



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

December 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.

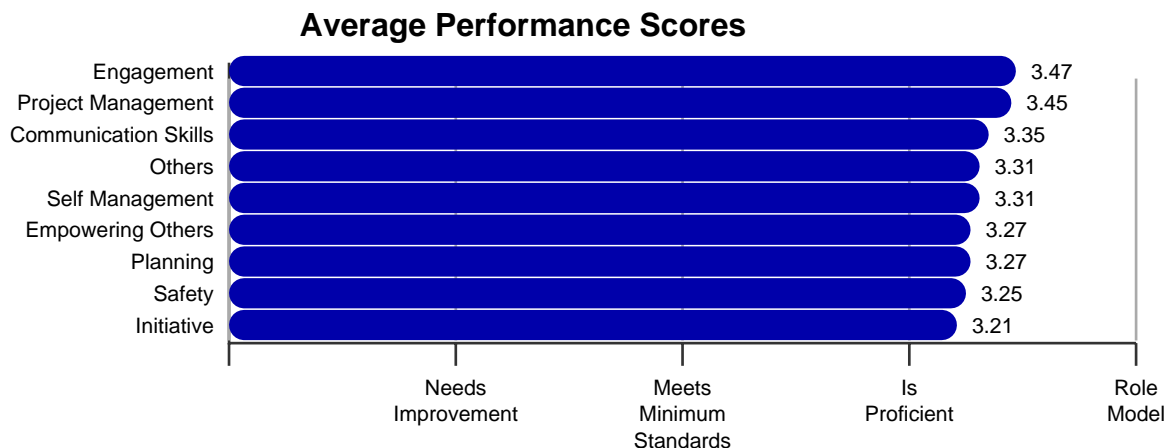
What to Do with Your Feedback

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

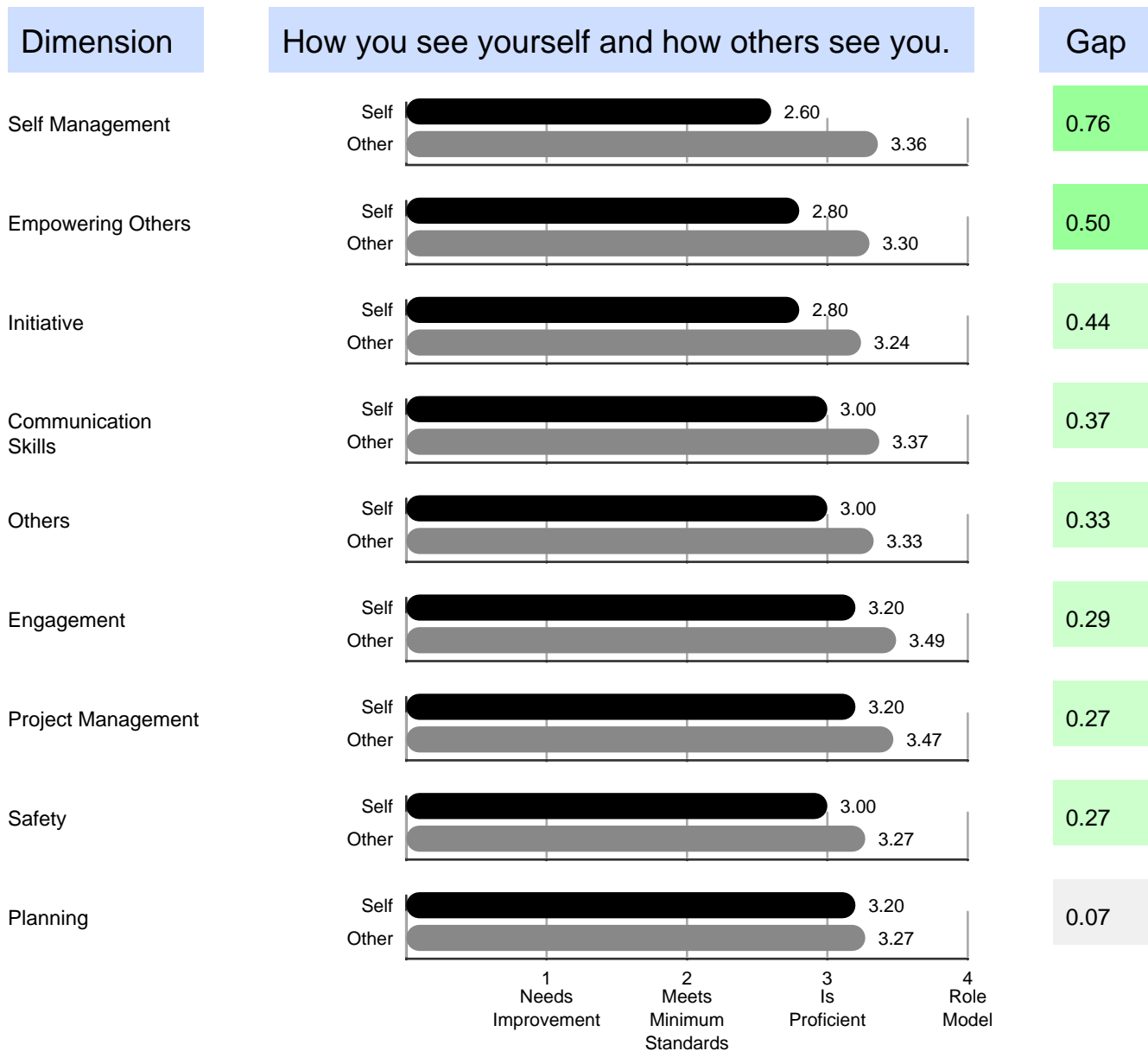
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Engagement

