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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.

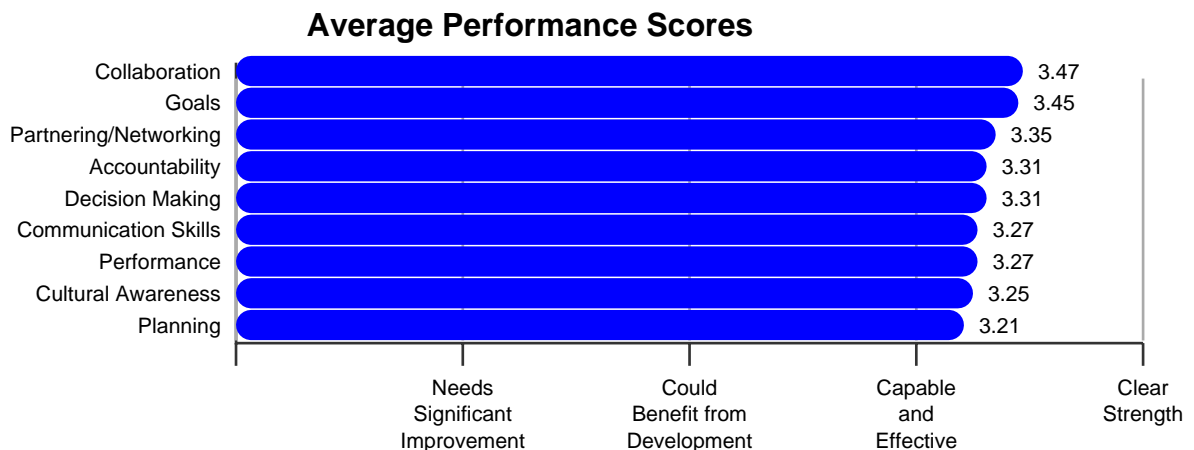
## What to Do with Your Feedback

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

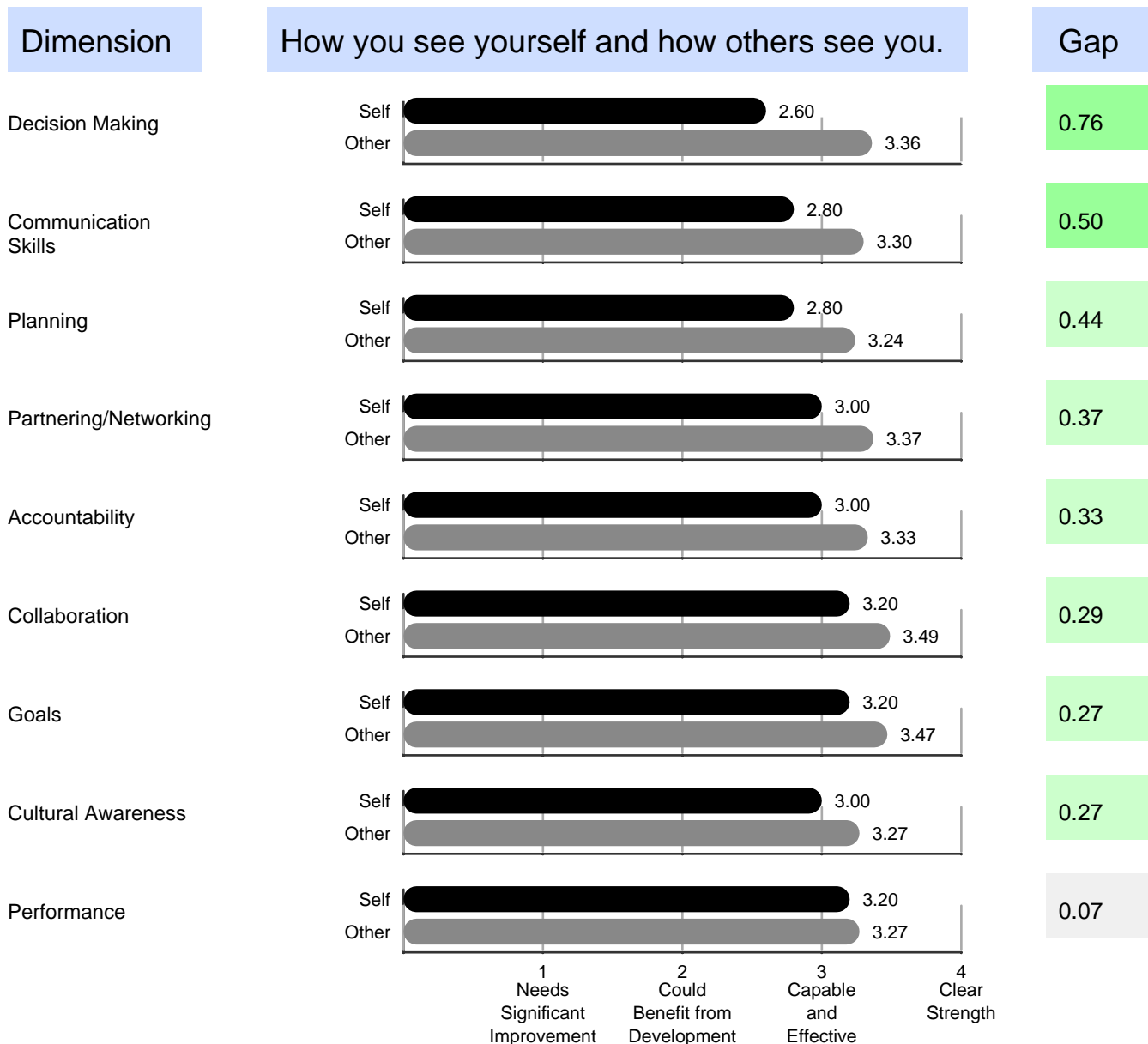
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Identifies and organizes partnerships and alliances.	15	3.20	93.3	7%	67%		27%
2. Works cooperatively with others to solve problems.	15	3.87	100.0	13%	87%		
3. Makes decisions with other members of the group.	15	3.33	93.3	7%	53%		40%
4. Respects other group/team members.	15	3.60	93.3	7%	27%	67%	
5. Creates a culture that fosters and values collaboration.	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. Identifies and organizes partnerships and alliances.	3.29	3.20	-0.09 ▼
2. Works cooperatively with others to solve problems.	3.65	3.87	+0.22 ▲
3. Makes decisions with other members of the group.	3.18	3.33	+0.16 ▲
4. Respects other group/team members.	3.41	3.60	+0.19 ▲
5. Creates a culture that fosters and values collaboration.	3.24	3.33	+0.10 ▲

### Comments:

- He exhibits a very strong commitment to [CompanyName] in his interactions and as such is an important role model to me and others.
- When \_\_\_\_\_ was tapped for the VP position I was very pleased as he was a very good director.
- When dealing with HR issues my HR business partner is always involved.
