



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

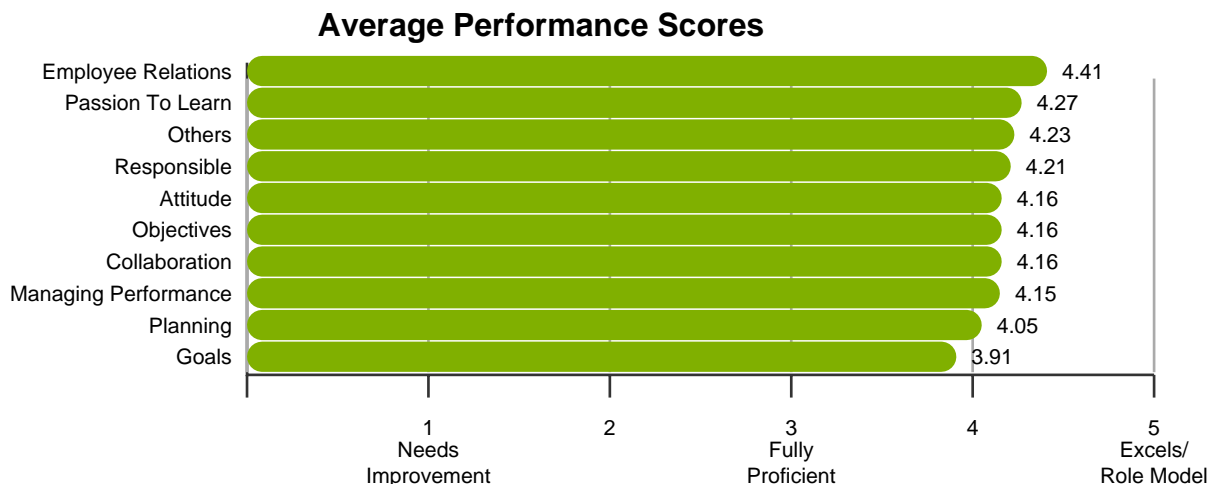
What to Do with Your Feedback

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

Summary

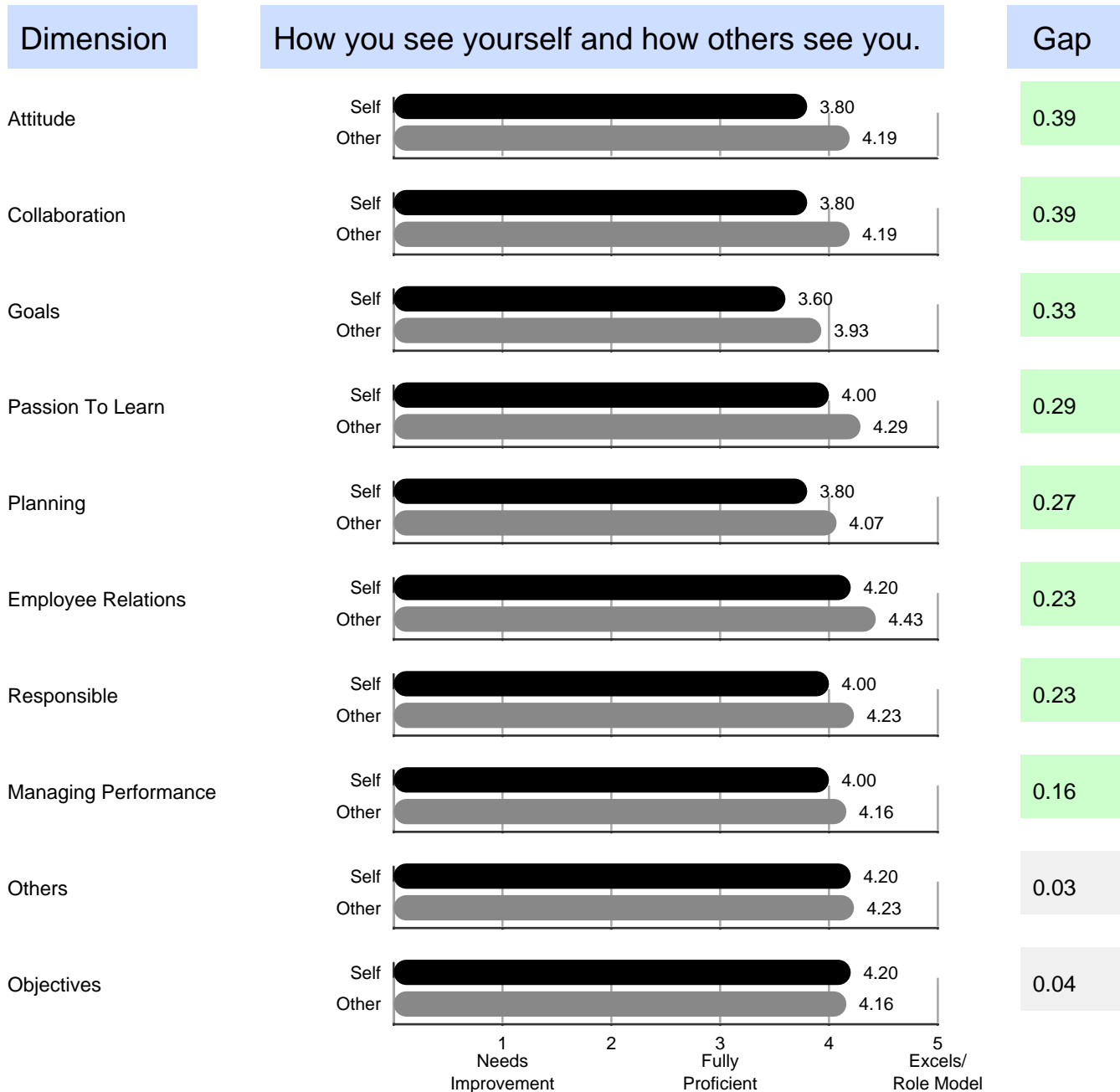
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



