



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.

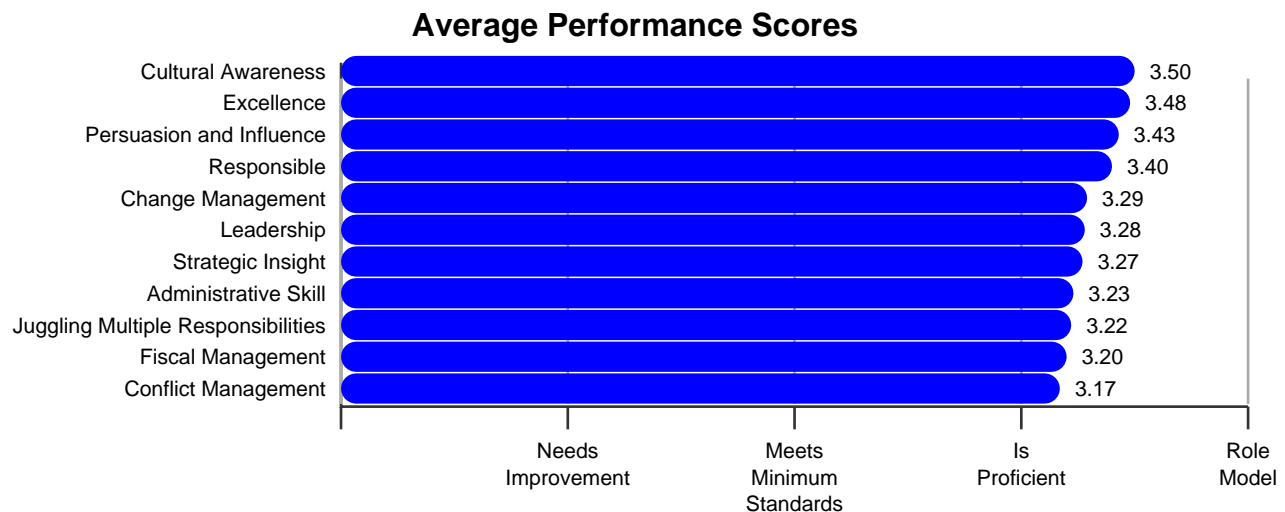
What to Do with Your Feedback

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.



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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Values the opinions of diverse groups and individual.	15	3.20	93.3	7%	67%		27%
2. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	3.87	100.0	13%	87%		
3. Recognizes and values individual and cultural differences.	15	3.33	93.3	7%	53%		40%
4. Shows respect in daily interactions	15	3.60	93.3	7%	27%	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
1. Values the opinions of diverse groups and individual.	3.29	3.20	-0.09 ▼
2. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	3.65	3.87	+0.22 ▲
3. Recognizes and values individual and cultural differences.	3.18	3.33	+0.16 ▲
4. Shows respect in daily interactions	3.41	3.60	+0.19 ▲

Comments:

- He sets a good example for personal growth.
- _____ teams with others to improve communication and process.
- He communicates well to all staff and we know what is expected of us.
- 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.
- I have found that _____ takes feedback very well. Perhaps finding a less public/formal setting for alternate sources of feedback and ideas for improvement.
- You can count on _____ to be honest and stay true to commitments.

Leadership

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
5. Provides resources to enable individuals to develop professionally.	15	3.33	93.3	7%	53%	40%	
6. Sits down regularly with employees to review their job performance.	15	3.20	93.3	7%	60%	33%	
7. Expresses clear goals and objectives.	15	3.20	86.7	13%	53%	33%	
8. Able to organize the work 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
5. Provides resources to enable individuals to develop professionally.	3.24	3.33	+0.10 ▲
6. Sits down regularly with employees to review their job performance.	3.24	3.20	-0.04 ▼
7. Expresses clear goals and objectives.	3.41	3.20	-0.21 ▼
8. Able to organize the work of others.	3.24	3.40	+0.16 ▲

Comments:

- Attitude is there; however, follow through is lacking at times.
- When _____ delegated work, he remained accountable for the final result. He always make himself available for questions and help along the way.
- I think staff would respect _____ more as a leader in the department if he would adhere to meeting deadlines and be respectful of the amount of staff time required to keep bugging him to finish something.
- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- He easily recognizes strengths and talents during interviews and hires or places these individuals accordingly.
- _____ leads by example in each of the areas noted above.