- Taking everything into consideration, \_\_\_\_\_ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- \_\_\_\_\_ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- \_\_\_\_\_ is a great team member. His technical skills are impeccable...great to see you in MBA program. Keep going.

## Partnering/Networking

### 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. Seeks to reduce institutional roadblocks to information sharing.	15	3.20	93.3	7%	60%	33%	
7. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	3.20	86.7	13%	53%	33%	
8. Collaborates with others to accomplish goals and objectives.	15	3.40	93.3	7%	47%	47%	
9. Creates the conditions for partnerships to grow and develop.	15	3.47	93.3	7%	40%	53%	
10. Seeks an understanding of diverse functions within the Company.	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. Seeks to reduce institutional roadblocks to information sharing.	3.24	3.20	-0.04 ▼
7. Capitalizes on partnerships and networks to enhance the Company's bottom line.	3.41	3.20	-0.21 ▼
8. Collaborates with others to accomplish goals and objectives.	3.24	3.40	+0.16 ▲
9. Creates the conditions for partnerships to grow and develop.	3.18	3.47	+0.29 ▲
10. Seeks an understanding of diverse functions within the Company.	3.35	3.47	+0.11 ▲

### Comments:

- Overall \_\_\_\_\_ is highly competent and brings a fresh perspective to the Engineering department.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.
- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- \_\_\_\_\_ is very clear about his expectations and I appreciate this.
- He is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.