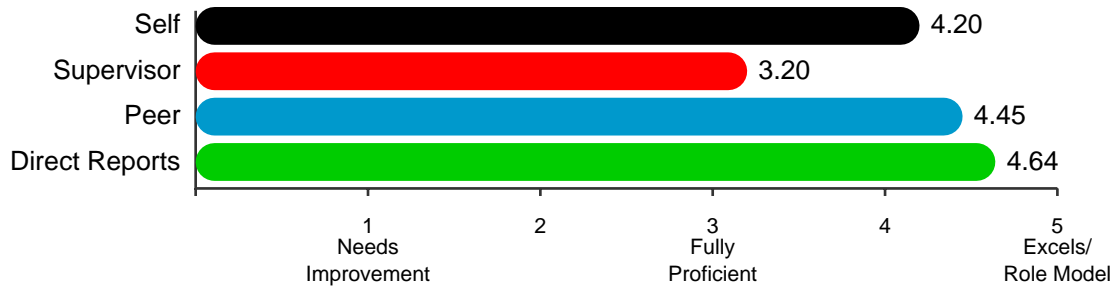
Gap Analysis

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.



Employee Relations

Summary Scores



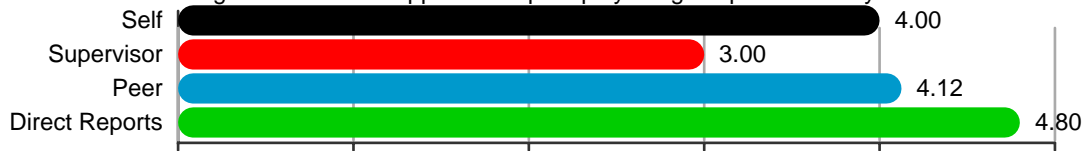
1. Invites employees to co-create solutions and take ownership of implementation plans.



2. Designs policies with employee input to reflect a balance between operational efficiency and workforce well-being.



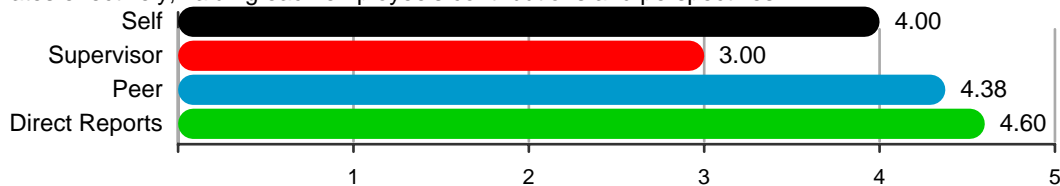
3. Recognizes individual strengths and tailors support to help employees grow professionally.



4. Uses employee relations practices reflecting fairness and equity across all levels.



5. Collaborates effectively, valuing each employee's contributions and perspectives.



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 (Excels/ Role Model).

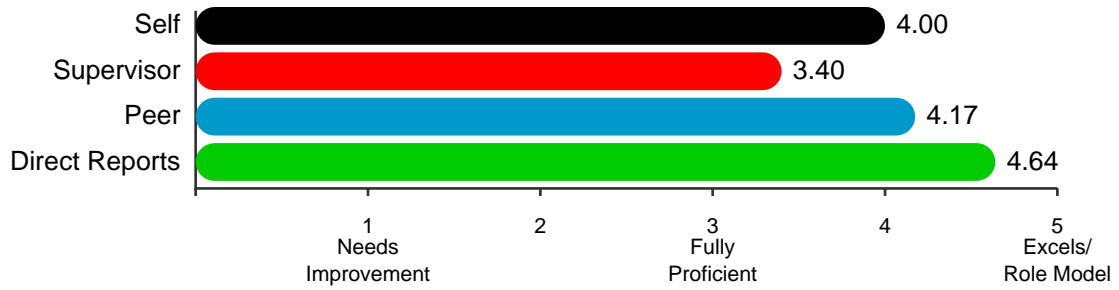
| Item | n | Avg | LOA | Needs Improvement | Fully Proficient | Excels/ Role Model |
|---|----|------|-------|-------------------|------------------|--------------------|
| 1. Invites employees to co-create solutions and take ownership of implementation plans. | 15 | 4.20 | 93.3 | 7% | 67% | 27% |
| 2. Designs policies with employee input to reflect a balance between operational efficiency and workforce well-being. | 15 | 4.87 | 100.0 | 13% | 87% | |
| 3. Recognizes individual strengths and tailors support to help employees grow professionally. | 15 | 4.27 | 93.3 | 7% | 60% | 33% |
| 4. Uses employee relations practices reflecting fairness and equity across all levels. | 15 | 4.40 | 86.7 | 13% | 33% | 53% |
| 5. Collaborates effectively, valuing each employee's contributions and perspectives. | 15 | 4.33 | 93.3 | 7% | 53% | 40% |

Comments:

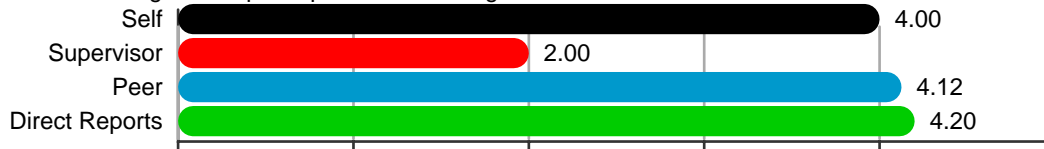
- Provide more clarity. Increase your technical knowledge.
- Improve on providing feedback.
- ___ clearly has a shared decision making system that has worked well in the old department. I feel like she is trying to use this system in the new department also and has met some challenges.
- Demonstrates a focus on the business goals through task prioritization.
- ___ see the opportunity for process improvement within the department but does not consistently lead an organized approach to initiate those improvements.
- ___ has an incredible vision for our organization's strategy and improvement efforts.

