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Feedback Results  
Your CompanyName Here  
2024

Sample Employee

# Introduction

## What you will find in this report

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

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

## Goals of the 360 Degree Feedback

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

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

## Receiving Feedback

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

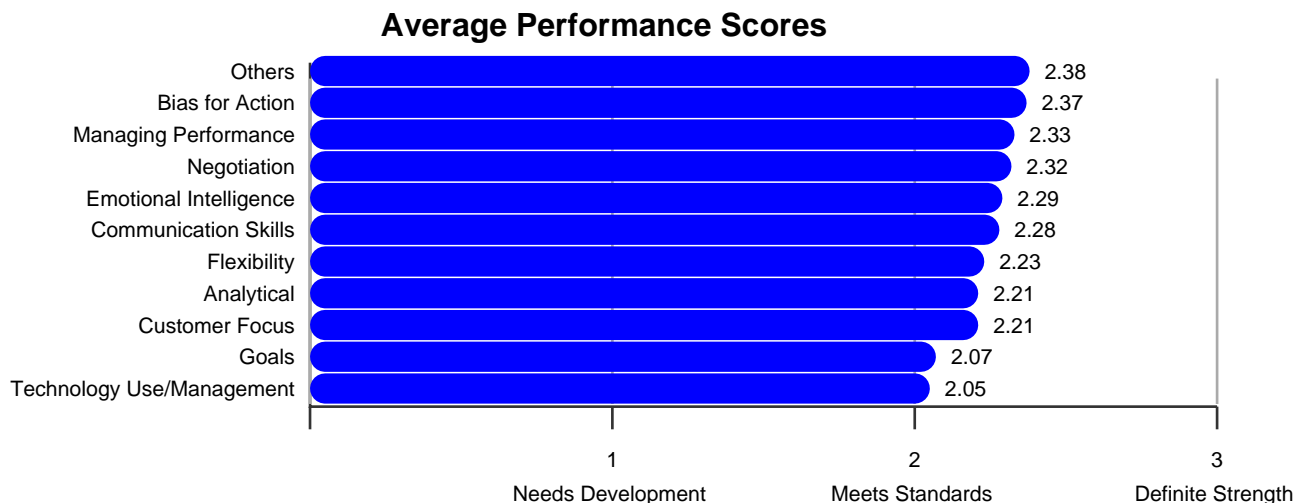
## What to Do with Your Feedback

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

# Summary

The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 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.



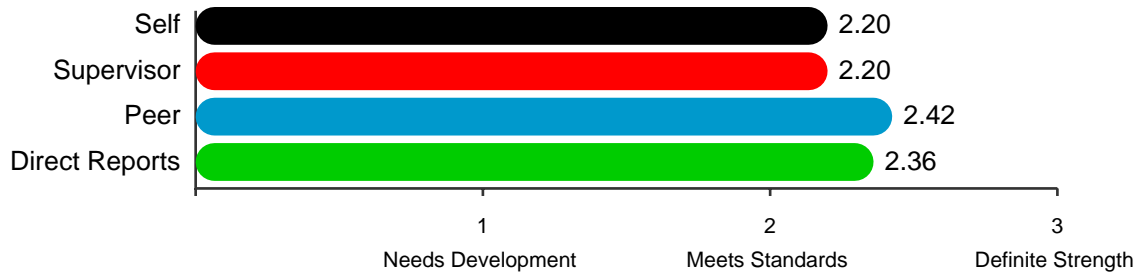
# Gap Analysis

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.



# Bias for Action

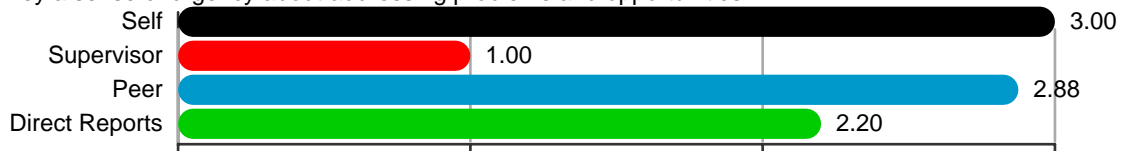
## Summary Scores



### 1. You complete work on time



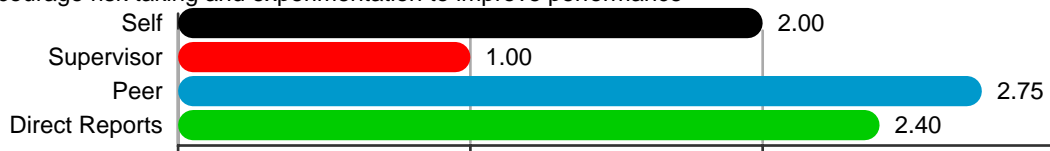
### 2. You convey a sense of urgency about addressing problems and opportunities



