



Feedback Results
Your CompanyName Here
2024

Sample Employee

Introduction

What you will find in this report

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

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

Goals of the 360 Degree Feedback

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

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

Receiving Feedback

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

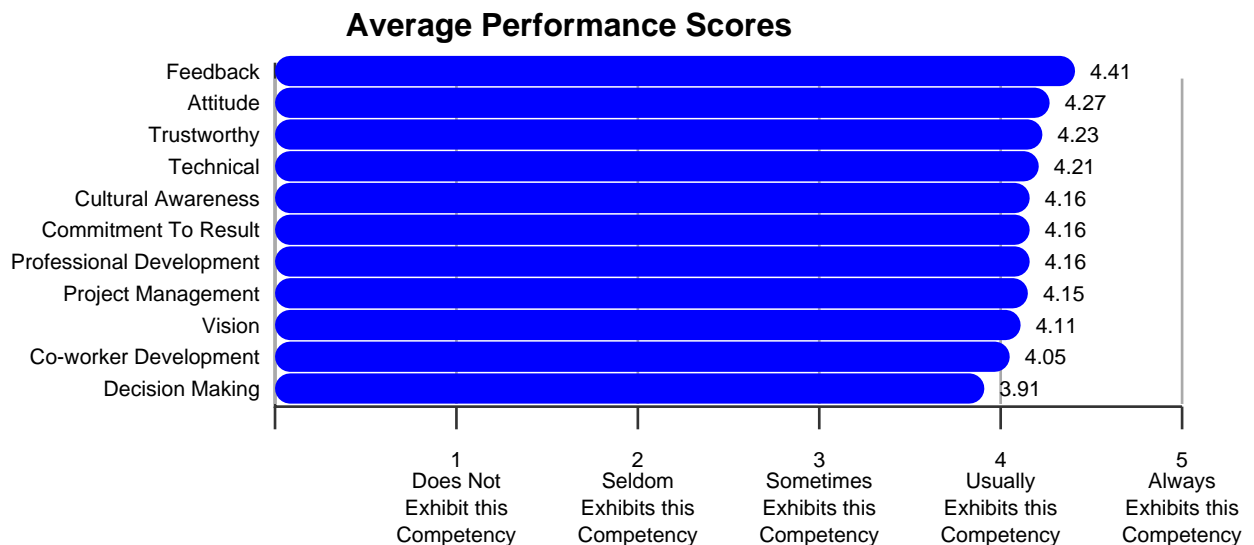
What to Do with Your Feedback

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

Summary

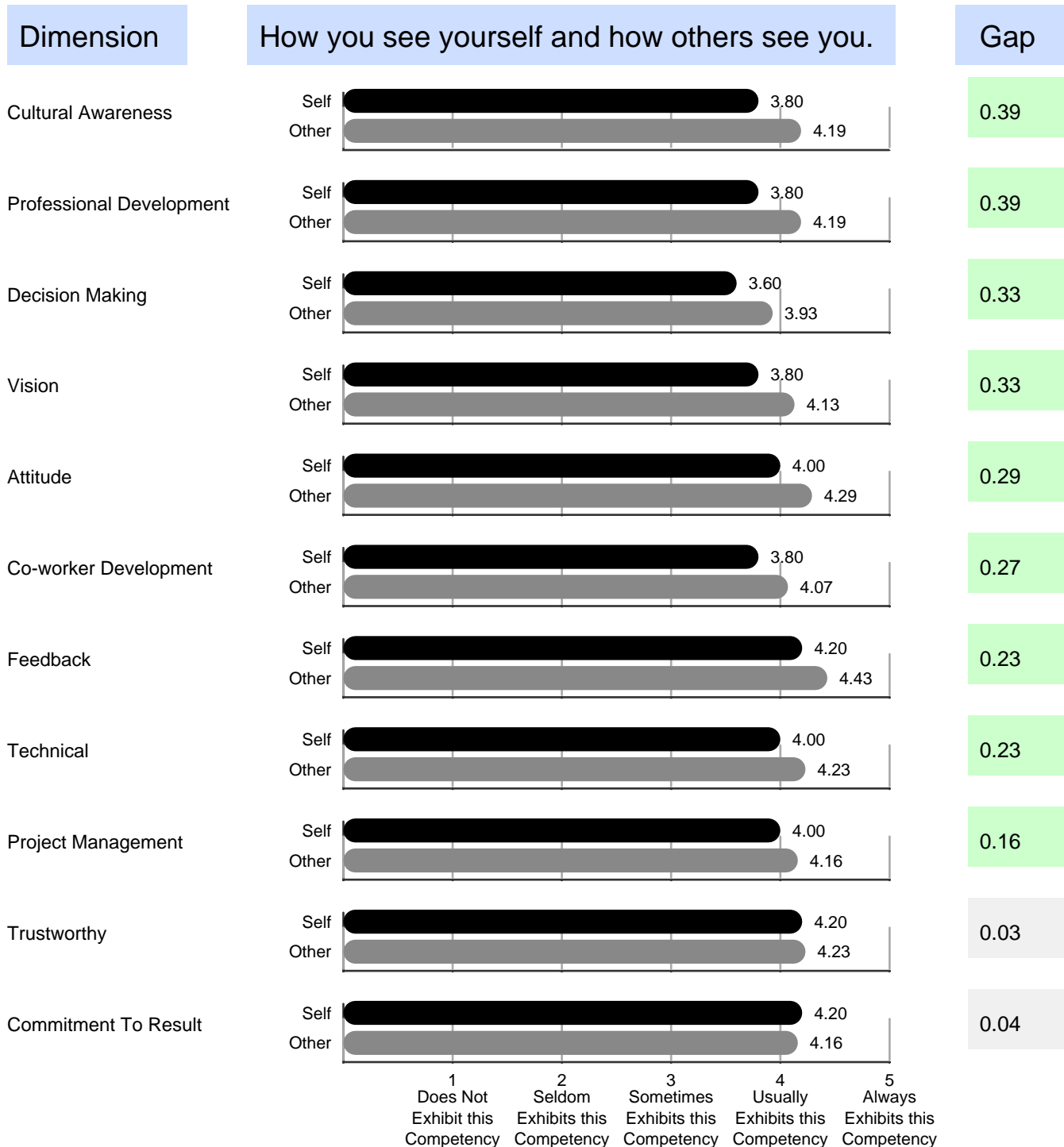
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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