Passion To Learn

Summary Scores



6. Demonstrates a willingness to participate in continuing education courses.



7. Enhances value to the company through additional training and development.



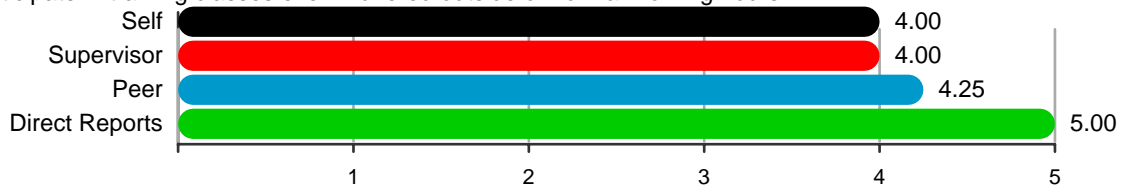
8. Inspires others to learn new things.



9. Takes initiative for own learning and development.



10. Will participate in training classes even if offered outside of normal working hours.



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 (Excels/ Role Model).

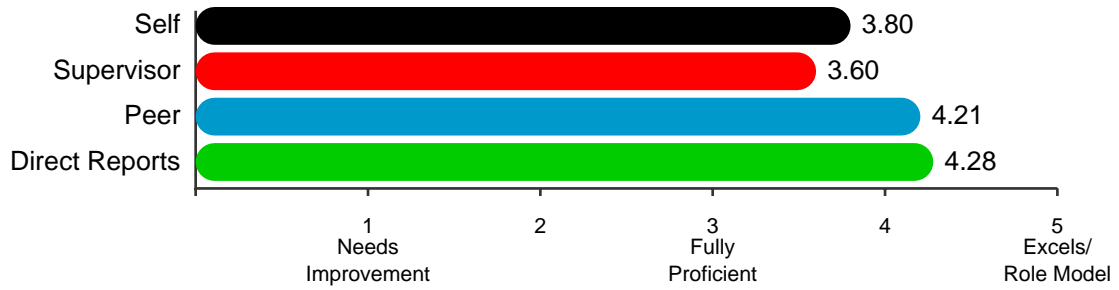
| Item | n | Avg | LOA | Needs Improvement | | Fully Proficient | | Excels/ Role Model |
|---|----|------|------|-------------------|-----|------------------|--|--------------------|
| 6. Demonstrates a willingness to participate in continuing education courses. | 15 | 4.00 | 80.0 | 7% | 13% | 53% | | 27% |
| 7. Enhances value to the company through additional training and development. | 15 | 4.07 | 80.0 | | 20% | 53% | | 27% |
| 8. Inspires others to learn new things. | 15 | 4.33 | 93.3 | 7% | | 47% | | 47% |
| 9. Takes initiative for own learning and development. | 15 | 4.47 | 93.3 | 7% | | 40% | | 53% |
| 10. Will participate in training classes even if offered outside of normal working hours. | 15 | 4.47 | 93.3 | 7% | | 40% | | 53% |

Comments:

- ___ leads by example. Great Employee engagement.
- ___ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- In my opinion, ___ will grow and continue to grow to become a strong, great leader. Mentors such as yourself, the Director and our VP will help guide and develop ___.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.
- She provided coaching and support to improve this individual's performance.

Attitude

Summary Scores



11. Looks for ways to succeed in spite of any obstacles or circumstances.



12. Builds and maintains positive relationships with peers.



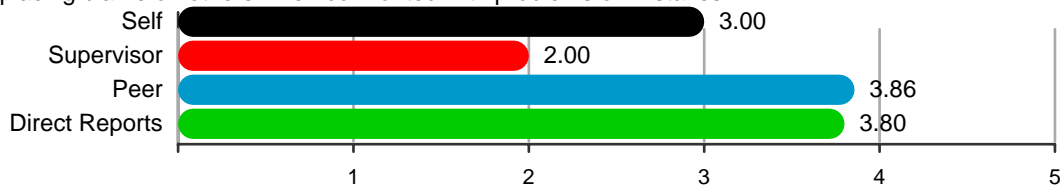
13. Shows curiosity in learning new tools or techniques to continuously improve work outcomes.



14. Faces setbacks with composure and reframes challenges as opportunities for growth.



15. Avoids placing blame on others when confronted with problems or mistakes.



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 (Excels/ Role Model).