Persuasion and Influence

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
9. Able to express own goals and needs.	15	3.47	93.3	7%	40%	53%	
10. Has excellent influencing/negotiating skills.	15	3.47	93.3	7%	40%	53%	
11. Communicates effectively with others.	15	3.53	100.0		47%	53%	
12. Develops a good rapport with others.	15	3.27	100.0		73%		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
9. Able to express own goals and needs.	3.18	3.47	+0.29 ▲
10. Has excellent influencing/negotiating skills.	3.35	3.47	+0.11 ▲
11. Communicates effectively with others.	3.47	3.53	+0.06 ▲
12. Develops a good rapport with others.	3.47	3.27	-0.20 ▼

Comments:

- _____ strives to be professional with each and every interaction and I think inspires confidence.
- He offers up ideas of how I could have handled something differently in a constructive manner.
- _____ delegates very effectively.
- _____ is a good leader because he gives examples through his own behavior.
- I appreciate the straight forward style of leadership _____ uses.
- One of the things I appreciate about _____ as a leader is his willingness and enthusiasm to adopt new strategies that help the department continue to move forward and improve. An example this past year has been his involvement with Competencies and helping our staff think about how we can apply these concepts to our work.

Administrative Skill

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
13. Completes reports on-time.	15	3.33	100.0		67%		33%
14. Enthusiastic about taking on challenging projects.	15	3.13	86.7	13%	60%		27%
15. Takes responsibility for decisions.	15	3.07	80.0	20%	53%		27%
16. Strong organizational skills to keep the workspace and department in order	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
13. Completes reports on-time.	3.35	3.33	-0.02 ▼
14. Enthusiastic about taking on challenging projects.	3.18	3.13	-0.04 ▼
15. Takes responsibility for decisions.	3.00	3.07	+0.07 ▲
16. Strong organizational skills to keep the workspace and department in order	3.65	3.40	-0.25 ▼

Comments:

- He is all the above and more, have never worked with a more engaged leader. His shoes will be difficult to fill.
- _____ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.
- _____ does an excellent job of focusing on customer service and going above and beyond to help his internal customers, which I hope provides him with some feeling of success. While it is true that not everything can be important if everything IS important, _____ somehow manages to give me the attention I need, when I need it, as though my priorities are hers. I know this not humanly possible given the volume of priorities in all areas of [CompanyName] but he is so effective in his role that he is able to create that atmosphere and instill confidence in the managers. _____ has a solid reputation for being a direct communicator and his opinion is respected in our group.
- Have improved on delegating to others to accomplish growth and goal attainment. Others are responsible for chairing meetings with support for difficult issues. Have begun focus and educational leadership meeting components to promote growth of that team.
- Again, he has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- _____'s priority is our customers and community.

Change Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
17. Assists others in understanding changes to the organization.	15	3.27	93.3	7%	60%		33%
18. Addresses organizational and departmental resistance to changes.	14	3.00	92.9	7%	79%		14%
19. Effective in implementing new organizational vision and values.	15	3.47	100.0		53%		47%
20. Supports the Company's efforts to implement changes.	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
17. Assists others in understanding changes to the organization.	3.47	3.27	-0.20 ▼
18. Addresses organizational and departmental resistance to changes.	3.12	3.00	-0.12 ▼
19. Effective in implementing new organizational vision and values.	3.59	3.47	-0.12 ▼
20. Supports the Company's efforts to implement changes.	3.29	3.40	+0.11 ▲

Comments:

- _____ is very emotionally connected with his team and processes and at times this makes it more difficult to make the right decision.
- He stays in his office, and is largely oblivious to the daily activities of customer service.
- I have not been directly involved in making hiring decisions with him, but I do know that he makes a point to ensure all stakeholders are involved in the process and decision.
- _____ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with _____ for many years.
- _____ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- Effective communication. If I am not executing a task in a timely fashion, I am not held accountable for it.