### 3. You complete a large volume of work.



### 4. You encourage risk taking and experimentation to improve performance



### 5. You display high energy and enthusiasm on consistent basis.



## 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 Development) to green (Definite Strength).

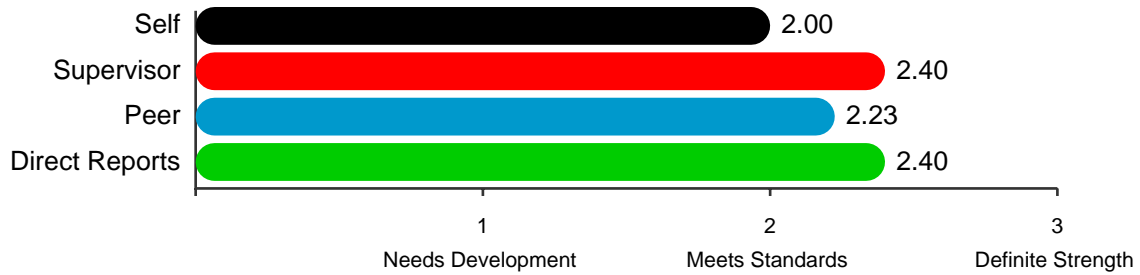
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
1. You complete work on time	15	2.27	33.3	7%	60%	33%
2. You convey a sense of urgency about addressing problems and opportunities	15	2.53	73.3	20%	7%	73%
3. You complete a large volume of work.	15	2.33	40.0	7%	53%	40%
4. You encourage risk taking and experimentation to improve performance	15	2.47	53.3	7%	40%	53%
5. You display high energy and enthusiasm on consistent basis.	15	2.27	40.0	13%	47%	40%

### Comments:

- Communication to staff has greatly improved.
- \_\_\_ always stays customer and community focused. She's also an excellent collaborator and always supportive and positive with others.
- \_\_\_ is an amazing manager to work under. She has taught me a ton on how to be an associate manager this past year.
- She is a strength that supports department morale and work flow.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that \_\_\_'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- \_\_\_ sometimes communicates in a way that makes it difficult to tell if she is asking a question, for help, or for clarification.

# Communication Skills

## Summary Scores



### 6. You are an effective communicator



### 7. You have the confidence to communicate effectively to all levels (from ceo down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.



### 8. You listen to others' points of view with an open mind



### 9. You are able to demonstrate persuasiveness in pursuit of objectives.



### 10. You convey ideas confidently and succinctly.



## 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 Development) to green (Definite Strength).

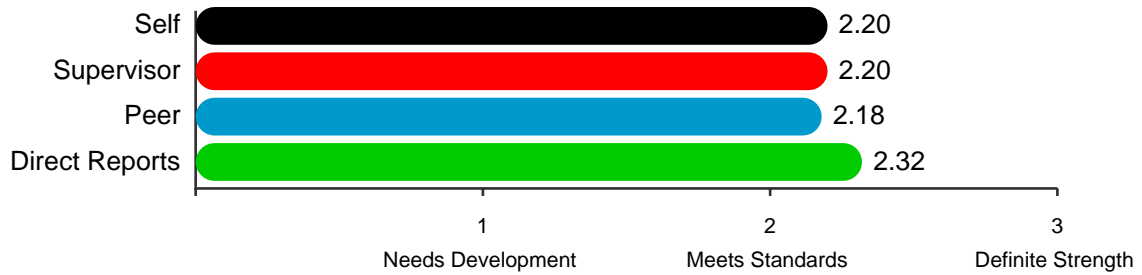
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
6. You are an effective communicator	15	2.13	33.3	20%	47%	33%
7. You have the confidence to communicate effectively to all levels (from ceo down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	2.07	26.7	20%	53%	27%
8. You listen to others' points of view with an open mind	15	2.33	40.0	7%	53%	40%
9. You are able to demonstrate persuasiveness in pursuit of objectives.	15	2.40	53.3	13%	33%	53%
10. You convey ideas confidently and succinctly.	15	2.47	60.0	13%	27%	60%

### Comments:

- \_\_\_ has excellent communication skills.
- She puts the customer experience first and expects that from the staff as well. She has been a wonderful role model for the rest of the unit.
- \_\_\_ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- \_\_\_ demonstrates respect, a calm personality and technical expertise that make her a role model for others in the organization.
- \_\_\_ has done a great job of working with Directors to understand the current status of their staff's competency education and planning with them to ensure continued development She is extremely customer focused.
- \_\_\_ has an open door policy, when in the office, and encourages staff to set up appointments with her when she has many meetings throughout her week.

# Flexibility

## Summary Scores



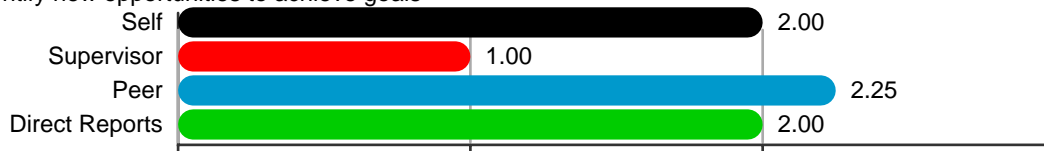
11. You act decisively in frequently changing and uncertain environment.