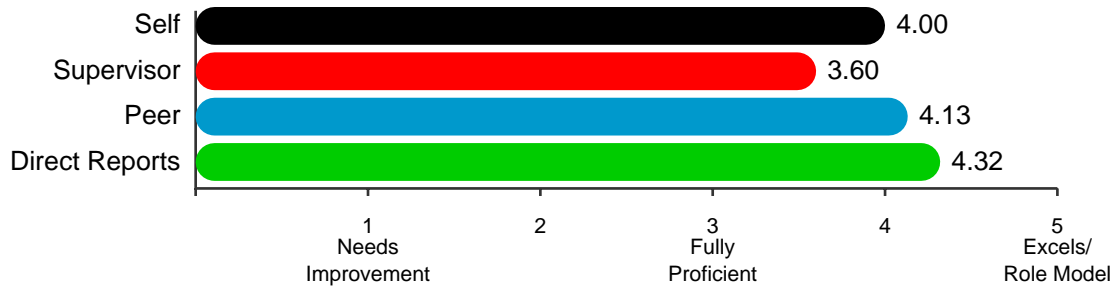
| Item | n | Avg | LOA | Needs Improvement | Fully Proficient | Excels/ Role Model |
|--|----|------|-------|-------------------|------------------|--------------------|
| 11. Looks for ways to succeed in spite of any obstacles or circumstances. | 15 | 4.60 | 100.0 | 40% | 60% | |
| 12. Builds and maintains positive relationships with peers. | 15 | 4.27 | 100.0 | 73% | | 27% |
| 13. Shows curiosity in learning new tools or techniques to continuously improve work outcomes. | 15 | 4.33 | 100.0 | 67% | | 33% |
| 14. Faces setbacks with composure and reframes challenges as opportunities for growth. | 15 | 3.93 | 73.3 | 27% | 53% | 20% |
| 15. Avoids placing blame on others when confronted with problems or mistakes. | 14 | 3.64 | 57.1 | 14% | 29% | 36% |
| | | | | | | 21% |

Comments:

- ___ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- ___ is a very clear communicator. She approaches challenges in a collaborative format and is very open to looking at different approaches to achieve common goals. She engages her team in decisions and also encourages cross departmental communication.
- She is well respected.
- The few problems we have experienced during these changes is a reflection of ___'s leadership.
- ___ supports and affirms her staff. She has shown that she knows how to engage all members of our care management practice to be partners with her and our organization, in our joint venture and journey toward excellence. She does not want perfection, but it is clear that she expects the best that can be done for our customer, because that is what she models.
- She also sees herself as a problem solver. The staff, however, experience being inundated with ideas and solutions that she presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.

Managing Performance

Summary Scores



16. Creates several measures of success for each goal.



17. Plans and sets work expectations.



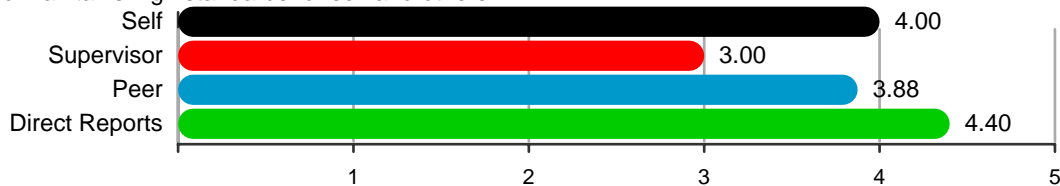
18. Acknowledges employee contributions that support the bottom line.



19. Awards new assignments to those who are most capable.



20. Sets and maintains high standards for self and others.



Level of Skill

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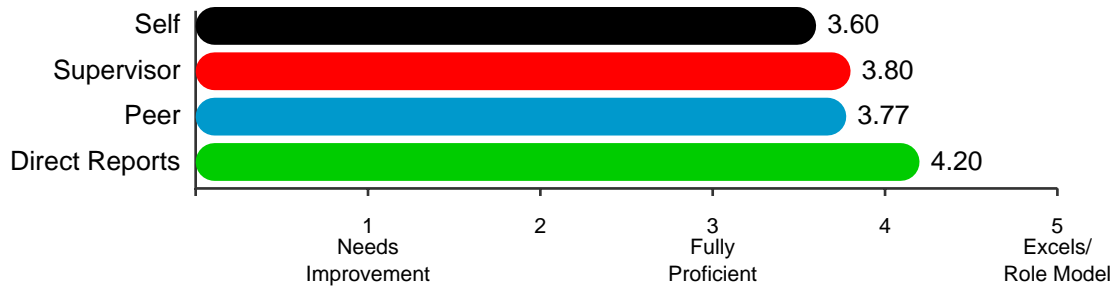
| Item | n | Avg | LOA | Needs Improvement | | Fully Proficient | Excels/ Role Model |
|---|----|------|------|-------------------|-----|------------------|--------------------|
| 16. Creates several measures of success for each goal. | 15 | 4.33 | 86.7 | 13% | 40% | 47% | |
| 17. Plans and sets work expectations. | 15 | 4.27 | 93.3 | 7% | 60% | 33% | |
| 18. Acknowledges employee contributions that support the bottom line. | 14 | 4.00 | 92.9 | 7% | 86% | 7% | |
| 19. Awards new assignments to those who are most capable. | 14 | 4.14 | 85.7 | 7% | 7% | 50% | 36% |
| 20. Sets and maintains high standards for self and others. | 15 | 4.00 | 66.7 | 7% | 27% | 27% | 40% |

Comments:

- She communicates well to all staff and we know what is expected of us.
- ___ is always professional and demonstrates integrity in her daily work. She is consistently respectful and values other members of the team.
- ___ has the knowledge and skill set needed and I have complete confidence that she can move [CompanyName] forward and achieve the goals set forth.
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- ___ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on ___ to stand her ground and take care of her employees / department.
- She is also very enthusiastic and energetic.

Goals

Summary Scores



21. Successfully meets deadlines for achieving goals.



22. Follows a structured plan to consistently monitor progress and make necessary adjustments.



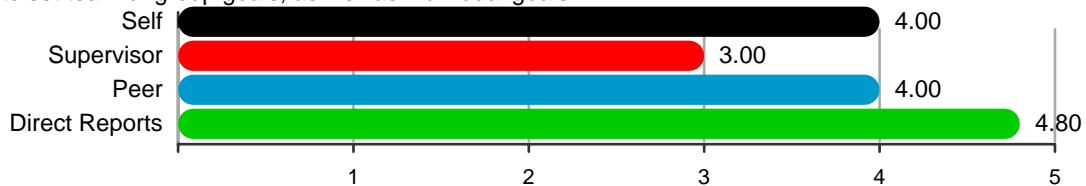
23. Helps to set goals for the organization.



