority, and expectations.	15	3.27	93.3	7%	60%		33%
38. Addresses employee behavior problems effectively.	15	3.27	86.7	13%	47%		40%
39. Helps employees to maintain high personal standards.	15	3.13	86.7	13%	60%		27%
40. Develops the skills and capabilities of others.	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. Meets regularly with employees to coach them on areas that will enhance their performance	3.18	3.20	+0.02 ▲
37. Helps employees to understand responsibilities, authority, and expectations.	3.35	3.27	-0.09 ▼
38. Addresses employee behavior problems effectively.	3.24	3.27	+0.03 ▲
39. Helps employees to maintain high personal standards.	3.59	3.13	-0.45 ▼
40. Develops the skills and capabilities of others.	3.29	3.40	+0.11 ▲

Comments:

- ___ has been an asset to [CompanyName]. She has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with her ability bring about process improvements through her direction and guidance to develop and engage the telecommunication staff in this area. She has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- ___ offers a wealth of experience in the area of hematology and is willing and able to offer her advice and support.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- She is effective and her knowledge of processes is invaluable.
- ___ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.
- ___ continually devotes her attention to opportunities for process improvement and professional growth.

Others

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Consistently demonstrates ability and willingness to trust others.	15	3.33	93.3	7%	53%	40%	
42. Able to see issues from others' perspectives.	15	3.33	93.3	7%	53%	40%	
43. ...treats others with respect and dignity.	15	3.13	86.7	13%	60%	27%	
44. Helpful	15	3.00	86.7	13%	73%	13%	
45. Treats others with respect and dignity.	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. Consistently demonstrates ability and willingness to trust others.	3.29	3.33	+0.04 ▲
42. Able to see issues from others' perspectives.	3.41	3.33	-0.08 ▼
43. ...treats others with respect and dignity.	3.35	3.13	-0.22 ▼
44. Helpful	3.18	3.00	-0.18 ▼
45. Treats others with respect and dignity.	3.35	3.53	+0.18 ▲

Comments:

- ___ is a respected leader and peer. She manages her unit well and her staff appear to high regard for her as their leader.
- 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 a role model of a leader and I feel privileged to have ___ as a leader and a mentor.
- She can fall behind on projects without providing timely feedback.
- ___ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ___ continues to work to improve her departments and improve the engagement of her employees.
- ___ would be my choice for permanent manager of the department.

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 wonderful person to work for.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that she is getting more from her VP so she has what she needs to do her job well.
- She is organized, kind, and extremely approachable.
- ___ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.

What do you like best about working with this individual?

- ___ always presents herself in the most professional manner.
- I know I can always count on ___ to offer her true opinion and be supportive in any efforts or initiatives I'm passionate about.
- She is respected for her ability to create a culture of continuous improvement as she encourages us as leaders to constantly improve what we're doing.
- She is very effective.
- The Core Competency Training has been a great success. ___ has played an integral role in creating an environment for managers to become more engaged and involved in performance improvement.
- Is very forward thinking and has the best interest of the company & the individual. Is approachable and an active listener.

What do you like least about working with this individual?

- Our organization is a better place because of her and her future focus.
- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.
- When a failure can be targeted to one person, have a one-on-one conversation rather than giving a blanket statement to the entire group.
- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.

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

- ___ agreed in advisory team meetings to give more responsibility to the Director, so they can more effectively support ___ with leading the team. However, it appears project requests by meeting members and service line leaders are being approved by ___ without her bringing them before the team for discussion.
- One of the things I appreciate about ___ as a leader is her willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been her involvement with Competencies and helping our staff think about how we can apply these concepts to our work.
- ___ is a pleasure to work with. She takes the time to understand a situation before jumping in with a solution or answer. ___ continues to work to improve her departments and improve the engagement of her employees.
- She is smart, quick, compassionate, and thorough.
- Her work ethics, professionalism, communication, compassion and caring for people and [CompanyName] are reflected daily.
- She demonstrates organizational skills, leadership skills and clear communication skills that she applies everyday at work

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

- ___ sets high standards for those she works with and expects the same of herself.
- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.
- ___ has a clear process for hiring which has aided her in building an amazing team.
- She often does not answer email, and if she does, it is often confusing. Appears disengaged at many levels.
- Don't work with her enough to observe the vast majority of these items.
- Professionalism is an area where I feel ___ could continue to develop is making sure that her non-verbal cues are kept to a minimum. She tends to show more of her frustration and does not communicate them verbally. Earning and keeping the respect of the team will require open and constructive collaboration; once the team feels this it will foster more open communication and develop trust within the team, and with her.

Any final comments?

- ___ established an environment in which teamwork and creativity flourished.
- ___ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.
- She has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without her leadership.
- Has the experience needed.
- ___'s leadership style is one that should be mirrored in the organization as we develop a culture of servant leadership.
- ___ is consistent in her messaging about how we best serve the customers.