



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.

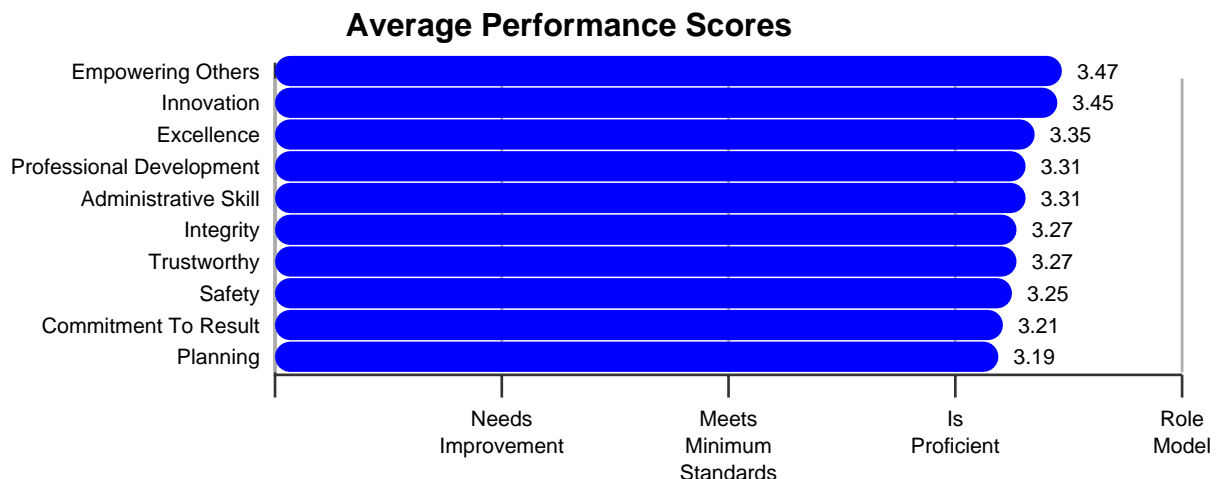
What to Do with Your Feedback

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 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.



Empowering Others

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Allows individuals to be responsible for their decisions.	15	3.20	93.3	7%	67%		27%
2. Gives employees the opportunity to make their own decisions at work.	15	3.87	100.0	13%	87%		
3. Encourages others to obtain necessary skills and training.	15	3.33	93.3	7%	53%		40%
4. Gives responsibility for making important decisions to employees.	15	3.60	93.3	7%	27%	67%	
5. Supports the decisions of others.	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. Allows individuals to be responsible for their decisions.	3.29	3.20	-0.09 ▼
2. Gives employees the opportunity to make their own decisions at work.	3.65	3.87	+0.22 ▲
3. Encourages others to obtain necessary skills and training.	3.18	3.33	+0.16 ▲
4. Gives responsibility for making important decisions to employees.	3.41	3.60	+0.19 ▲
5. Supports the decisions of others.	3.24	3.33	+0.10 ▲

Comments:

- _____ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.
- I have appreciated _____'s approach to simplify department tasks, goals, and initiatives.
- Our team works well together because we understand our roles and what is expected of each person. We are also encouraged to give input and I feel my opinion is respected and of equal value.
- Need to continue to take action when needed, although have improved. . .
- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- _____ not only values and listens to his staff he also gives them the support they need.

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
6. Takes a lot of pride in their work.	15	3.20	93.3	7%	60%		33%
7. Keeps themselves and others focused on constant improvement.	15	3.20	86.7	13%	53%		33%
8. Produces high quality work.	15	3.40	93.3	7%	47%		47%
9. Demonstrates the functional or technical skills necessary to do their job.	15	3.47	93.3	7%	40%		53%
10. Is planful and organized.	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. Takes a lot of pride in their work.	3.24	3.20	-0.04 ▼
7. Keeps themselves and others focused on constant improvement.	3.41	3.20	-0.21 ▼
8. Produces high quality work.	3.24	3.40	+0.16 ▲
9. Demonstrates the functional or technical skills necessary to do their job.	3.18	3.47	+0.29 ▲
10. Is planful and organized.	3.35	3.47	+0.11 ▲

Comments:

- My only constructive feedback would be better communication on what he's doing and why and how it may impact others would be appreciated.
- He has always encouraged others and provided tools for the employee to do so.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet his current and future needs.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- Team-oriented and goal focused. Shows continuous desire for improvement.
- _____ is highly professional in his everyday work.