Juggling Multiple Responsibilities

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Prioritizes tasks for efficiency.	15	3.53	100.0	47%	53%		
22. Organizes tasks for the most efficient order of completion.	15	3.00	80.0	20%	60%	20%	
23. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	15	2.87	80.0	20%	73%	7%	
24. Is aware of the deadlines for specific tasks/assignments.	15	3.47	100.0	53%	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
21. Prioritizes tasks for efficiency.	3.35	3.53	+0.18 ▲
22. Organizes tasks for the most efficient order of completion.	3.00	3.00	
23. Recognizes and responds to product placement and signing needs while staying alert to customers' needs, store activities and training associates.	2.88	2.87	-0.02 ▼
24. Is aware of the deadlines for specific tasks/assignments.	3.00	3.47	+0.47 ▲

Comments:

- He is a team player and willing to help other departments and staff when needed.
- I am glad to have _____ in his role. Because of his openness and willingness to work with others he helps my department produce quality work, and encourages us to reciprocate.
- I feel very confident in his support, which he has already demonstrated several times in challenging situations.
- _____ has been eager to learn his new position and is transitioning well.
- Sometimes work is pushed forward when he doesn't understand underlying issues and work needed.
- He 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.

Excellence

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
25. Produces high quality work.	15	3.67	100.0	33%	67%		
26. Is planful and organized.	15	3.40	93.3	7%	47%	47%	
27. Demonstrates the analytical skills to do their job.	15	3.33	93.3	7%	53%	40%	
28. Takes a lot of pride in their 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
25. Produces high quality work.	3.76	3.67	-0.10 ▼
26. Is planful and organized.	3.53	3.40	-0.13 ▼
27. Demonstrates the analytical skills to do their job.	3.12	3.33	+0.22 ▲
28. Takes a lot of pride in their work.	3.41	3.53	+0.12 ▲

Comments:

- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- Has a very good attitude which makes it a pleasure working environment. Stays organized and on top of most all issues that arise.
- _____ has been so helpful to me as a new manager.
- He tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.
- I think that _____ is making good strides in setting expectations through clear communication.
- _____ has improved on his quick assessment of situations and as a result it has helped me improve also

Responsible

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
29. Is a person you can trust.	15	3.67	100.0	33%	67%		
30. Sets high personal standards of performance.	15	3.33	100.0		67%		33%
31. Sets a good example.	15	3.20	86.7	13%	53%		33%
32. Completes assigned work tasks.	15	3.40	100.0		60%		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
29. Is a person you can trust.	3.59	3.67	+0.08 ▲
30. Sets high personal standards of performance.	3.41	3.33	-0.08 ▼
31. Sets a good example.	3.18	3.20	+0.02 ▲
32. Completes assigned work tasks.	3.35	3.40	+0.05 ▲

Comments:

- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- He is a great leader.
- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- Having had minimal interaction with _____'s team I am unable to respond to some of these questions. The few that I have had interaction with have been positive and have been good organizational fits.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- _____ wants what is best for the organization and Security team and as a manager he expects the best the each have to offer.

Conflict Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
33. Discusses conflict situations with supervisor.	15	3.20	86.7	13%	53%	33%	
34. Tries to understand others' point of view before making judgments	15	3.27	93.3	7%	60%	33%	
35. Identifies and takes steps to prevent potential confrontations.	15	3.00	80.0	20%	60%	20%	
36. Assists team members by helping them see the other point of view.	15	3.20	93.3	7%	67%	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
33. Discusses conflict situations with supervisor.	3.18	3.20	+0.02 ▲
34. Tries to understand others' point of view before making judgments	2.88	3.27	+0.38 ▲
35. Identifies and takes steps to prevent potential confrontations.	3.18	3.00	-0.18 ▼
36. Assists team members by helping them see the other point of view.	3.18	3.20	+0.02 ▲

Comments:

- Ready to tackle any given problem and help others finish 1st
- He continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- _____ 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 He is extremely customer focused.
- He is such a positive person and always willing to pitch in where help is needed.
- _____ is committed to our organization and leads by example.
- 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.