## 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
11. Delivers information in a clear, concise, and logical manner.	15	3.53	100.0	47%	53%		
12. Able to demonstrate persuasiveness in pursuit of objectives.	15	3.27	100.0	73%	27%		
13. An effective listener who is responsive to information needs.	15	3.33	100.0	67%	33%		
14. Chooses the communication medium (ie. email, voice mail, memo, project document) that reflects the needs of the content. (ie. urgency, confidentiality, content scope)	15	3.13	86.7	13%	60%	27%	
15. Communications with department leadership	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. Delivers information in a clear, concise, and logical manner.	3.47	3.53	+0.06 ▲
12. Able to demonstrate persuasiveness in pursuit of objectives.	3.47	3.27	-0.20 ▼
13. An effective listener who is responsive to information needs.	3.35	3.33	-0.02 ▼
14. 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	3.13	-0.04 ▼
15. Communications with department leadership	3.00	3.07	+0.07 ▲

### Comments:

- \_\_\_\_\_ is very approachable for all departmental staff. He maintains a professional yet personable attitude at all times.
- \_\_\_\_\_ manages quite effectively by allowing his supervisors to manage the day to day operations rather than doing it for them.
- Provide and solicit more frequent feedback.
- He really wants the best for [CompanyName] and I see him consistently use that as a decision-making barometer.
- He engages the staff and I feel the department is in the best shape it ever has been in.
- \_\_\_\_\_'s team has great respect for him and he actively engages his staff to help them develop their skills to ensure that they are achieving their long term goals. He has worked with many different teams over the years and the management teams that he partners with have great respect for him and value his input.

## 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
16. Defines roles, rights, and responsibilities of employees.	15	3.40	93.3	7%	47%	47%	
17. Holds team accountable to meeting goals.	15	3.27	93.3	7%	60%	33%	
18. Defines roles, rights, and responsibilities of the team.	14	3.00	92.9	7%	79%	14%	
19. Takes responsibility for results.	15	3.47	100.0		53%	47%	
20. Implements and facilitates controls and processes that maintain the integrity of the organization.	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. Defines roles, rights, and responsibilities of employees.	3.65	3.40	-0.25 ▼
17. Holds team accountable to meeting goals.	3.47	3.27	-0.20 ▼
18. Defines roles, rights, and responsibilities of the team.	3.12	3.00	-0.12 ▼
19. Takes responsibility for results.	3.59	3.47	-0.12 ▼
20. Implements and facilitates controls and processes that maintain the integrity of the organization.	3.29	3.40	+0.11 ▲

#### Comments:

- Again, \_\_\_\_\_ is still learning his role and hasn't been with us very long so I have not seen some of these skills in action yet.
- \_\_\_\_\_ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.
- Uses his people skills to change negative situations into positive.
- He is smart, quick, compassionate, and thorough.
- He often will say he doesn't need the details or that he already knows and doesn't need an explanation.
- \_\_\_\_\_ maintains a high level of integrity in all his interactions, and inspires the same in all his paid and volunteer staff.

## 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. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	3.53	100.0	47%		53%	
22. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.00	80.0	20%	60%		20%
23. Does not lose sight of the big picture when making decisions	15	2.87	80.0	20%	73%		7%
24. Exercises good judgment by making sound and informed decisions.	15	3.47	100.0		53%		47%
25. Is able to make decisions quickly.	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. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	3.35	3.53	+0.18 ▲
22. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.00	3.00	
23. Does not lose sight of the big picture when making decisions	2.88	2.87	-0.02 ▼
24. Exercises good judgment by making sound and informed decisions.	3.00	3.47	+0.47 ▲
25. Is able to make decisions quickly.	3.76	3.67	-0.10 ▼

### Comments:

- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- Always has a positive, cheerful, and strong attitude.
- \_\_\_\_\_ could improve his awareness of his employees strengths and delegate work that utilizes those talents.
- \_\_\_\_\_ is incredibly talented and very smart. His attention to detail is unparalleled.
- I think that \_\_\_\_\_ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- \_\_\_\_\_ has done a great job clarifying roles on his team and leading them by example and hard work as well.