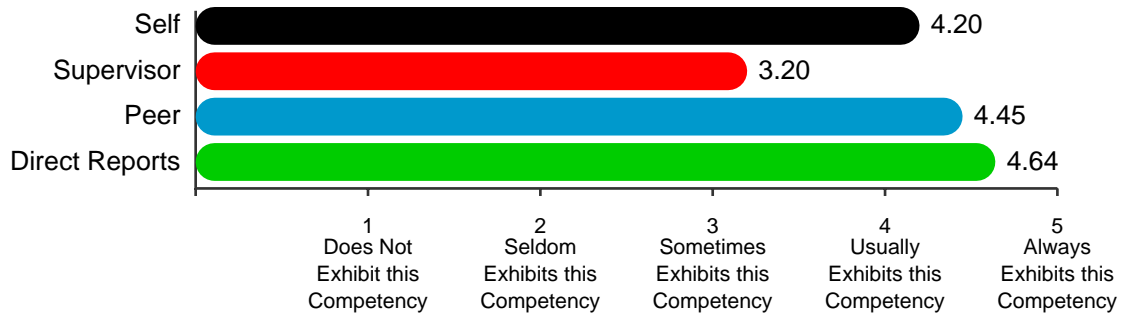
Gap Analysis

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



Feedback

Summary Scores



1. Asks others for their ideas and opinions.



2. Actively seeks feedback from others.



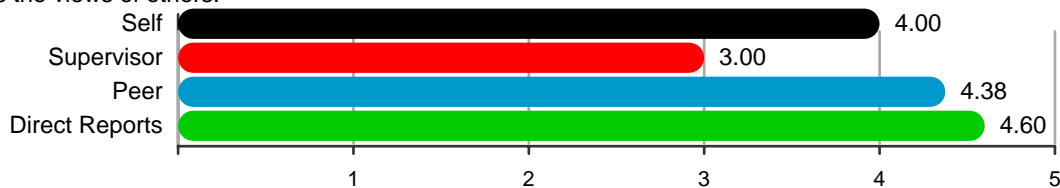
3. Open to the suggestions of others.



4. Seeks feedback to enhance performance.



5. Accepts the views of 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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Asks others for their ideas and opinions.	15	4.20	93.3	7%		67%		27%
2. Actively seeks feedback from others.	15	4.87	100.0			87%		
3. Open to the suggestions of others.	15	4.27	93.3	7%		60%		33%
4. Seeks feedback to enhance performance.	15	4.40	86.7	13%	33%		53%	
5. Accepts the views of others.	15	4.33	93.3	7%		53%		40%

Comments:

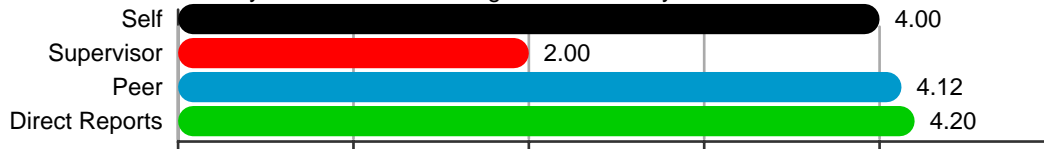
- ___ is still learning her role and I see her only improving in the future. I do question her judgement at times because I was advised to essentially let someone take blame for not completing their task on time when I would have rather tried to work with the person and exhaust all resources before coming to that road. I feel if I work with the person to complete the task rather than throwing them under the bus, this builds a better relationship for future projects and shows professionalism.
- ___ is a definite asset to the organization. She is a creative thinker and a strong leader.
- I enjoy working with ___; whenever I need to communicate an issue or problem regarding the department she is very receptive and responsive to the needs.
- ___ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet her current and future needs.
- ___ has a lot on her plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- ___ has made a lot of headway in transforming her team this last year. A number of changes to structure and job descriptions have been made.