12. You work effectively during periods of change.



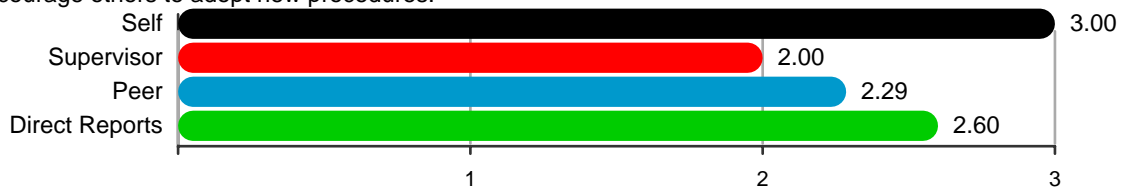
13. You identify new opportunities to achieve goals



14. You implement changes as a result of having listened to employees



15. You encourage others to adopt new procedures.





## Level of Skill

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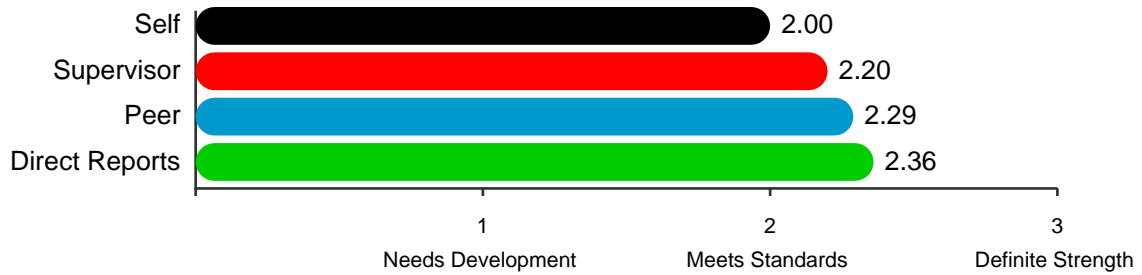
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
11. You act decisively in frequently changing and uncertain environment.	15	2.33	40.0	7%	53%	40%
12. You work effectively during periods of change.	15	2.07	20.0	13%	67%	20%
13. You identify new opportunities to achieve goals	15	2.07	26.7	20%	53%	27%
14. You implement changes as a result of having listened to employees	15	2.27	40.0	13%	47%	40%
15. You encourage others to adopt new procedures.	14	2.43	50.0	7%	43%	50%

### Comments:

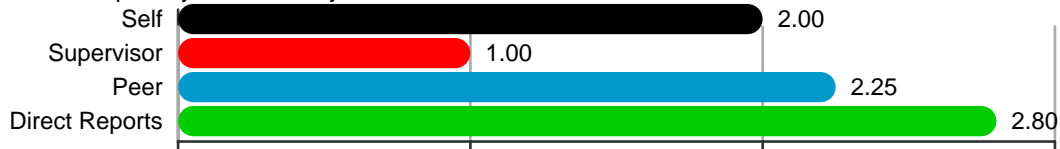
- It is critical to maintain a sense of humor throughout difficult projects, especially when the progress of those projects is beyond our control. \_\_\_ does an excellent job of managing ongoing frustration with humor. She stays on point in meetings and encourages adherence to the agenda.
- I will always remember \_\_\_ as my first manager and be thankful she helped shape my first career.
- \_\_\_ consistently asks how the day is going, if she can help us at all.
- I enjoy working with \_\_\_. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- She has provided training and projects for the billing staff so that they will be confident when working with operations staff. The goal is for billing staff to be able to support operations staff in their efforts to reduce mistakes on the front end and to tackle difficult customer questions.
- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize her knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.

# Emotional Intelligence

## Summary Scores



16. You are able to express yourself clearly.



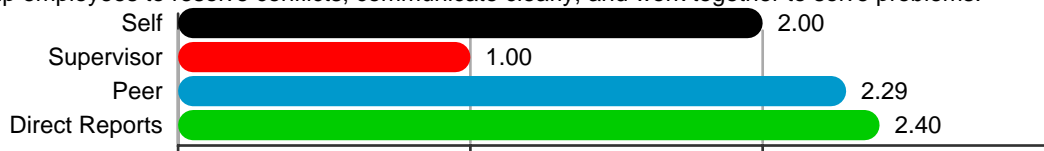
17. You are able to manage your own emotions.