## Goals

### Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Makes sure that I have a clear idea of our group's goals.	15	3.40	93.3	7%	47%	47%	
27. Makes sure that team members have a clear idea of our group's goals.	15	3.33	93.3	7%	53%	40%	
28. Understands & contributes to development of strategic goals.	15	3.53	100.0		47%	53%	
29. Goal Setting	15	3.67	100.0		33%	67%	
30. Conducts timely follow-up; keeps others informed on a need to know basis.	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. Makes sure that I have a clear idea of our group's goals.	3.53	3.40	-0.13 ▼
27. Makes sure that team members have a clear idea of our group's goals.	3.12	3.33	+0.22 ▲
28. Understands & contributes to development of strategic goals.	3.41	3.53	+0.12 ▲
29. Goal Setting	3.59	3.67	+0.08 ▲
30. Conducts timely follow-up; keeps others informed on a need to know basis.	3.41	3.33	-0.08 ▼

### Comments:

- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.
- Demonstrates a focus on the business goals through task prioritization.
- \_\_\_\_\_ is friendly to myself and other staff members. I believe he is very knowledgeable in the role of controller. He continues to struggle with maintaining focus on tasks, time management and meeting deadlines. It is extremely frustrating to have to wait weeks for him to complete work needed from him.
- \_\_\_\_\_ demonstrates respect, a calm personality and technical expertise that make him a role model for others in the organization.
- He is a team player and willing to help other departments and staff when needed.
- \_\_\_\_\_ did a great job with the new employee program development and he should be proud of his accomplishments.

## Planning

### 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. Able to identify the needs of the department before a major change.	15	3.20	86.7	13%	53%	33%	
32. Delegates role to team members to accomplish goals.	15	3.40	100.0		60%	40%	
33. Works in an organized manner	15	3.20	86.7	13%	53%	33%	
34. Anticipates obstacles and ways to overcome them.	15	3.27	93.3	7%	60%	33%	
35. Makes plans and follows through.	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. Able to identify the needs of the department before a major change.	3.18	3.20	+0.02 ▲
32. Delegates role to team members to accomplish goals.	3.35	3.40	+0.05 ▲
33. Works in an organized manner	3.18	3.20	+0.02 ▲
34. Anticipates obstacles and ways to overcome them.	2.88	3.27	+0.38 ▲
35. Makes plans and follows through.	3.18	3.00	-0.18 ▼

#### Comments:

- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- \_\_\_\_\_ is very visible on the unit. Spending many hours with staff.
- \_\_\_\_\_ is an outstanding leader. He offers great communication and staff allows know what is expected of them.
- He often does not answer email, and if he does, it is often confusing. Appears disengaged at many levels.

## Cultural Awareness

### 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. Shows respect in daily interactions	15	3.20	93.3	7%	67%		27%
37. Recognizes and values individual and cultural differences.	15	3.27	93.3	7%	60%		33%
38. Values the opinions of diverse groups and individual.	15	3.27	86.7	13%	47%		40%
39. Treats others with dignity and respect.	15	3.13	86.7	13%	60%		27%
40. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	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. Shows respect in daily interactions	3.18	3.20	+0.02 ▲
37. Recognizes and values individual and cultural differences.	3.35	3.27	-0.09 ▼
38. Values the opinions of diverse groups and individual.	3.24	3.27	+0.03 ▲
39. Treats others with dignity and respect.	3.59	3.13	-0.45 ▼
40. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_\_\_ is a strong leader & mentor.
- \_\_\_\_\_ is very process oriented. He has streamlined/improved several processes in the lab.
- \_\_\_\_\_ does a great job of keeping the lines of communication and this is appreciated.
- He uses the strengths of everyone around him to get the best solutions possible.
- \_\_\_\_\_ is willing to tackle performance situations and solicits feedback on how his team is doing.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.