Integrity

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
11. Demonstrates honesty and truthfulness at all times.	15	3.53	100.0	47%	53%		
12. Protects the integrity and confidentiality of information	15	3.27	100.0	73%	27%		
13. Develops trust and confidence from others.	15	3.33	100.0	67%	33%		
14. Fosters an environment built upon trust.	15	3.13	86.7	13%	60%	27%	
15. Demonstrates sincerity in actions with others.	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. Demonstrates honesty and truthfulness at all times.	3.47	3.53	+0.06 ▲
12. Protects the integrity and confidentiality of information	3.47	3.27	-0.20 ▼
13. Develops trust and confidence from others.	3.35	3.33	-0.02 ▼
14. Fosters an environment built upon trust.	3.18	3.13	-0.04 ▼
15. Demonstrates sincerity in actions with others.	3.00	3.07	+0.07 ▲

Comments:

- _____ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- He works diligently with our supplier to ensure the inventory is cost effective.
- I think _____ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.
- _____ demonstrates a high level of integrity by maintaining appropriate confidentiality while working on staff and operational issues.
- I feel confident as if he treats us all as equals.

Professional Development

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
16. Encourages employees to take courses relevant to their job.	15	3.40	93.3	7%	47%	47%	
17. Seeks opportunities for professional development.	15	3.27	93.3	7%	60%	33%	
18. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	14	3.00	92.9	7%	79%	14%	
19. Allows employees to fully participate in employee training and professional development.	15	3.47	100.0		53%	47%	
20. Contributing fully to the extent of their skills	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. Encourages employees to take courses relevant to their job.	3.65	3.40	-0.25 ▼
17. Seeks opportunities for professional development.	3.47	3.27	-0.20 ▼
18. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	3.12	3.00	-0.12 ▼
19. Allows employees to fully participate in employee training and professional development.	3.59	3.47	-0.12 ▼
20. Contributing fully to the extent of their skills	3.29	3.40	+0.11 ▲

Comments:

- _____ has excellent job and people skills.
- _____ does a great job of ensuring his departments are meeting the needs of the organization and our community.
- The staff are so energetic and encouraging of each other. They all look out for each other in each unit and appreciate all of their team mates.
- As _____ gets to know more leaders and staff, he will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- I would encourage him to share with others the work going on in his area in this regard. It deserves to be recognized and shared.
- _____ is an outstanding listener and provides excellent feedback. He keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.

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
21. Takes responsibility for decisions.	15	3.53	100.0	47%	53%		
22. High attention to detail.	15	3.00	80.0	20%	60%	20%	
23. Enthusiastic about taking on challenging projects.	15	2.87	80.0	20%	73%	7%	
24. Accurately implements contract provisions.	15	3.47	100.0	53%	47%		
25. Strong organizational skills to keep the workspace and department in order	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. Takes responsibility for decisions.	3.35	3.53	+0.18 ▲
22. High attention to detail.	3.00	3.00	
23. Enthusiastic about taking on challenging projects.	2.88	2.87	-0.02 ▼
24. Accurately implements contract provisions.	3.00	3.47	+0.47 ▲
25. Strong organizational skills to keep the workspace and department in order	3.76	3.67	-0.10 ▼

Comments:

- _____ 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.
- Dependability, with whatever is needed.
- He is both the manager and the interim director for the service line.
- I appreciate that _____ promotes within, asks staff if they are interested in an opportunity within the department. I feel that this motivates, engages and encourages staff.
- _____ is very approachable. He is able to get people to follow through and engage in their daily work.
- _____ pushes me to be more involved in committees, such as the customer satisfaction committee. When motivating the group has been a struggle, _____ has stepped in and redirected the conversations. This redirection has resulted in good dialogue with the group.