24. Clearly defines challenging but attainable goals.



25. Strives to set team or group goals, as well as individual goals



Level of Skill

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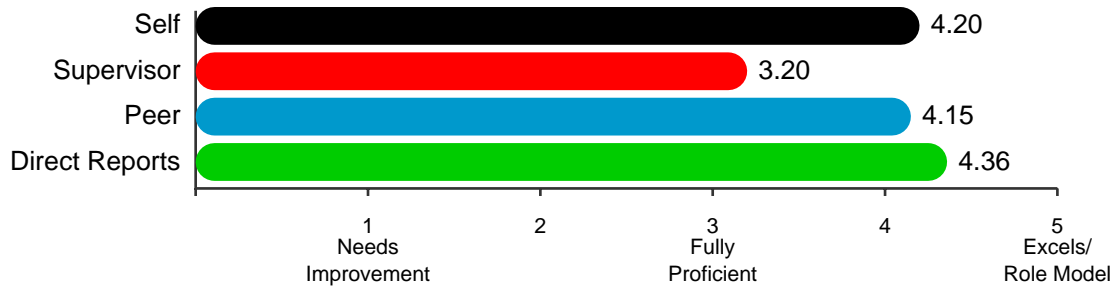
| Item | n | Avg | LOA | Needs Improvement | | Fully Proficient | Excels/ Role Model |
|--|----|------|------|-------------------|-----|------------------|--------------------|
| 21. Successfully meets deadlines for achieving goals. | 15 | 4.00 | 66.7 | 13% | 20% | 20% | 47% |
| 22. Follows a structured plan to consistently monitor progress and make necessary adjustments. | 15 | 3.47 | 53.3 | 13% | 33% | 47% | 7% |
| 23. Helps to set goals for the organization. | 15 | 3.60 | 66.7 | 13% | 20% | 60% | 7% |
| 24. Clearly defines challenging but attainable goals. | 15 | 4.27 | 86.7 | 7% | 7% | 40% | 47% |
| 25. Strives to set team or group goals, as well as individual goals | 15 | 4.20 | 80.0 | 7% | 13% | 33% | 47% |

Comments:

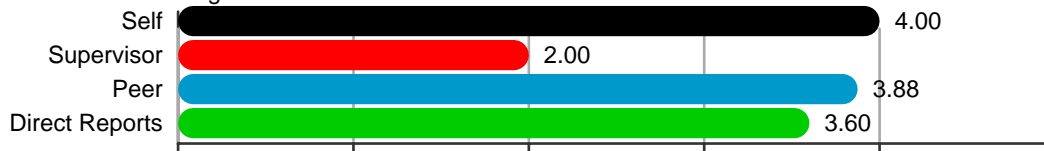
- ___ routinely goes out of her way to make work a more engaging experience.
- I would like to see her expand personal long-term goals at the company.
- She includes appropriate people in her decisions and follows through on decisions made.
- As a new employee, I feel that she is receptive when I seek guidance as well as when I am looking for feedback with my own skills.
- ___ is an excellent manager, our dept.is a good place to work with her as a boss
- ___ is dedicated, caring, respectful and an overall amazing person, who very obviously strives for continuous improvement. She has a very good understanding of what I do and is very effective in helping me to see things I could be doing better and where my focus should be.

Objectives

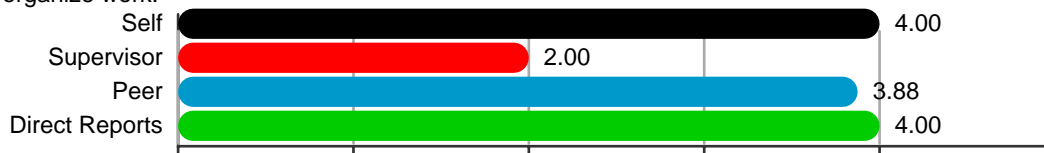
Summary Scores



26. Ability to establish realistic goals.



27. Able to organize work.



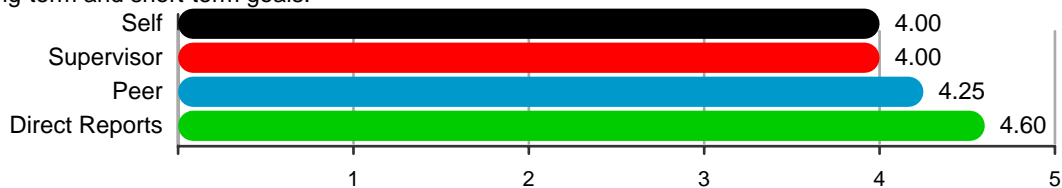
28. Works toward achieving established goals and objectives.



29. Establishes goals and objectives.



30. Sets long-term and short-term 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 Improvement) to green (Excels/ Role Model).