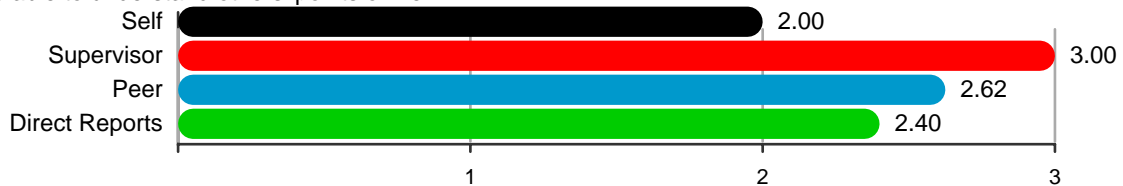
18. You accurately perceive the emotional reactions of others.



19. You help employees to resolve conflicts, communicate clearly, and work together to solve problems.



20. You are able to understand others' points of view.



## Level of Skill

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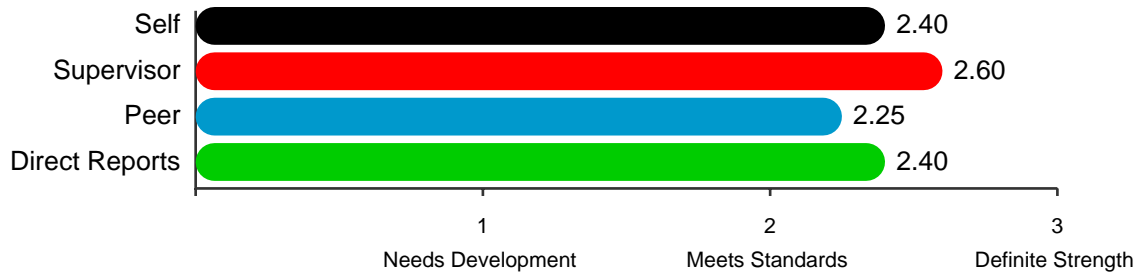
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
16. You are able to express yourself clearly.	15	2.33	46.7	13%	40%	47%
17. You are able to manage your own emotions.	15	2.33	40.0	7%	53%	40%
18. You accurately perceive the emotional reactions of others.	14	2.00	14.3	14%	71%	14%
19. You help employees to resolve conflicts, communicate clearly, and work together to solve problems.	14	2.21	42.9	21%	36%	43%
20. You are able to understand others' points of view.	15	2.53	60.0	7%	33%	60%

### Comments:

- \_\_\_ always remains professional in her interactions and I appreciate her direct style of communication.
- 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.
- \_\_\_ has brought a much needed positive change to [CompanyName].
- \_\_\_ is collaborative in her management style and is very skilled in maximizing talents and strengths of each individual.
- I appreciate that my leader keeps her focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- \_\_\_ does try to increase her knowledge in the department. She's not quite there yet but is making a noticeable effort. \_\_\_ has shown marked improvement in being present when needed in the department.

# Managing Performance

## Summary Scores



21. You provide employees with training as needed to increase their performance.



22. You adjust performance goals as needed to meet the demands of the department/organization.



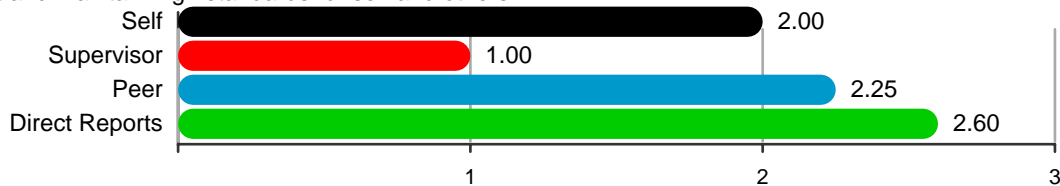
23. You ensure that team goals are met 85 percent of the time.



24. You obtain commitment from employees regarding completion of tasks.



25. You set and maintain high standards for self and others.



## Level of Skill

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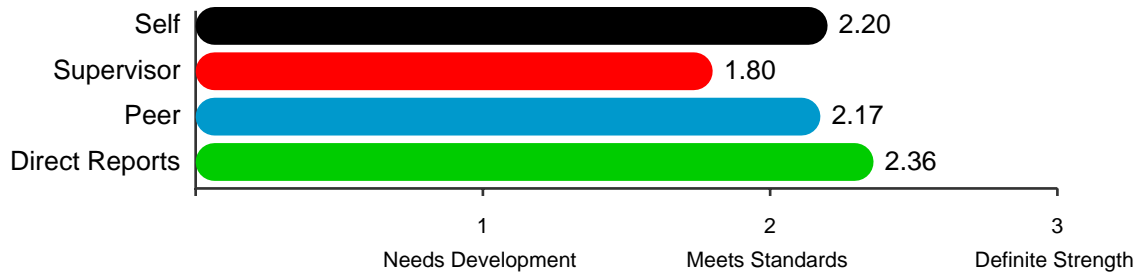
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
21. You provide employees with training as needed to increase their performance.	15	2.60	66.7	7%	27%	67%
22. You adjust performance goals as needed to meet the demands of the department/organization.	15	2.33	40.0	7%	53%	40%
23. You ensure that team goals are met 85 percent of the time.	15	2.07	20.0	13%	67%	20%
24. You obtain commitment from employees regarding completion of tasks.	15	2.40	53.3	13%	33%	53%
25. You set and maintain high standards for self and others.	15	2.27	53.3	27%	20%	53%