Innovation

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
26. Suggests new ideas at meetings.	15	3.40	93.3	7%	47%	47%	
27. Fosters a creative and innovative work environment.	15	3.33	93.3	7%	53%	40%	
28. Offers constructive improvements to existing systems.	15	3.53	100.0		47%	53%	
29. Develops new products and services.	15	3.67	100.0		33%	67%	
30. Analyzes current procedures and identifies opportunities for improvement.	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. Suggests new ideas at meetings.	3.53	3.40	-0.13 ▼
27. Fosters a creative and innovative work environment.	3.12	3.33	+0.22 ▲
28. Offers constructive improvements to existing systems.	3.41	3.53	+0.12 ▲
29. Develops new products and services.	3.59	3.67	+0.08 ▲
30. Analyzes current procedures and identifies opportunities for improvement.	3.41	3.33	-0.08 ▼

Comments:

- 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.
- He lets us develop our own style and inspires us to do our best.
- _____ was very involved in the project and was committed to ensuring that the changeover went well and that we had thought through the process systematically.
- _____ is a team player and effective in his role.
- Need to take in all opinions, not just those of employees who are not always truthful....
- _____ has improved in his interaction with other departments. But this is an area that he could continue to work on.

Commitment To Result

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
31. Encourages commitment in others to obtain results.	15	3.20	86.7	13%	53%	33%	
32. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.40	100.0		60%	40%	
33. Takes immediate action toward goals.	15	3.20	86.7	13%	53%	33%	
34. Coordinates all department activities into a cohesive team effort.	15	3.27	93.3	7%	60%	33%	
35. Able to focus on a task even when working alone.	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. Encourages commitment in others to obtain results.	3.18	3.20	+0.02 ▲
32. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.35	3.40	+0.05 ▲
33. Takes immediate action toward goals.	3.18	3.20	+0.02 ▲
34. Coordinates all department activities into a cohesive team effort.	2.88	3.27	+0.38 ▲
35. Able to focus on a task even when working alone.	3.18	3.00	-0.18 ▼

Comments:

- _____ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means he's had to personally fill big leadership gaps himself this past year. I worry about his workload, but in the long run, it's better than hiring the wrong person. He's an excellent mentor for the leaders that report to him and an excellent team member for the rest of us.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that he is getting more from his VP so he has what he needs to do his job well.
- _____ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone else's department, he is willing to help in any capacity he can to help reach goals.
- _____ has improved in all of the areas identified as needing improvement. However staff report that he can still be difficult at times.
- _____ gives me feedback good and indifferent.
- I admire _____ for showing courage, compassion and commitment during his recent team sessions.

Safety

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
36. Identifies and addresses safety needs.	15	3.20	93.3	7%	67%		27%
37. Ensures that all supervisors are aware of regulatory and compliance measures.	15	3.27	93.3	7%	60%		33%
38. Committed to safety in the workplace.	15	3.27	86.7	13%	47%		40%
39. Develops a strong safety culture.	15	3.13	86.7	13%	60%		27%
40. Works to implement corrective safety measures.	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. Identifies and addresses safety needs.	3.18	3.20	+0.02 ▲
37. Ensures that all supervisors are aware of regulatory and compliance measures.	3.35	3.27	-0.09 ▼
38. Committed to safety in the workplace.	3.24	3.27	+0.03 ▲
39. Develops a strong safety culture.	3.59	3.13	-0.45 ▼
40. Works to implement corrective safety measures.	3.29	3.40	+0.11 ▲

Comments:

- _____ meets and exceeds all of these leadership roles.
- He encourages teammates more as a peer than a coach.
- He always answers my questions even if he's having a busy day or isn't the right person to be asking.
- _____ has a lot of knowledge in competency models and is passing that on to his teams.
- I admire _____ for his vision and ability to think outside the box to better meet our organization's needs.
- It shows that _____ takes pride in making his direct reports feel like they are doing good work and are valued members of the team.