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. Supports career development and progression.	15	3.20	93.3	7%	67%		27%
2. Values employee opinions and suggestions.	15	3.87	100.0	13%	87%		
3. Is dedicated to building strong connections with colleagues and contributing to high-quality work.	15	3.33	93.3	7%	53%		40%
4. Gives feedback that strengthens employee skills and confidence.	15	3.60	93.3	7%	27%	67%	
5. Gives employees opportunities to provide input and influence policies and practices that affect my job.	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	2024	2025	Change
1. Supports career development and progression.	3.29	3.20	-0.09 ▼
2. Values employee opinions and suggestions.	3.65	3.87	+0.22 ▲
3. Is dedicated to building strong connections with colleagues and contributing to high-quality work.	3.18	3.33	+0.16 ▲
4. Gives feedback that strengthens employee skills and confidence.	3.41	3.60	+0.19 ▲
5. Gives employees opportunities to provide input and influence policies and practices that affect my job.	3.24	3.33	+0.10 ▲

Comments:

- _____ is very committed to finding and selecting an employee who will have the knowledge, skills, expertise and passion to take our process improvement to the next level. His high standards for excellence are admirable and inspiring.
- _____ provides opportunities for his staff to grow professionally and encourages them.
- Great year of growth!
- _____ has brought a level of professionalism and marketing skill to our team that we desperately needed. We are glad to have his direction, talent and enthusiasm.
- _____'s management style is to push work down because it opens up capacity for him to do new tasks and provides his subordinates with new learning opportunities. As a subordinate this sometimes feels demoralizing because while I receive new learning opportunities, my work load just increased because no one else within the department has capacity to take tasks off my desk.
- He walks the walk and talks the talk.

Communication Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Faces the person when speaking or listening to engage in direct communication.	15	3.20	93.3	7%	60%		33%
7. Open to receiving feedback from others.	15	3.20	86.7	13%	53%		33%
8. Adapts language and terminology to meet the needs of the audience.	15	3.40	93.3	7%	47%		47%
9. Clarifies problems logically, simplifying complex matters into digestible parts.	15	3.47	93.3	7%	40%		53%
10. Mentors others on enhancing their written communication.	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	2024	2025	Change
6. Faces the person when speaking or listening to engage in direct communication.	3.24	3.20	-0.04 ▼
7. Open to receiving feedback from others.	3.41	3.20	-0.21 ▼
8. Adapts language and terminology to meet the needs of the audience.	3.24	3.40	+0.16 ▲
9. Clarifies problems logically, simplifying complex matters into digestible parts.	3.18	3.47	+0.29 ▲
10. Mentors others on enhancing their written communication.	3.35	3.47	+0.11 ▲

Comments:

- _____ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. _____ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. _____ is a great mentor and example to those he supervises.
- _____ strives to be professional with each and every interaction and I think inspires confidence.
- He has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, he seems to be able to keep our unit in the financial green.
- _____ 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.
- _____ is a strategic thinker - able to understand what result the organization is trying to achieve and how to achieve those results.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.