### Comments:

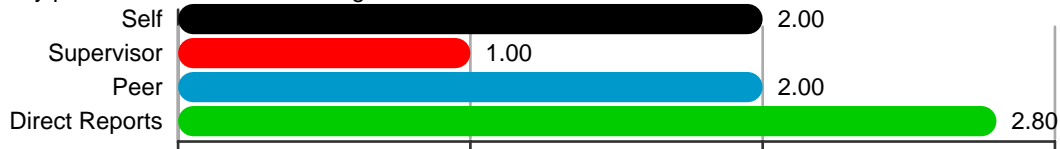
- Sometimes you want a little more direction from \_\_\_\_, regarding how to do something, but as you work through the details of whatever is at hand you realize you knew the answers all along because you're the one working the process.
- \_\_\_\_ is very contentious about her team. She wants to have the best team possible and will move and motivate her team towards this end.
- As noted in the comments above, \_\_\_\_ needs improvement with involving the team more consistently in the approval and management of projects.
- \_\_\_\_ is thorough with her candidate screenings and really focuses on hiring for talent and experience. I know what she expects from me. She will step up to take action when others do not and this is because she is a team player and really wants us to succeed.
- \_\_\_\_ is very supportive, knowledgeable, and a consummate professional. She leads by example and has no problem rolling up her sleeves and providing support when needed.
- Empowers others, give the team the autonomy and authority to decide how the works gets done.

# Analytical

## Summary Scores



26. You identify problems and issues needing resolution.



27. You select the appropriate techniques for analysis.



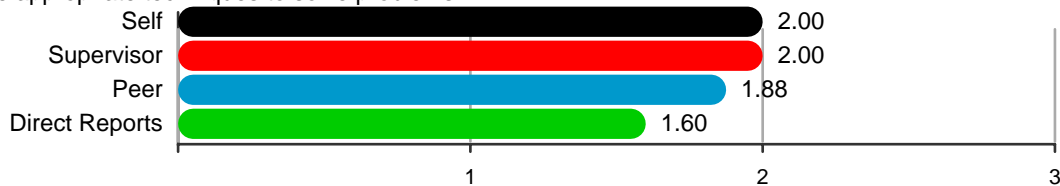
28. You implement data validation techniques and methods.



29. You identify opportunities for progress and innovation.



30. You use appropriate techniques to solve problems.



## 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 Development) to green (Definite Strength).

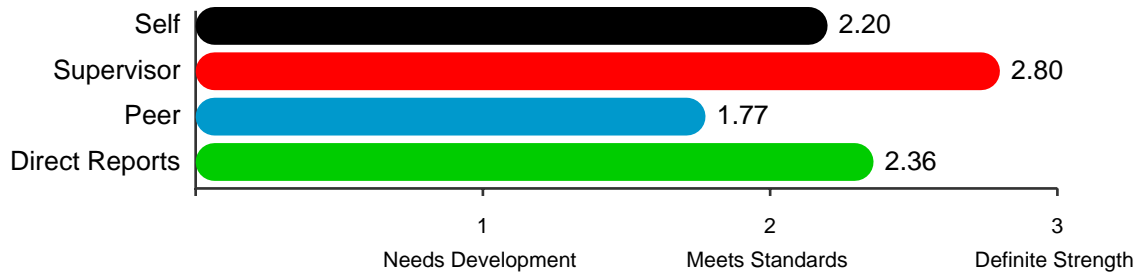
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
26. You identify problems and issues needing resolution.	15	2.20	33.3	13%	53%	33%
27. You select the appropriate techniques for analysis.	15	2.00	26.7	27%	47%	27%
28. You implement data validation techniques and methods.	15	2.47	53.3	7%	40%	53%
29. You identify opportunities for progress and innovation.	15	2.60	60.0		40%	60%
30. You use appropriate techniques to solve problems.	15	1.80	13.3	33%	53%	13%

### Comments:

- She is a strength that supports department morale and work flow.
- Is empathetic, understanding, and dependable.
- She always has the customer's best interest in mind, and because she is so highly engaged, it carries over to her staff.
- While encouraging folks to continue with their education, she is also continuing with her education.
- Don't know where we would be without her.
- I really appreciate her.

# Goals

## Summary Scores



### 31. You achieve goals.



### 32. You set challenging stretch goals



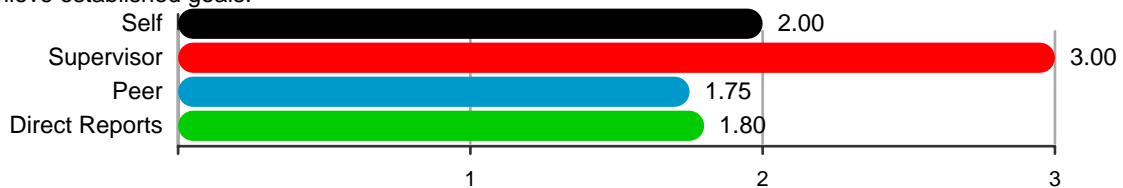
### 33. You set high expectations and goals; encourages others to support the organization.