Strategic Insight

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
37. Analyzes records and reports to obtain insight into potential issues and trends.	15	3.27	93.3	7%	60%	33%	
38. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	15	3.27	86.7	13%	47%	40%	
39. Communicates vision for the department and company.	15	3.13	86.7	13%	60%	27%	
40. Formulates strategies and action plans to ensure successful completion of goals and objectives.	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
37. Analyzes records and reports to obtain insight into potential issues and trends.	3.35	3.27	-0.09 ▼
38. Understands the Company's strengths and weaknesses and uses this information to create optimal solutions to problems.	3.24	3.27	+0.03 ▲
39. Communicates vision for the department and company.	3.59	3.13	-0.45 ▼
40. Formulates strategies and action plans to ensure successful completion of goals and objectives.	3.29	3.40	+0.11 ▲

Comments:

- He sets a good example for personal growth.
- I enjoy working with _____; whenever I need to communicate an issue or problem regarding the department he is very receptive and responsive to the needs.
- He translated the creative thinking into real change and solution that advanced our department.
- He maintains focus, displays confidence and is the definition of tenacity because he keeps [CompanyName]'s best interests always at center.
- He includes appropriate people in his decisions and follows through on decisions made.
- _____ is very reliable, respectful and ethical in his leadership.

Fiscal Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.33	93.3	7%	53%	40%	
42. Keeps excellent records for financial transparency.	15	3.33	93.3	7%	53%	40%	
43. Develops of the department's annual budget.	15	3.13	86.7	13%	60%	27%	
44. Effective in using Company's resources.	15	3.00	86.7	13%	73%	13%	

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. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.29	3.33	+0.04 ▲
42. Keeps excellent records for financial transparency.	3.41	3.33	-0.08 ▼
43. Develops of the department's annual budget.	3.35	3.13	-0.22 ▼
44. Effective in using Company's resources.	3.18	3.00	-0.18 ▼

Comments:

- Is a great teammate and valuable resource for the company. it is obvious he cares for the team
- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- I do very much appreciate that _____ will support me in a decision when needed.
- Is sincerely a role model for everything one would look for in a role model as a team member.
- He can fall behind on projects without providing timely feedback.
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.

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?

- 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.
- I truly enjoy working with _____. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.
- I believe I need to give him a chance to get into his position.
- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- _____ is an impressive performer.
- _____ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.

What do you like best about working with this individual?

- Delegates often with little to no direction.
- He has grown as a manager in the last few months and it shows.
- _____ is an excellent employee, I do not know of any areas that need improvement.
- He inspires us to remember that as leaders, anything's possible.
- _____ always presents himself in the most professional manner.
- _____ has been in his new role a short time, but I already am appreciating the higher level of expectations he is setting and the groundwork for quality improvement

What do you like least about working with this individual?

- _____ has superb technical experience. I think he should take more advantage of department meetings to brief the team on his priorities and initiatives.
- _____ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- Always available to give us what we need to succeed.
- He is open to new ideas and ways to improve the service we provide.
- _____ is willing to understand how a current process works before wanting to incorporate changes.
- Norm made an excellent choice by selecting _____ to lead [CompanyName].

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

- just know going through the hiring process with him.
- In his role as a director, I have seen _____ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- _____ is a great leader and understands when he is needed the most. He is fair in his changes and tries his hardest to be equal to everyone.
- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- _____ has the talent to use different Leadership styles to fit the situation.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.

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

- _____ is a great leader and is committed to his role here at [CompanyName]!
- Expectations of scheduling for associate manager's is not always clearly defined. As a result consistent leadership is not available to staff. Needs to hold managers accountable for getting projects completed in a timely manner. Better communication of expectations of the associate manager group as a hold would be beneficial.
- He is eager to learn and eager to share knowledge.
- _____ has nothing but [CompanyName]'s best interest at heart.
- _____ has excellent job and people skills.
- Sometimes the desired outcomes and expectations are not clearly communicated.

Any final comments?

- Each member feels they are a part of the team and knows their contribution is valued.
- He is trustworthy, dependable, positive attitude, and team focused.
- I truly appreciate _____'s knowledge, his professionalism, and his reliability.
- I believe _____ sets the bar for collaborative work and demonstrating team building. He is an exceptional peer and one who I enjoy working with.
- _____ is a great motivator and consistently encourages staff as well as acknowledge their roles in Supply Chain Services. Always has a positive attitude.
- The role of interim director is new to _____ and since he is still learning that, it impacts his ability to make sound judgements in his daily work.