Attitude

Summary Scores



6. Works to eliminate unnecessary work or barriers that get in others' way.



7. Treats all people fairly and with respect.



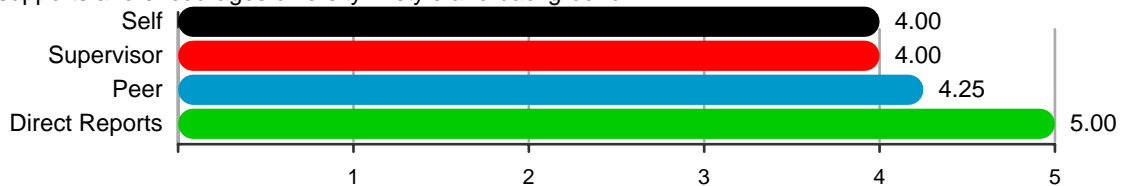
8. Contributes to a positive work environment.



9. Builds open and trusting relationships.



10. Visibly supports and encourages diversity in style and background.



Level of Skill

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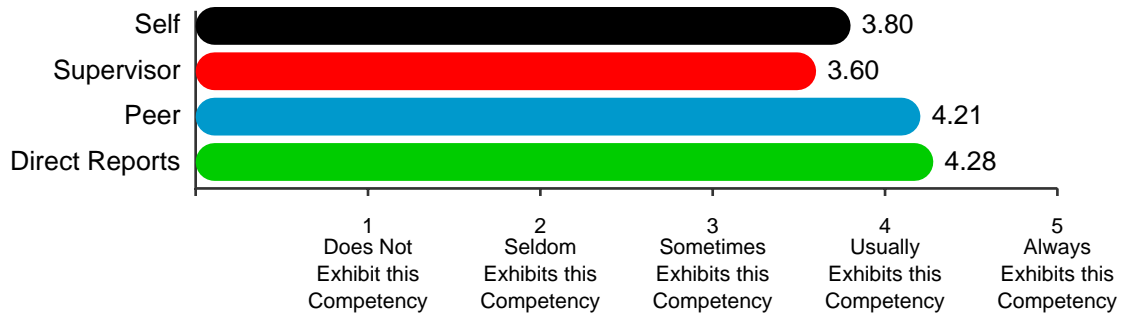
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Works to eliminate unnecessary work or barriers that get in others' way.	15	4.00	80.0	7%	13%	53%	27%	
7. Treats all people fairly and with respect.	15	4.07	80.0		20%	53%	27%	
8. Contributes to a positive work environment.	15	4.33	93.3	7%	47%		47%	
9. Builds open and trusting relationships.	15	4.47	93.3	7%	40%		53%	
10. Visibly supports and encourages diversity in style and background.	15	4.47	93.3	7%	40%		53%	

Comments:

- ___ has been in a challenging role this past year with a lot of change and transitions.
- 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.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.
- ___ is an extremely competent leader and I am enjoying learning by her example.
- She continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- I do not have knowledge of ___'s own department and how she hires, assigns, or fits with her team.

Cultural Awareness

Summary Scores



11. Encourages a work environment where individual differences are valued.



12. Shows respect in daily interactions



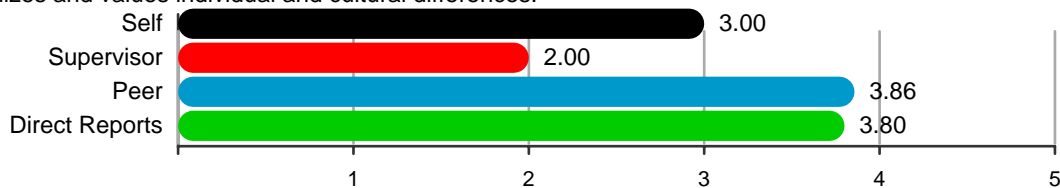
13. Values the opinions of diverse groups and individual.



14. Treats others with dignity and respect.



15. Recognizes and values individual and cultural differences.



Level of Skill

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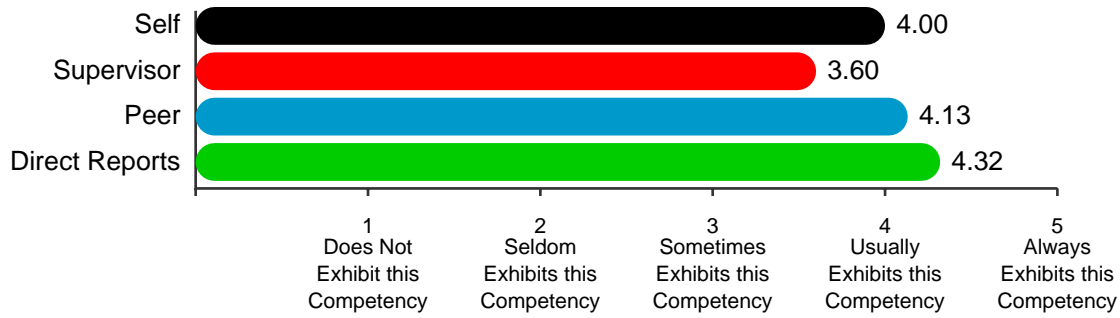
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Encourages a work environment where individual differences are valued.	15	4.60	100.0			40%	60%	
12. Shows respect in daily interactions	15	4.27	100.0			73%		27%
13. Values the opinions of diverse groups and individual.	15	4.33	100.0			67%		33%
14. Treats others with dignity and respect.	15	3.93	73.3	27%		53%		20%
15. Recognizes and values individual and cultural differences.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- I have found that when ___ has hit a barrier or road block in accomplishing a task or goal she is quick to overcome it and take action.
- She is always available to listen, lend a hand, or guide the staff when needed.
- From what I can see ___ meets or exceeds all of these leadership roles but remember she is not my manager.
- I appreciate her dedication to the department employees.
- I don't often get a chance to see ___ in her natural habitat. I know that her team really likes her and that demonstrates a level of leadership that is not common.
- She has learned at a very quick pace, and is both supportive and clear in her intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.