### 34. You make sure that team members have a clear idea of our group's goals.



### 35. You achieve established goals.





## Level of Skill

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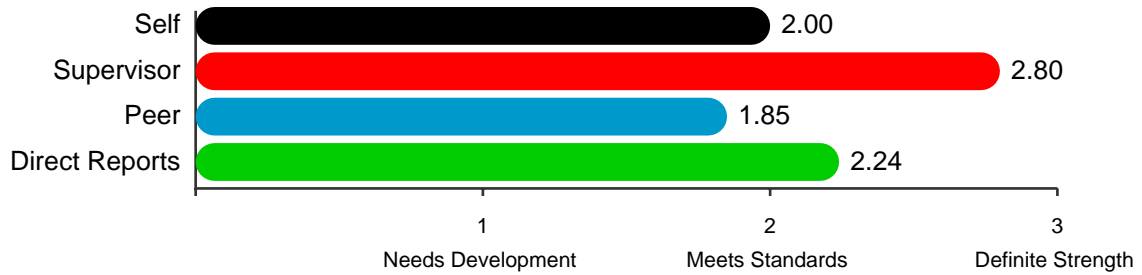
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
31. You achieve goals.	15	2.13	33.3	20%	47%	33%
32. You set challenging stretch goals	15	2.13	33.3	20%	47%	33%
33. You set high expectations and goals; encourages others to support the organization.	15	2.07	33.3	27%	40%	33%
34. You make sure that team members have a clear idea of our group's goals.	15	2.13	26.7	13%	60%	27%
35. You achieve established goals.	15	1.87	20.0	33%	47%	20%

### Comments:

- \_\_\_ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- She is effective and her knowledge of processes is invaluable.
- I really appreciate and respect \_\_\_'s leadership and her ability to perceive issues and intricate insights into working toward solutions.
- \_\_\_ 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.
- \_\_\_ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- She always responds in a timely manner and stays organized.

# Technology Use/Management

## Summary Scores



36. You identify gaps between actual and needed technical competencies and provide recommendations for required training.



37. You use technology in decision making and problem solving.



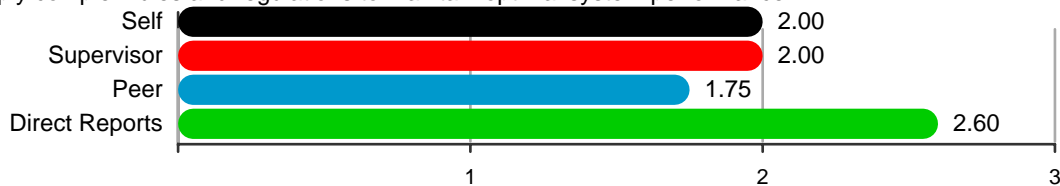
38. You support technical training and development of employees.



39. You understand and are committed to implementing new technologies.



40. You apply complex rules and regulations to maintain optimal system performance.



## Level of Skill

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

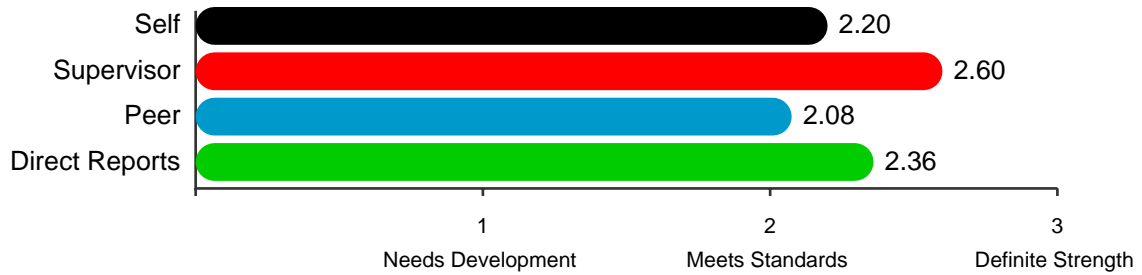
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
36. You identify gaps between actual and needed technical competencies and provide recommendations for required training.	15	1.87	20.0	33%	47%	20%
37. You use technology in decision making and problem solving.	15	1.93	13.3	20%	67%	13%
38. You support technical training and development of employees.	15	2.07	33.3	27%	40%	33%
39. You understand and are committed to implementing new technologies.	15	2.33	33.3		67%	33%
40. You apply complex rules and regulations to maintain optimal system performance.	15	2.07	33.3	27%	40%	33%

### Comments:

- \_\_\_ is a very supportive co-worker who is quick to assist others in need. She's a great teammate.
- Her years of experience and wisdom are generously shared and appreciated.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- \_\_\_ 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.
- She's very good at her job, Service and relationship development are talents at which she excels. My constructive feedback would be for \_\_\_ to speak up more in meetings and be more forthcoming in groups and with other leaders with her thoughts and opinions. I know she has them as she does share them with me aside, but but I would encourage her to share them more broadly.
- \_\_\_ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.