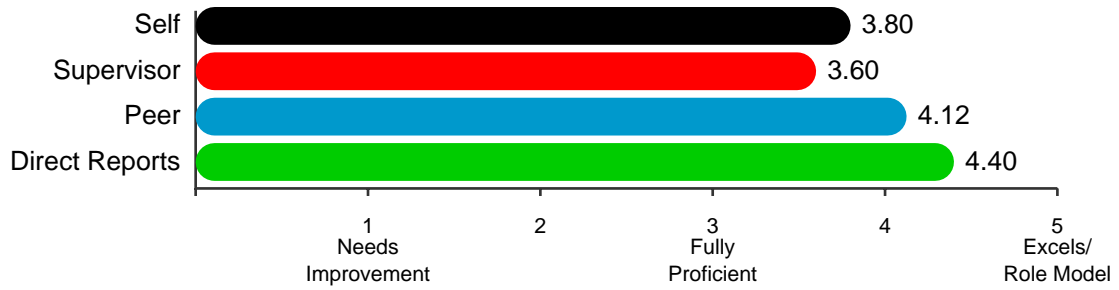
| Item | n | Avg | LOA | Needs Improvement | | Fully Proficient | | Excels/ Role Model |
|--|----|------|-------|-------------------|-----|------------------|--|--------------------|
| 26. Ability to establish realistic goals. | 15 | 3.67 | 66.7 | 20% | 13% | 47% | | 20% |
| 27. Able to organize work. | 15 | 3.80 | 73.3 | 20% | 7% | 47% | | 27% |
| 28. Works toward achieving established goals and objectives. | 15 | 4.33 | 86.7 | | 13% | 40% | | 47% |
| 29. Establishes goals and objectives. | 15 | 4.67 | 100.0 | | | 33% | | 67% |
| 30. Sets long-term and short-term goals. | 15 | 4.33 | 100.0 | | | 67% | | 33% |

Comments:

- Collaboration with other departments and stakeholders is inconsistent. When asked questions about items, she sometimes comes across as defensive, even though the question or clarification is truly needed by the requestor. She seems hesitant to ask for feedback, review, or help.
- I appreciate her helpful and cheerful outlook!
- She can always be counted on to do what she commits to.
- She has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- Manager engages in all categories described above as marked.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.

Collaboration

Summary Scores



31. Listens to the ideas and suggestions from others.



32. Clearly articulates the importance of collaboration in the department's values and vision.



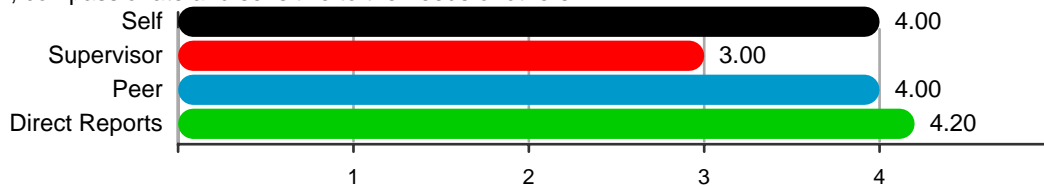
33. Facilitates resolving differences to strengthen team unity.



34. Ensures all team members understand the goals.



35. Is tactful, compassionate and sensitive to the needs of others.



Level of Skill

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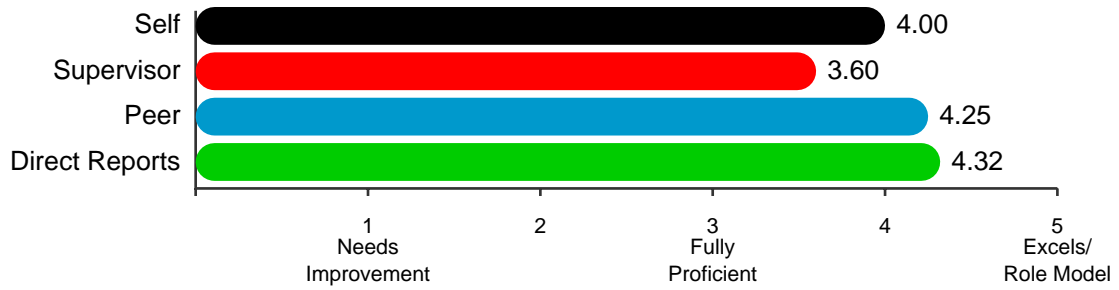
| Item | n | Avg | LOA | Needs Improvement | Fully Proficient | Excels/ Role Model |
|--|----|------|-------|-------------------|------------------|--------------------|
| 31. Listens to the ideas and suggestions from others. | 15 | 4.07 | 80.0 | 20% | 53% | 27% |
| 32. Clearly articulates the importance of collaboration in the department's values and vision. | 15 | 4.47 | 100.0 | | 53% | 47% |
| 33. Facilitates resolving differences to strengthen team unity. | 15 | 4.13 | 80.0 | 20% | 47% | 33% |
| 34. Ensures all team members understand the goals. | 15 | 4.13 | 86.7 | 13% | 60% | 27% |
| 35. Is tactful, compassionate and sensitive to the needs of others. | 15 | 4.00 | 80.0 | 20% | 60% | 20% |

Comments:

- ___ is a true asset to [CompanyName].
- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- 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.
- 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.
- She has a vast storehouse of knowledge about the facility and our policies.

Responsible

Summary Scores



36. Sets high personal standards of performance.



37. Sets a good example.



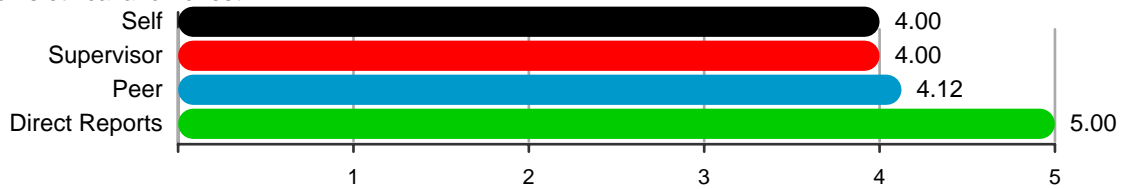
38. Responsible for setting the vision of the department.



39. Holds herself / himself accountable to goals / objectives



40. Behavior is ethical and honest.



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 (Excels/ Role Model).