Trustworthy

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. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	15	3.33	93.3	7%	53%	40%	
42. Takes care to maintain confidential information.	15	3.33	93.3	7%	53%	40%	
43. Works in a way that makes others want to work with her/him.	15	3.13	86.7	13%	60%	27%	
44. Delivers on promises made.	15	3.00	86.7	13%	73%	13%	
45. Is a person you can trust.	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. Seeks to mitigate grievances by clarifying intentions and finding suitable remedies.	3.29	3.33	+0.04 ▲
42. Takes care to maintain confidential information.	3.41	3.33	-0.08 ▼
43. Works in a way that makes others want to work with her/him.	3.35	3.13	-0.22 ▼
44. Delivers on promises made.	3.18	3.00	-0.18 ▼
45. Is a person you can trust.	3.35	3.53	+0.18 ▲

Comments:

- I hope he knows how much I value him and how I've come to rely on his knowledge, self-assurance and wisdom.
- He has a way to make you always want to do better and be better. He has always been a very strong leader for the company.
- Having very minimum one-on-one discussion.
- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.
- He is an excellent Manager!
- _____ is a great team player with an employee safety and satisfaction focus.

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
46. Makes plans and follows through.	15	3.00	86.7	13%	73%		13%
47. Works in an organized manner	15	3.20	93.3	7%	60%		33%
48. Able to identify the needs of the department before a major change.	15	3.20	93.3	7%	67%		27%
49. Delegates role to team members to accomplish goals.	15	3.40	93.3	7%	47%		47%
50. Anticipates obstacles and ways to overcome them.	15	3.13	80.0	7%	13%	40%	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
46. Makes plans and follows through.	3.24	3.00	-0.24 ▼
47. Works in an organized manner	3.00	3.20	+0.20 ▲
48. Able to identify the needs of the department before a major change.	3.18	3.20	+0.02 ▲
49. Delegates role to team members to accomplish goals.	3.35	3.40	+0.05 ▲
50. Anticipates obstacles and ways to overcome them.	3.29	3.13	-0.16 ▼

Comments:

- _____ sometimes doesn't answer emails in a timely manner. Some people have come into our office commenting on this. One person said they have been waiting a month for a response.
- He leads by example, not reputation.
- He is a firm believer that all decisions and important discussion is filtered through his direct report and committees with front line staff representation and solicits input and involves front line staff in his everyday work.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.
- His communication is precise and at times short when some would prefer a greater detailed account.
- He is determined to improve her own skillset and knowledge. She is definitely an example in this area.

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?

- He solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- He has worked hard to understand people's strengths and what they need from him.
- _____ encourages us as directors to go out with one voice and keeps us accountable.
- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- _____ is a very clear communicator is always prepared for meetings and projects. He works with other team members throughout the organization to reach goals whether it is his department or someone else's department, he is willing to help in any capacity he can to help reach goals.
- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.

What do you like best about working with this individual?

- _____ is a wonderful manager, he collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- _____ has demonstrated the ability to manage significant changes in his area with great skill.
- He interacts effectively with our most difficult customers.
- _____ is always working collaboratively with many different teams not only within the organization but within the community
- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- I think 16 & 17 relate in the sense that I believe _____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.

What do you like least about working with this individual?

- He has positive energy, leads by example, and cares about teammates.
- Whenever I go to _____ with a question, problem, or something that isn't working right, he acts on it immediately - not in a day, a week, or whenever.
- _____ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.
- He has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- _____ is a good leader and delegates effectively. He provides clear expectations and deadlines and adequate support to complete tasks.
- _____ is an excellent leader. He seeks input from everyone involved to solve an issue.

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

- Needs to have more face-to-face communications with other employees in the company.
- _____ has a very high integrity standard. He handles all of his business with the utmost professionalism.
- Always appreciate _____'s organized approach to coordinating service opportunities between departments
- Whenever _____ has assigned one of his staff to a project the quality and commitment of that staff person has been of a high caliber (as if _____ was there). He also participated in interviews within my department and was a valuable member.
- I sit back and listen to _____'s approach and communication skills and love to glean things from him.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues

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

- He had done amazingly well considering all of the global threats to the product line.
- _____ is a great asset to the team. We are grateful to have him.
- 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.
- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- Always conducts himself in a professional manner.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.

Any final comments?

- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.
- Do not hesitate to lean into the hard conversations and give hard feedback. The hard often produces growth.
- He is a great leader.
- I think _____ is an excellent addition to the manager team. As a new manager, he seems to be doing a great job!
- Confidence, Attitude, Desire to learn.
- He involves our team and holds us accountable out of respect.