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
11. Enables team members to make their own decisions on the project.	15	3.53	100.0	47%	53%		
12. Recognizes the importance of a healthy work/life balance.	15	3.27	100.0	73%	27%		
13. Delegates meaningful responsibilities that signal trust and confidence.	15	3.33	100.0	67%	33%		
14. Fosters a sense of ownership and accountability for the process/product.	15	3.13	86.7	13%	60%	27%	
15. Allows subordinates to perform mission critical tasks.	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	2024	2025	Change
11. Enables team members to make their own decisions on the project.	3.47	3.53	+0.06 ▲
12. Recognizes the importance of a healthy work/life balance.	3.47	3.27	-0.20 ▼
13. Delegates meaningful responsibilities that signal trust and confidence.	3.35	3.33	-0.02 ▼
14. Fosters a sense of ownership and accountability for the process/product.	3.18	3.13	-0.04 ▼
15. Allows subordinates to perform mission critical tasks.	3.00	3.07	+0.07 ▲

Comments:

- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- He knows product and how to engage potential clients.
- _____ is an impressive performer.
- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- One of the things that I most appreciate about _____ is his willingness to mentor and grow new talent.
- At times I feel like _____ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.

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
16. Forms working relationships with employees from other departments.	15	3.40	93.3	7%	47%	47%	
17. Includes others in the decision making processes.	15	3.27	93.3	7%	60%	33%	
18. Able to see issues from others' perspectives.	14	3.00	92.9	7%	79%	14%	
19. Helpful	15	3.47	100.0		53%	47%	
20. Works effectively with people from other departments.	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	2024	2025	Change
16. Forms working relationships with employees from other departments.	3.65	3.40	-0.25 ▼
17. Includes others in the decision making processes.	3.47	3.27	-0.20 ▼
18. Able to see issues from others' perspectives.	3.12	3.00	-0.12 ▼
19. Helpful	3.59	3.47	-0.12 ▼
20. Works effectively with people from other departments.	3.29	3.40	+0.11 ▲

Comments:

- He tends to ask for feedback in group settings, such as Core Competencies, where people are afraid to speak up or do not want to seem disrespectful.
- _____ takes people where they want to go and pushes them to be their own success.
- _____ sometimes struggles with clarity in his communication and his understanding of operational issues.
- _____ leads by example.
- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.

Self 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
21. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	3.53	100.0	47%	53%		
22. Analyzes interpersonal problems instead of reacting to them.	15	3.00	80.0	20%	60%	20%	
23. Steps away from a situation to process appropriate response.	15	2.87	80.0	20%	73%	7%	
24. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	3.47	100.0	53%	47%		
25. Uses patience and self-control in working with customers and associates.	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	2024	2025	Change
21. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	3.35	3.53	+0.18 ▲
22. Analyzes interpersonal problems instead of reacting to them.	3.00	3.00	
23. Steps away from a situation to process appropriate response.	2.88	2.87	-0.02 ▼
24. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	3.00	3.47	+0.47 ▲
25. Uses patience and self-control in working with customers and associates.	3.76	3.67	-0.10 ▼

Comments:

- We are so lucky to have his a Manager. He is so attentive when anyone needs to talk to her, he is quick to respond to the needs of our unit or the individual.
- He is continually looking for ways to improve our service to our customers.
- _____ is a very good leader with significant talents. He's open to feedback from others and is continually trying to further develop his own self.
- _____ always engaged his staff and ensured he obtained everyone's ideas and opinions before moving forward on a project. _____ invests in the projects he leds and follows them through to completion. _____ always maintains a focus on the customers and how we as an organization can best serve our customers.
- Positive attitude.
- I think _____ is doing a wonderful job in his new role here at this [CompanyName]. He has quickly become a vital part of the team. He is about to take on an even bigger role in the coming months and I think that he will demonstrate that he is very capable leader. I am glad that he has joined us.