## 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 Significant Improvement) to green (Clear Strength).

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Works well in this position.	15	3.33	93.3	7%	53%	40%	
42. Listens and responds to issues and problems	15	3.33	93.3	7%	53%	40%	
43. Effectively organizes resources and plans	15	3.13	86.7	13%	60%	27%	
44. ...Overall Performance	15	3.00	86.7	13%	73%	13%	
45. Able to organize work.	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. Works well in this position.	3.29	3.33	+0.04 ▲
42. Listens and responds to issues and problems	3.41	3.33	-0.08 ▼
43. Effectively organizes resources and plans	3.35	3.13	-0.22 ▼
44. ...Overall Performance	3.18	3.00	-0.18 ▼
45. Able to organize work.	3.35	3.53	+0.18 ▲

### Comments:

- I think \_\_\_\_\_ is off to a very good start with the new division. He is engaging key players and helping form vision with his leadership team.
- \_\_\_\_\_ continues to be a great boss. He is available to us and always has time to help with anything.
- I enjoy working with \_\_\_\_\_. He is very responsive to questions. He seeks out advice or discussion with me at the appropriate times to make sure his projects are successful.
- He has a style that is intimidating to some and thus he needs to be (and is) aware of his effect on the room when he walks in.
- I trust that I can go to him in confidence and he will really listen to what I am saying.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.

## 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?

- I think \_\_\_\_\_ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- We have a very strong team in finance. There has been significant turnover but the efforts \_\_\_\_\_ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- I think having \_\_\_\_\_ as a manager is one of the reasons I've been here 10 years. He has given me great space to grow -- to make mistakes and learn from them. He's taught me about budgets, evaluations, and policies, among other things. He's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when he's most engaged and focused on the specific issue before us.
- I know I can always count on \_\_\_\_\_ to be reliable and respond in a timely manner to my request.
- He often involves his team in decision making and to determine how to achieve outcomes.

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

- I have had the opportunity to work with \_\_\_\_\_ on several projects through our Core Competency Training. All of which he has approached with a positive team building attitude.
- He is also good with follow up to make sure that the issue was resolved in a satisfactory manner.
- Be transparent and honest early. If you are unable to meet the deadline, communicate early rather than communicated that it is in good shape only to find out it is not.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- \_\_\_\_\_ has done a great job of continuing to grow and refine the service lines.
- This past year we have gone through many changes and some difficult situations and he is always here to support us as a department.

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

- Even tempered with a wealth of experience, he has been quick to respond to issues when they arise and has managed to keep focused despite distractions.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- Always steps up if help is needed.
- He 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.
- \_\_\_\_\_ is a good manager to work with he will find time to answer your questions and do a research if it needs to. He always appreciate the things everybody do for the department. He is a bright and smart manager to work with.
- By applying vision, strategy and activation in his day to day decisions he inspires us to be the best leaders we can be.

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

- \_\_\_\_\_ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- \_\_\_\_\_ is fully on board with engaging our staff in continuing improvements. I can see great improvements in team development.
- He could be more challenging at times with teammates and deliver critical feedback when necessary.
- \_\_\_\_\_ is consistent in his messaging about how we best serve the customers.
- I respect \_\_\_\_\_ and have turned to him for advice.
- He supports each and every one of us and was very sensitive to how this was effecting every staff member.

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

- \_\_\_\_\_ does a great job in supporting and engaging all of his employees.
- He walks the walk and talks the talk.
- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- \_\_\_\_\_ does a great job at demonstrating the value of his team to the organization.
- I really appreciate him as a member of the team.
- \_\_\_\_\_ relies on his direct reports to solicit input and involve front line staff in everyday work.

### Any final comments?

- Have not hired anyone yet and still learning all the staff's strengths and weaknesses, moving toward developing new skills with newer staff members.
- He holds himself to an even higher standard than he expects of his team, and that is respected throughout the organization.
- He was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.
- I appreciate that \_\_\_\_\_ reaches out to communicate expected changes and organizational impact.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- \_\_\_\_\_ has great communication skills and is a dependable member of the team.