# Customer Focus

## Summary Scores



41. You consistently model positive customer service attitudes.



42. You develop good rapport and trust with the customer.



43. You do not hesitate to address customer concerns or complaints.



44. You maintain positive customer relationships.



45. You develop strong customer relationships.



## 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 Development) to green (Definite Strength).

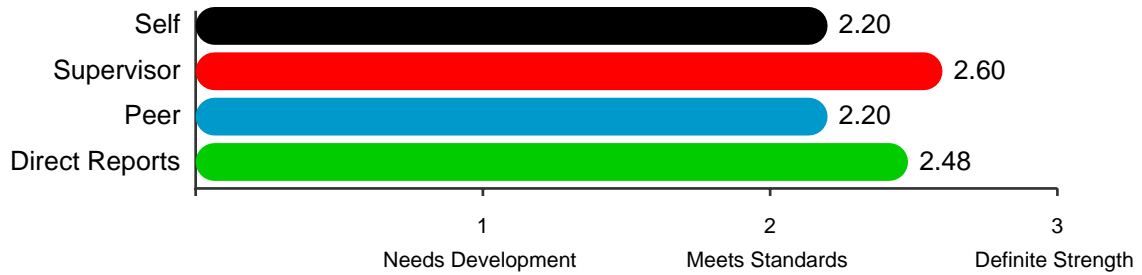
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
41. You consistently model positive customer service attitudes.	15	2.00	26.7	27%	47%	27%
42. You develop good rapport and trust with the customer.	15	2.13	33.3	20%	47%	33%
43. You do not hesitate to address customer concerns or complaints.	15	2.20	40.0	20%	40%	40%
44. You maintain positive customer relationships.	15	2.20	26.7	7%	67%	27%
45. You develop strong customer relationships.	15	2.53	60.0	7%	33%	60%

### Comments:

- Cannot think of anything
- \_\_\_ is very supportive of my thoughts and ideas. She provides me with clear and concise feedback so that I can improve and grow.
- Show others it is possible to understand both sides without having to agree all the time.
- \_\_\_ does an exceptional job at running the department.
- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.

# Negotiation

## Summary Scores



46. You influence others through rational argument and persuasion.



47. You are able to clearly express thoughts and concerns.



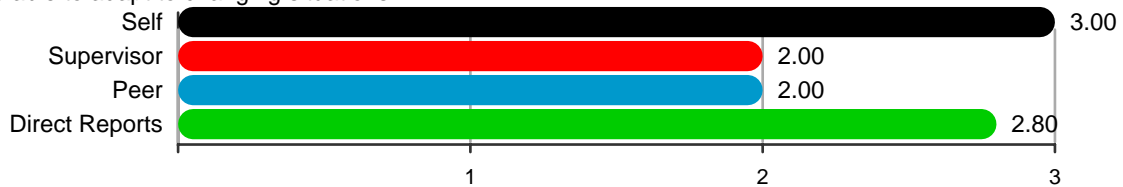
48. You actively listen to conversations to be able to recall important details later.



49. You resolve difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.



50. You are able to adapt to changing situations.



## 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 Development) to green (Definite Strength).

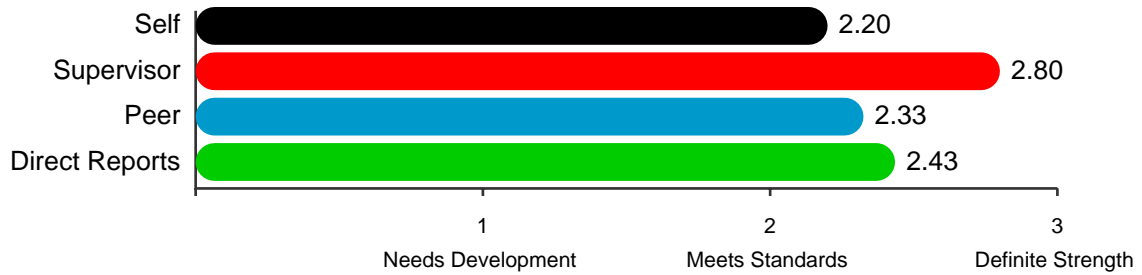
Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
46. You influence others through rational argument and persuasion.	15	2.27	26.7		73%	27%
47. You are able to clearly express thoughts and concerns.	15	2.13	26.7	13%	60%	27%
48. You actively listen to conversations to be able to recall important details later.	15	2.40	40.0		60%	40%
49. You resolve difficult negotiations whether it is a contract, sub contract, legal or any other difficult negotiation fairly and reasonably.	15	2.47	46.7		53%	47%
50. You are able to adapt to changing situations.	15	2.33	46.7	13%	40%	47%

### Comments:

- I have never known \_\_\_ to not hire for talent.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- \_\_\_ is extremely supportive of her staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. She supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- I appreciate the honest evaluative feedback \_\_\_ provides for the staff in her area. This input helps immensely in the development of constructive development feedback for these professionals each year.
- She engages the staff and I feel the department is in the best shape it ever has been in.
- Her engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of her team.