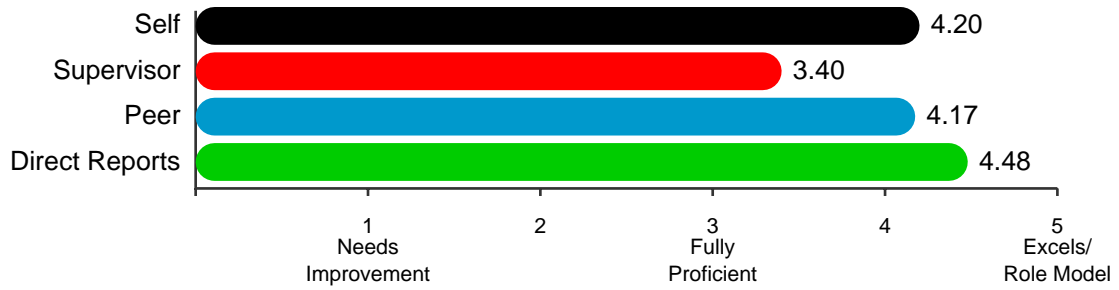
| Item | n | Avg | LOA | Needs Improvement | | Fully Proficient | | Excels/ Role Model |
|---|----|------|-------|-------------------|----|------------------|--|--------------------|
| 36. Sets high personal standards of performance. | 15 | 4.33 | 100.0 | | | 67% | | 33% |
| 37. Sets a good example. | 15 | 3.93 | 80.0 | 13% | 7% | 53% | | 27% |
| 38. Responsible for setting the vision of the department. | 15 | 4.27 | 86.7 | 13% | | 47% | | 40% |
| 39. Holds herself / himself accountable to goals / objectives | 15 | 4.13 | 86.7 | 13% | | 60% | | 27% |
| 40. Behavior is ethical and honest. | 15 | 4.40 | 93.3 | 7% | | 47% | | 47% |

Comments:

- ___ leads by example.
- Set clear expectations for others.
- ___ has demonstrated the ability to manage significant changes in her area with great skill.
- She makes a point to ensure all stakeholders are involved in the process and decision and truly cares and listens to how others feel.
- She is a transformational leader and has been instrumental in the maintenance of our best-in-class status.
- She 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.

Others

Summary Scores



41. Treats others with respect and dignity.



42. Includes others in the decision making processes.



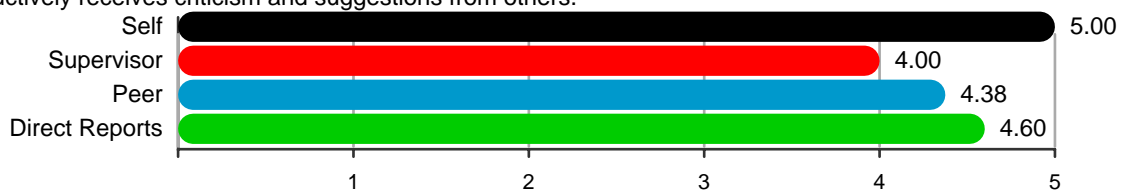
43. Supports the efforts of other employees in implementing solutions to problems.



44. ...treats others with respect and dignity.



45. Constructively receives criticism and suggestions from others.



Level of Skill

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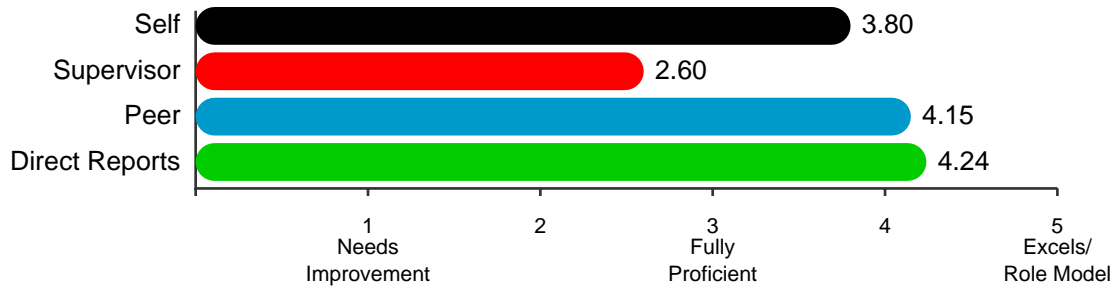
| Item | n | Avg | LOA | Needs Improvement | Fully Proficient | Excels/ Role Model |
|--|----|------|------|-------------------|------------------|--------------------|
| 41. Treats others with respect and dignity. | 15 | 4.33 | 93.3 | 7% | 53% | 40% |
| 42. Includes others in the decision making processes. | 15 | 4.20 | 80.0 | 20% | 40% | 40% |
| 43. Supports the efforts of other employees in implementing solutions to problems. | 15 | 4.13 | 86.7 | 13% | 60% | 27% |
| 44. ...treats others with respect and dignity. | 15 | 4.00 | 86.7 | 13% | 73% | 13% |
| 45. Constructively receives criticism and suggestions from others. | 15 | 4.47 | 93.3 | 7% | 40% | 53% |

Comments:

- Initiative, attitude, and willingness to pitch in.
- She communicates clearly and responds to request without unnecessary delay.
- ___ is dedicated to this organization, our customers and the employee's she manages. She is always striving for improvement in our department and makes changes where they are needed to achieve our goals.
- She encourages staff skill development and input to improve department processes
- ___ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- ___ has been so helpful to me as a new manager.