Project Management

Summary Scores



16. Able to adjust project schedule as needed to accommodate unforeseen issues.



17. Works with customers and clients to assess their needs and define project parameters.



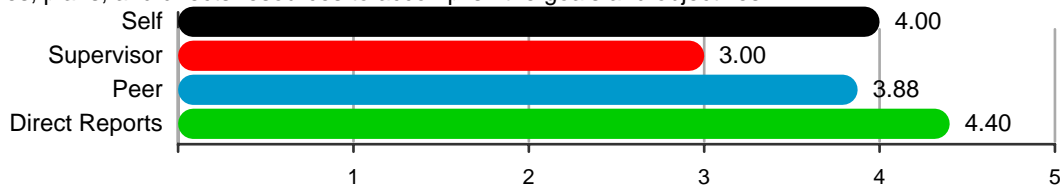
18. Maintains costs and expenses within budget limits.



19. Develops action items, workplans, timelines, and criteria for projects.



20. Organizes, plans, and directs resources to accomplish the goals and objectives.



Level of Skill

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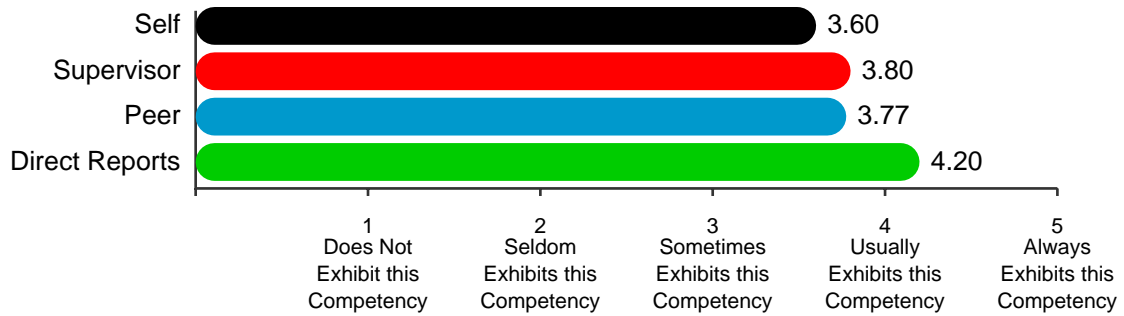
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Able to adjust project schedule as needed to accommodate unforeseen issues.	15	4.33	86.7	13%	40%	47%		
17. Works with customers and clients to assess their needs and define project parameters.	15	4.27	93.3	7%	60%	33%		
18. Maintains costs and expenses within budget limits.	14	4.00	92.9	7%	86%	7%		
19. Develops action items, workplans, timelines, and criteria for projects.	14	4.14	85.7	7%	7%	50%	36%	
20. Organizes, plans, and directs resources to accomplish the goals and objectives.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- She gives you confidence knowing she always has your back.
- She is a charismatic leader. Really the best!!
- ___ has demonstrated a strong drive in initially single handedly pushing the project forwards.
- ___ is excellent about offering support if needed but she also allows us to work and she does not micro manage.
- It's also nice to hear when we are doing a good job and she does that frequently, making sure that we feel like we are a valued member of the team.
- She is both the manager and the interim director for the service line.

Decision Making

Summary Scores



21. Asks for additional information when making critical decisions.



22. Seeks input from key people who should be involved in, or will be affected by, decisions



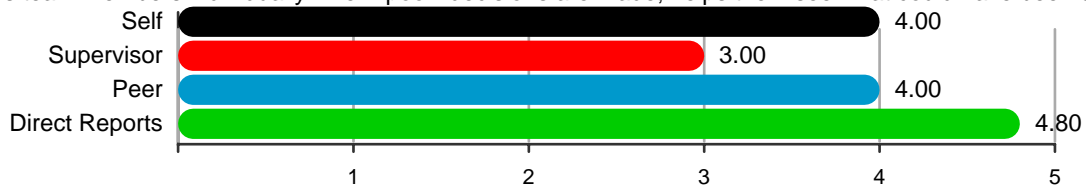
23. Exercises good judgment by making sound and informed decisions.



24. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions



25. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently



Level of Skill

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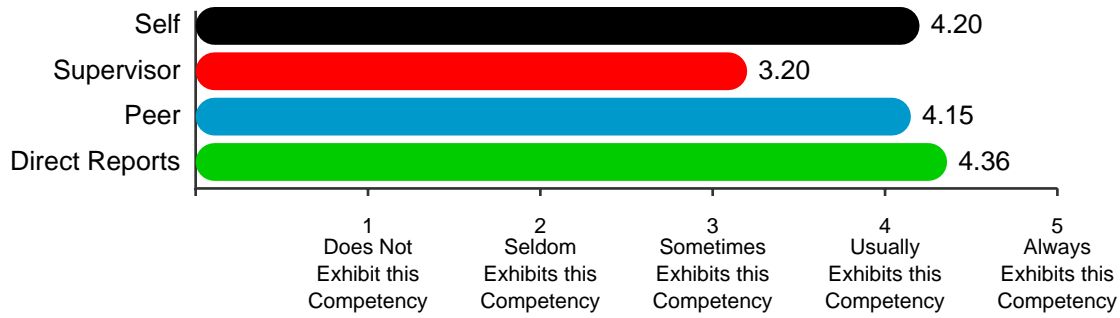
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Asks for additional information when making critical decisions.	15	4.00	66.7	13%	20%	20%	47%	
22. Seeks input from key people who should be involved in, or will be affected by, decisions	15	3.47	53.3	13%	33%	47%	7%	
23. Exercises good judgment by making sound and informed decisions.	15	3.60	66.7	13%	20%	60%	7%	
24. Breaks complex issues into manageable parts and organizes them in a systematic way before making decisions	15	4.27	86.7	7%	7%	40%	47%	
25. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	4.20	80.0	7%	13%	33%	47%	

Comments:

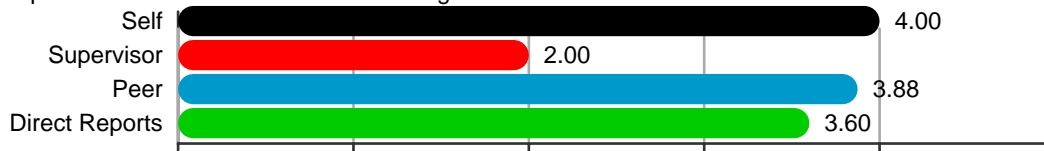
- She has hired good people, and developed strong relationship's with finance.
- The work ___ is accomplishing with the System is truly impressive. Coordinating large and disparate groups of managers is no easy task.
- ___ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- This year ___ was responsible for hiring the line staff. Throughout this process she engaged her management team, staff and team members to ensure the right candidate was picked.
- I can depend on her with whatever is needed.
- ___ works to hire only the best and encourages us to that same standard. We are all learning about outcomes and ___ is able to tie it into our work so it makes sense. She is very system and data driven and continually striving to get us looking for Core Competency ways of working and collaborating.

Commitment To Result

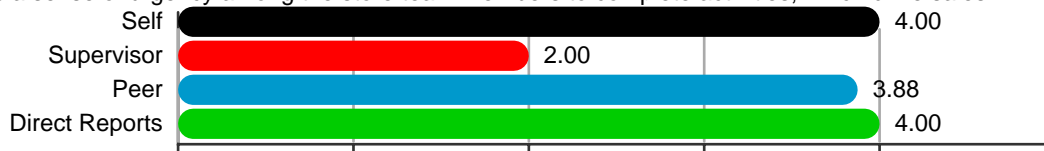
Summary Scores



26. Maintains persistence and dedication to achieving results.



27. Creates a sense of urgency among the store team members to complete activities, which drive sales.



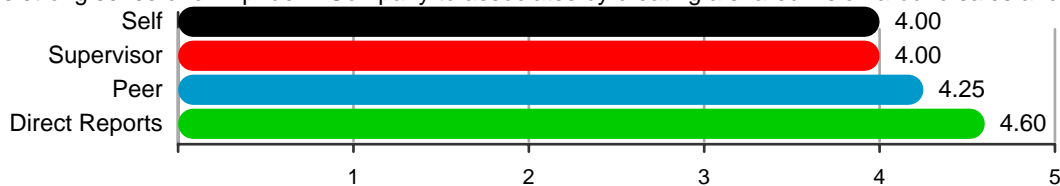
28. Coordinates all department activities into a cohesive team effort.



29. Able to focus on a task even when working alone.



30. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.