# Others

## Summary Scores



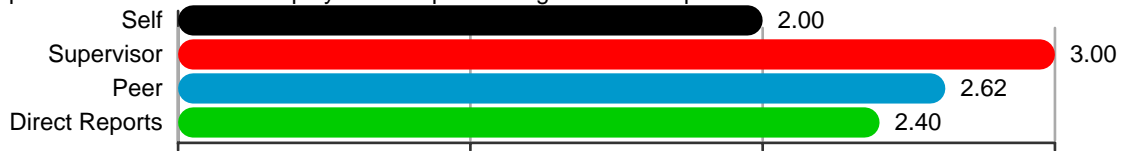
51. You form working relationships with employees from other departments.



52. You respect the opinions of other employees.



53. You support the efforts of other employees in implementing solutions to problems.



54. You are able to see issues from others' perspectives.



55. You work effectively with people from other departments.





## 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 Development) to green (Definite Strength).

Item	n	Avg	LOA	Needs Development 1	Meets Standards 2	Definite Strength 3
51. You form working relationships with employees from other departments.	14	2.21	28.6	7%	64%	29%
52. You respect the opinions of other employees.	14	2.29	42.9	14%	43%	43%
53. You support the efforts of other employees in implementing solutions to problems.	15	2.53	53.3		47%	53%
54. You are able to see issues from others' perspectives.	15	2.47	46.7		53%	47%
55. You work effectively with people from other departments.	15	2.40	40.0		60%	40%

### Comments:

- She is in an often times impossible position and is doing well all things considered
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- I have only recently started working with \_\_\_ and therefore do not have comments on some items, but regarding the projects I have worked with \_\_\_ on to date the above applies.
- I have found \_\_\_ to be very competent and professional. She delivers when and what she says she will and her work is always complete and accurate.
- As a leader, I can clearly see that \_\_\_ is open to growth as she is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as she gains leadership experience and mentoring.
- \_\_\_ has done a remarkable job managing 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?

- She is beginning to reach out to the other managers more, and it is appreciated.
- \_\_\_ is a great team member who cares about her team, the quality of her work, and the organization.
- She is both the manager and the interim director for the service line.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- She truly is the best Manager I have ever had.
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.

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

- Experience, mentoring and self-confidence.
- I know \_\_\_ is working with her director and HR business partner in understanding her role as a operational manager.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- \_\_\_ does a great job at demonstrating the value of her team to the organization.
- I thoroughly enjoy working with \_\_\_ and she has been very helpful with the rework IS did with their job descriptions.
- \_\_\_ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what she has learned while leading her team-in other words she does not implement continuous improvement strategies independently.

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

- Job performance is excellent. Lucky to have \_\_\_ on our team.
- \_\_\_ is a visionary, has a lot of experience and knows what is happening in the department which is a benefit to the department and to the organization.
- 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.
- I think that \_\_\_ is making good strides in setting expectations through clear communication.
- \_\_\_ has continued to have some bumps this year along the lines of teamwork and collaboration.
- \_\_\_ did a great job with the new employee program development and she should be proud of her accomplishments.

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

- The most important attribute that \_\_\_ demonstrates is making sure there is a solid, vibrant leadership team. When she meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. She pushes for honest opinions and decisions and she expects those decisions and opinions to be supportable with reason. At the same time, she somehow nurtures innovation that leads to improving process and outcomes.
- I would recommend that \_\_\_ proof read her emails for sentence structure and grammatical/spelling errors. Occasionally this has been noticed by her staff.
- I appreciate her openness and availability to all the staff.
- She provides essential data in order to help explain decisions.
- She really wants the best for [CompanyName] and I see her consistently use that as a decision-making barometer.
- Always appreciate \_\_\_'s organized approach to coordinating service opportunities between departments

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

- \_\_\_ 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.
- I will always be grateful that she made a very unpleasant re-organization experience much less painful for me.
- I really enjoy working with \_\_\_ and I respect her as a leader and role model.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- Overall, I think \_\_\_ does a great job. Sometimes staff will have questions or suggestions and we won't get a response and she will just avoid having to give us an answer. Once we get an answer it usually involves \_\_\_ wanting to complete the task on her own. More communication in this area would be nice, even when she would rather complete the task on her own.

- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.

### Any final comments?

- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- Based on her customer satisfaction scores it is clear she has a strong team in place.
- \_\_\_ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.
- Show others it is possible to understand both sides without having to agree all the time.
- \_\_\_ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- She has been influential in our focus on the future.