Project 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
26. Estimates the time needed for each phase of the project.	15	3.40	93.3	7%	47%	47%	
27. Creates a schedule for the different phases of the project.	15	3.33	93.3	7%	53%	40%	
28. Ensures that the project remains at or under budget.	15	3.53	100.0		47%	53%	
29. Coordinates timelines, events and tasks with various sub-groups within the project.	15	3.67	100.0		33%	67%	
30. Communicates the results of the project, at the conclusion, to all stakeholders.	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	2024	2025	Change
26. Estimates the time needed for each phase of the project.	3.53	3.40	-0.13 ▼
27. Creates a schedule for the different phases of the project.	3.12	3.33	+0.22 ▲
28. Ensures that the project remains at or under budget.	3.41	3.53	+0.12 ▲
29. Coordinates timelines, events and tasks with various sub-groups within the project.	3.59	3.67	+0.08 ▲
30. Communicates the results of the project, at the conclusion, to all stakeholders.	3.41	3.33	-0.08 ▼

Comments:

- I have been in the work force for over 30 years and had outstanding directors and leaders, however _____ surpasses anyone I met before.
- _____ is the absolute definition of team player.
- _____ is a great manager. Very supportive of his staff.
- _____ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- Demonstrates a focus on the business goals through task prioritization.

Initiative

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. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	15	3.20	86.7	13%	53%		33%
32. Expands the offerings of the department by working evenings and weekends.	15	3.40	100.0		60%		40%
33. Immediately informs the HR Department of any personnel complaints or issues.	15	3.20	86.7	13%	53%		33%
34. Acts with urgency when time is of the essence.	15	3.27	93.3	7%	60%		33%
35. Proactively identifies and removes barriers that inhibit progress without waiting for direction.	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	2024	2025	Change
31. Takes decisive action to address problems, following up with relevant team members and coaching them on how to improve.	3.18	3.20	+0.02 ▲
32. Expands the offerings of the department by working evenings and weekends.	3.35	3.40	+0.05 ▲
33. Immediately informs the HR Department of any personnel complaints or issues.	3.18	3.20	+0.02 ▲
34. Acts with urgency when time is of the essence.	2.88	3.27	+0.38 ▲
35. Proactively identifies and removes barriers that inhibit progress without waiting for direction.	3.18	3.00	-0.18 ▼

Comments:

- His guidance is outstanding, as his expectations are very high and that allows anyone to grow and learn under his mentoring skills.
- _____ leads by example. Great Employee engagement.
- 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.
- I enjoyed working with _____ on the project and thought that the Rx team involves were strong partners.
- _____ enjoys sharing knowledge and teaching his subordinates about their roles in the department. He regularly would spend 30 minutes sharing his insights on a topic. He also facilitated numerous training sessions when I started my job a year ago.
- I know he is busy, but the information requests or answers to emailed questions can slow things down. Communicate more directly and more often.

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. Seeks to reduce the likelihood of accidents.	15	3.20	93.3	7%	67%		27%
37. Points out behaviors in others that may be unsafe.	15	3.27	93.3	7%	60%		33%
38. Develops safety guidelines for the department.	15	3.27	86.7	13%	47%		40%
39. Ensures that all supervisors are aware of regulatory and compliance measures.	15	3.13	86.7	13%	60%		27%
40. Mitigates hazards and safety issues that arise.	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	2024	2025	Change
36. Seeks to reduce the likelihood of accidents.	3.18	3.20	+0.02 ▲
37. Points out behaviors in others that may be unsafe.	3.35	3.27	-0.09 ▼
38. Develops safety guidelines for the department.	3.24	3.27	+0.03 ▲
39. Ensures that all supervisors are aware of regulatory and compliance measures.	3.59	3.13	-0.45 ▼
40. Mitigates hazards and safety issues that arise.	3.29	3.40	+0.11 ▲

Comments:

- His quality of work is good.
- Uses his people skills to change negative situations into positive.
- He is quick to remind others, when needed why we are really here.
- _____ has a very high integrity standard. He handles all of his business with the utmost professionalism.
- He can see the fine details well for unit needs that fits into the organizations mission and the needs of the staff.
- Working with _____ on the IP rehab project has been awesome. He is great at what he does. He understands his role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with his anytime.