Planning

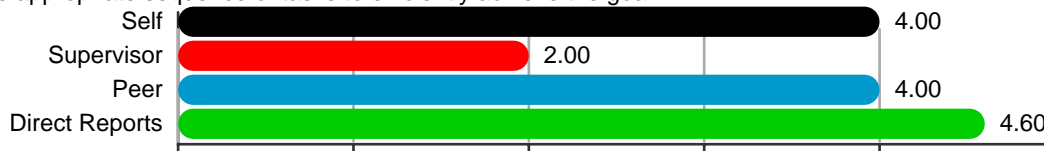
Summary Scores



46. Determines what supplies/equipment will be needed for the job.



47. Sets the appropriate sequence of tasks to efficiently achieve the goal.



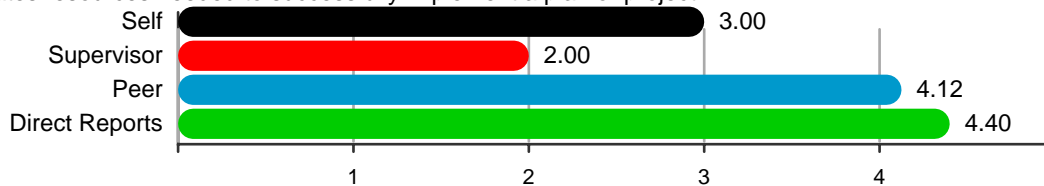
48. Prioritizes tasks based on urgency/need.



49. Delegates role to team members to accomplish goals.



50. Anticipates resources needed to successfully implement a plan or project.



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 (Excels/ Role Model).

| Item | n | Avg | LOA | Needs Improvement | | Fully Proficient | | Excels/ Role Model |
|---|----|------|------|-------------------|-----|------------------|--|--------------------|
| 46. Determines what supplies/equipment will be needed for the job. | 15 | 3.87 | 80.0 | 7% | 13% | 67% | | 13% |
| 47. Sets the appropriate sequence of tasks to efficiently achieve the goal. | 15 | 4.07 | 86.7 | 13% | | 53% | | 33% |
| 48. Prioritizes tasks based on urgency/need. | 15 | 4.13 | 86.7 | | 13% | 60% | | 27% |
| 49. Delegates role to team members to accomplish goals. | 15 | 4.20 | 86.7 | 7% | 7% | 47% | | 40% |
| 50. Anticipates resources needed to successfully implement a plan or project. | 15 | 4.00 | 73.3 | 13% | 13% | 33% | | 40% |

Comments:

- She has a way to make you always want to do better and be better. She has always been a very strong leader for the company.
- Her communication style can also come across as very directive at times to peers and subordinates.
- ___ is always thinking about the customer/staff first. She is amazing in her ability to serve her teams and I think that the organization is well represented by her.
- She is an excellent problem solver.
- It makes my job that much more enjoyable knowing that I have a boss that has my back and would go to bat for me at anytime.
- Isn't afraid to ask the tough questions to get people to think outside of their box.

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 a charismatic leader. Really the best!!
- ___ could also improve her ability to work with the framework of a team. ___ might brainstorm with team members and ask for input but then will often dismiss other team members ideas.
- She is an exceptionally effective communicator which enables here visions to be more easily carried out.
- Engagement is an area where ___ has improved by being more in-tune with department needs. She listens more and asks great questions.
- She always responds in a timely manner and stays organized.
- Not many people can be as well rounded, as these qualities require completely different skill sets.

What do you like best about working with this individual?

- She has put together a fantastic leadership group that keeps the customer experience first and foremost.
- 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.
- ___ has continued to have some bumps this year along the lines of teamwork and collaboration.
- ___ has a strong knowledge base and willingly shares information.
- ___ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for her role but for the entire department and staff.
- Be willing to lean into exploring change. When interacting with clients, error on the side of keeping it professional.

What do you like least about working with this individual?

- When in meetings in ___'s division, it is obvious that she has spent time on setting clear expectations, understanding her staff, and ensuring their is a good fit between roles and strengths. Her jobs centers on effective collaboration and communication with others and she models these attributes.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.
- ___ is a reliable and valued colleague. She is collaborative, respectful and professional with her team members and customers outside the organization.
- Although I have only reported to ___ for a couple of months, the quality of my work life" has improved greatly.
- ___ has made great strides with increasing communication and teamwork within her reports.

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

- ___ is a visionary leader which is important for her role, I think she gets too involved in day-to-day department operations, leaving staff wondering who they should listen to, their manager or the VP.
- I look to her for guidance and support. It seems her responsibilities and work load are not at a managerial level but Director. If she had the additional support of experienced employees this would help lighten her load.
- ___ is a great manager, committed to each employee in our department.
- ___ is a very effective leader and a role model for other leaders.
- She is an advocate for [CompanyName].
- Willingness to help, patience in teaching.

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

- ___ is a great asset to our department. She is always available when issues arise & help is needed to solve problems.
- I truly enjoy working with ____. She is a great worker who is clear in her direction/expectations and provides valuable insight when asked. I have worked with her on several conceptual projects and she has been a valued team member every time.
- She's a good and reliable team member.
- She inspires others by the manner in which she does her work and engages others.
- ___ is collaborative in everything she does and inspires a collaborative approach in others.
- She is always first to share what's on the horizon. At conclusion of a project, she shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.

Any final comments?

- She seems to be well respected from members of her own team as well.
- I feel there are things we can do to enhance our work environment, and I wish she could see it as well.
- She aligns herself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who she is.
- The progress with customer satisfaction within the division exemplifies ___'s leadership style. The Department has come a long way with ___ as manager and I admire the way ___ and ___ work together. ___ is clearly a leader in the organization...someone who does not shrink from the most difficult tasks. She is pushing herself to learn and grow at all times.
- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- It's been a pleasure to work for her.