Level of Skill

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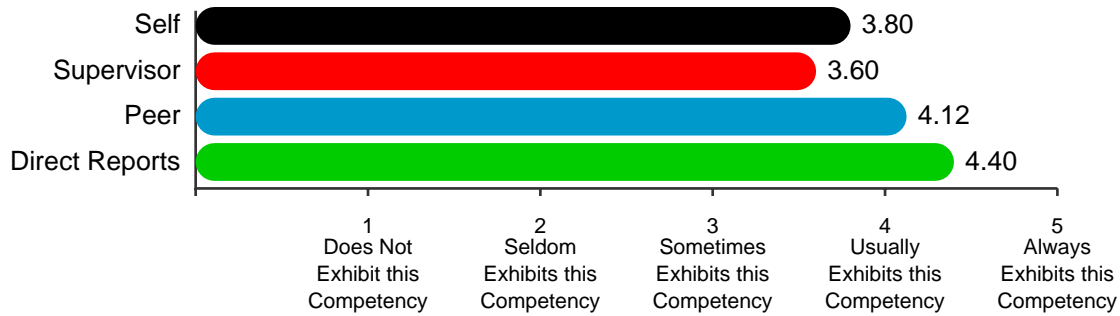
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Maintains persistence and dedication to achieving results.	15	3.67	66.7	20%	13%	47%	20%	
27. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.80	73.3	20%	7%	47%	27%	
28. Coordinates all department activities into a cohesive team effort.	15	4.33	86.7		13%	40%	47%	
29. Able to focus on a task even when working alone.	15	4.67	100.0			33%	67%	
30. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	4.33	100.0			67%	33%	

Comments:

- She takes the time to explain to staff the rationale of changes being made.
- She does not always attend scheduled meetings. I know that she has been busy with other things but a call that she will not be able to attend would be helpful.
- ___ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- ___ is an experienced, skilled leader. She maintains focus on goals and core values in the most challenging situations. Her extensive experience in operations has been a huge asset for the department. She has been a wonderful teacher for members of the team who lack management experience.
- Initiative, attitude, and willingness to pitch in.
- ___ is fully engaged with all of the leadership team. She makes herself available to work with both leaders and staff at [CompanyName]. ___ is very encouraging to leadership and staff to use Core Competency principles when looking at issues/processes. ___ is a role model for communication with staff, customers as well as community members.

Professional Development

Summary Scores



31. Allows employees to fully participate in employee training and professional development.



32. Keep themselves up-to-date of technical/professional issues



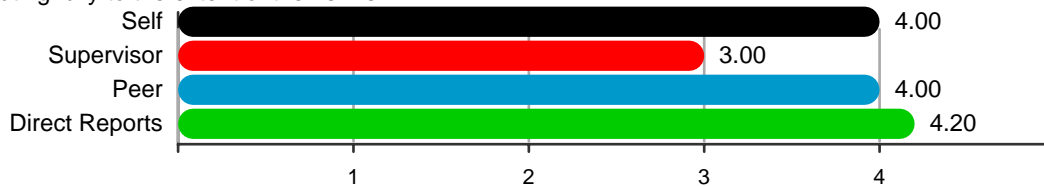
33. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



34. Seeks opportunities for continuous learning.



35. Contributing fully to the extent of their skills



Level of Skill

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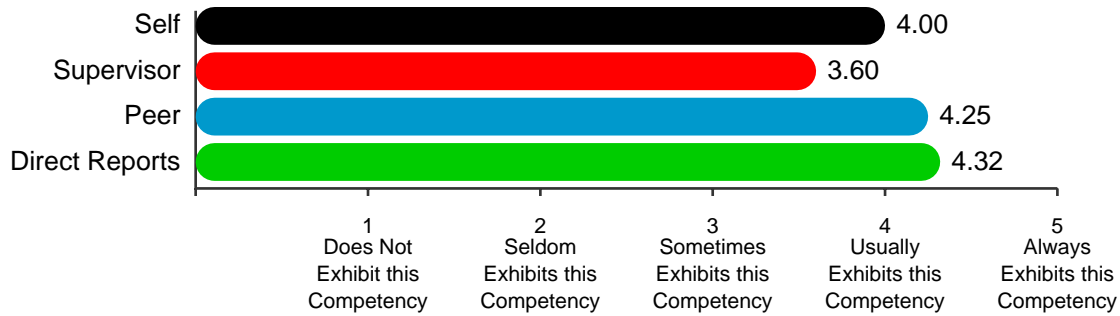
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Allows employees to fully participate in employee training and professional development.	15	4.07	80.0	20%		53%		27%
32. Keep themselves up-to-date of technical/professional issues	15	4.47	100.0		53%		47%	
33. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.13	80.0	20%		47%		33%
34. Seeks opportunities for continuous learning.	15	4.13	86.7	13%		60%		27%
35. Contributing fully to the extent of their skills	15	4.00	80.0	20%		60%		20%

Comments:

- She's a little slow responding to e-mails, but she also has a heavy load and she does get to them eventually.
- ___ always engaged her staff and ensured she obtained everyone's ideas and opinions before moving forward on a project. ___ invests in the projects she leads and follows them through to completion. ___ always maintains a focus on the customers and how we as an organization can best serve our customers.
- It has been a pleasure working with ___. Her interactions with customers have improved over the last year.
- I really enjoy working with ___ and I respect her as a leader and role model.
- She meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.
- ___ is a great leader and is committed to her role here at [CompanyName]!