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
41. Accurately estimates the amount of materials/supplies needed for the project.	15	3.33	93.3	7%	53%	40%	
42. Ensures staff have the supplies and resources necessary to enact the plan.	15	3.33	93.3	7%	53%	40%	
43. Develops plans used to accomplish urgent or critical tasks.	15	3.13	86.7	13%	60%	27%	
44. Conducts regular assessments of the project status to ensure adherence to the set schedule.	15	3.00	86.7	13%	73%	13%	
45. Has plans to handle unexpected events.	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	2024	2025	Change
41. Accurately estimates the amount of materials/supplies needed for the project.	3.29	3.33	+0.04 ▲
42. Ensures staff have the supplies and resources necessary to enact the plan.	3.41	3.33	-0.08 ▼
43. Develops plans used to accomplish urgent or critical tasks.	3.35	3.13	-0.22 ▼
44. Conducts regular assessments of the project status to ensure adherence to the set schedule.	3.18	3.00	-0.18 ▼
45. Has plans to handle unexpected events.	3.35	3.53	+0.18 ▲

Comments:

- He is strong and firm in his decisions, but involves his entire team in those decisions.
- 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.
- _____ defines outcomes clearly and sets expectations/timelines with regards to results. He facilitates conversations that include shared decision making and encourages collaboration and teamwork throughout the organization. He is very customer and system focused.
- _____ has a strong work ethic and is consistently working with the mindset that customers come first.
- _____ is so attentive to the needs of our department and to the needs of individuals.
- _____ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.

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?

- _____ is a very good leader.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- He is very collaborative and always attempts to work with others.
- As a leader, I can clearly see that _____ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.
- _____ is very approachable and ensures the best for all employees in the department.
- I have always respected his concern for stakeholder input and his efforts to put his customers first.

What do you like best about working with this individual?

- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- I have seen improvement and will try to encourage even more growth.
- He is professional, reliable, ethical, and thoroughly engaged. He demonstrates this by showing up every day, providing feedback and stewardship for all his reports.
- _____ 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.
- Does excellent job, always.
- I think _____ is doing to great job! The learning curve is steep and he is growing to meet the challenge.

What do you like least about working with this individual?

- _____ is an effective leader and it shows with the annual score of departments he leads, resulting in upward trends of grand mean and Q1.
- Take charge without being pushed to do so.
- _____'s one weakness (but improving) is making sure all the correct team members have input towards decisions. Part of that may be due to a learning curve in his new position.
- _____ does a wonderful job of ensuring his department is meeting the needs of the organization and our community.
- _____'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!
- I feel like I can run things past him and he will give me his honest feedback on how to proceed.

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

- I feel he has really engaged with the staff and with the quality work staff performs. He has taken the time to learn more about this department, support, encourage, as well as challenge us to be better.
- _____ is a great team player for our organization as a whole and for the Department itself.
- His calm demeanor when the pressure's the greatest, his ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- _____ has done tremendous work this past year in the Finance team.
- _____ has done a great job clarifying roles on his team and leading them by example and hard work as well.
- I think _____ has areas in his new Division where he needs to increase his knowledge; this is not a criticism.

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

- He is very supportive and easily approachable.
- Always appreciate _____'s organized approach to coordinating service opportunities between departments
- He has also greatly improved his communication.
- he is open and willing to share his vision for the team.
- _____ is a new manager and it is clear that he wants to do well and engage his team.
- He has an open door policy and is available when needed.

Any final comments?

- _____ is an outstanding leader and [CompanyName] is incredibly fortunate to have him on our team!
- He won't settle for less.
- _____ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- He knows what his customers needs and seeks to find the best individual to fill those roles.
- There is apprehension with all the changes, but still a lot of engagement and positivity.
- _____ is very busy and does a good job delegating work. By delegating he provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but _____ has confidence that the work will be done well.