Technical

Summary Scores



36. Knows how to produce high quality products/work.



37. Seeks information from others as needed.



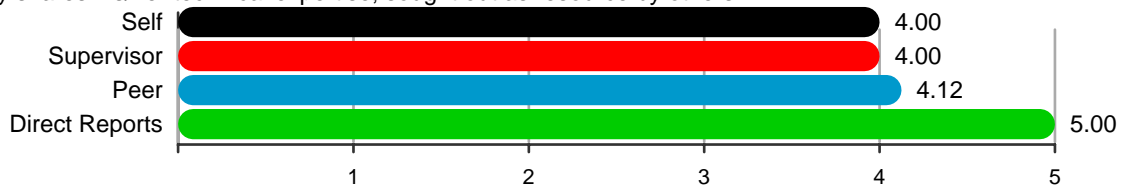
38. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.



39. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices



40. Willingly shares his/her technical expertise; sought out as resource by others



Level of Skill

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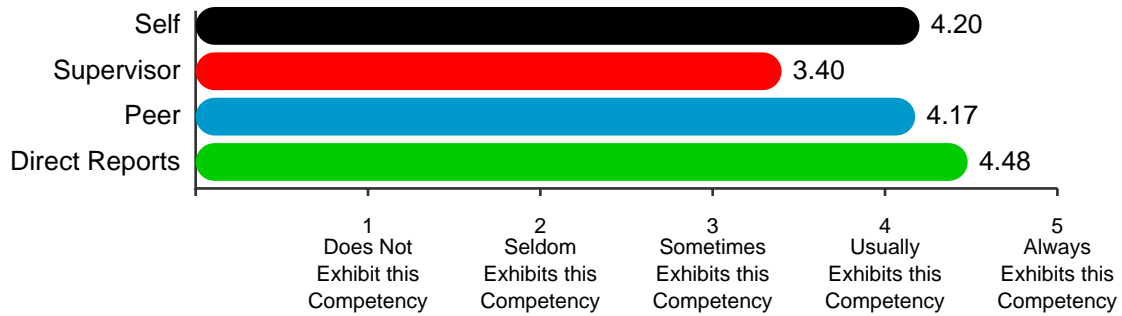
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Knows how to produce high quality products/work.	15	4.33	100.0				67%	33%
37. Seeks information from others as needed.	15	3.93	80.0	13%	7%		53%	27%
38. Uses expertise to identify issues and think through creative solutions to get a problem solved or objective accomplished.	15	4.27	86.7		13%		47%	40%
39. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	4.13	86.7		13%		60%	27%
40. Willingly shares his/her technical expertise; sought out as resource by others	15	4.40	93.3		7%		47%	47%

Comments:

- ___ exceeds in above in all she does.
- ___ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- Always has a positive, cheerful, and strong attitude.
- ___ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.
- She gives you confidence knowing she always has your back.
- Increase in confidence. Being willing to lean into the uncomfortable.

Trustworthy

Summary Scores



41. Communicates an understanding of the other person's interests, needs and concerns.



42. Takes care to maintain confidential information.



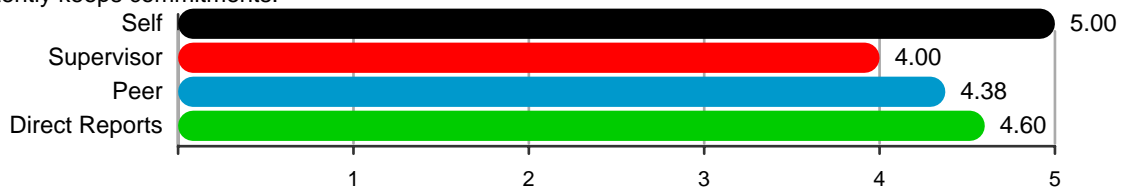
43. Builds and maintains the trust of others.



44. Demonstrates congruence between statements and actions.



45. Consistently keeps commitments.



Level of Skill

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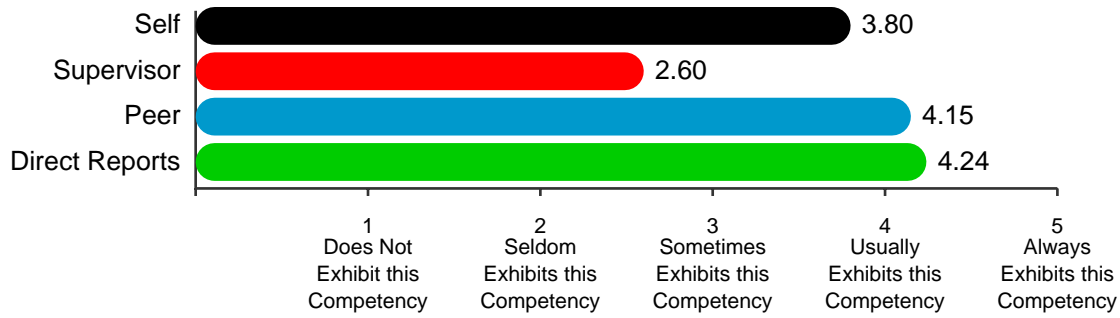
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Communicates an understanding of the other person's interests, needs and concerns.	15	4.33	93.3	7%	53%		40%	
42. Takes care to maintain confidential information.	15	4.20	80.0	20%	40%		40%	
43. Builds and maintains the trust of others.	15	4.13	86.7	13%	60%		27%	
44. Demonstrates congruence between statements and actions.	15	4.00	86.7	13%	73%		13%	
45. Consistently keeps commitments.	15	4.47	93.3	7%	40%		53%	

Comments:

- My only constructive feedback would be for her to continue to be aware of how her personal style when she has strong feelings about something can, at times, shut down contrary views/opinions from the group. She may want to consider open ended questions from others to draw out their thoughts and then sharing her perspective as a balance.
- I have great respect and appreciation for _____. Not only does she do her job well, she takes time to try and understand mine and what needs I may have to get my job done effeciently and effectively.
- _____ is an excellent manager.
- I would like to receive some more feedback on completed tasks to make sure I am being effective.
- She focuses on the customer and how best to meet their needs. She clearly explains and sets her expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.
- _____ has improved on her quick assessment of situations and as a result it has helped me improve also

Co-worker Development

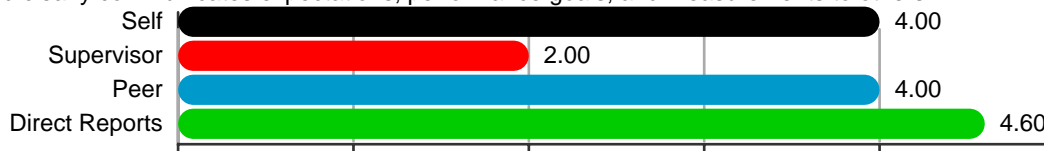
Summary Scores



46. Gives others development opportunities through project assignments and increased job responsibilities



47. Sets and clearly communicates expectations, performance goals, and measurements to others



48. Takes immediate action on poor performance



49. Adapts coaching and mentoring approach to meet the style or needs of individuals



50. Provides ongoing feedback to co-workers on their development progress



Level of Skill

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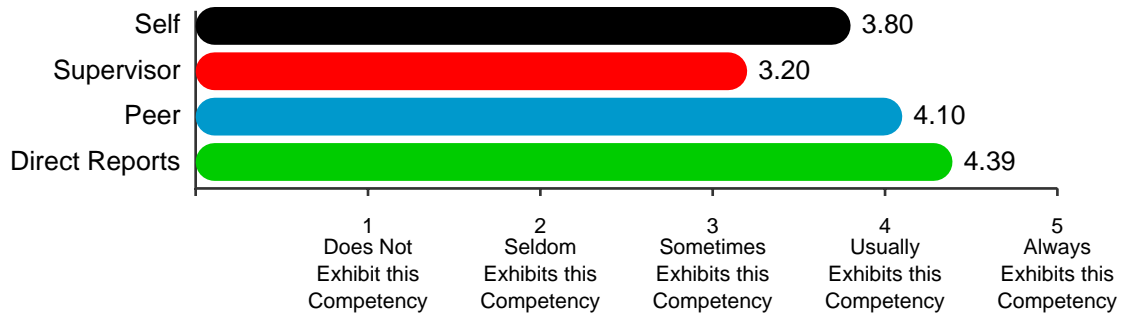
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46. Gives others development opportunities through project assignments and increased job responsibilities	15	3.87	80.0	7%	13%	67%		13%
47. Sets and clearly communicates expectations, performance goals, and measurements to others	15	4.07	86.7	13%		53%		33%
48. Takes immediate action on poor performance	15	4.13	86.7		13%	60%		27%
49. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	4.20	86.7	7%	7%	47%		40%
50. Provides ongoing feedback to co-workers on their development progress	15	4.00	73.3	13%	13%	33%		40%

Comments:

- ___ exhibits excellent customer first values at all times. Her knowledge is well known and is respected by the managers and executives.
- ___ has improved in her interaction with other departments. But this is an area that she could continue to work on.
- She solicits feedback readily and makes clear and collaborative decisions based upon that feedback.
- she is open and willing to share her vision for the team.
- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.
- Very knowledgeable and always steps up if help is needed.

Vision

Summary Scores



51. Creates a common vision for others.



52. Communicates the vision and strategy of [Company]



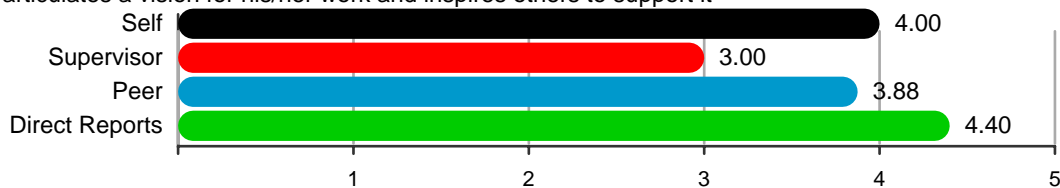
53. Persuades others to follow the Company's vision.



54. Works to support the strategy of [Company]



55. Clearly articulates a vision for his/her work and inspires others to support it



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 (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Creates a common vision for others.	14	4.14	92.9	7%		71%		21%
52. Communicates the vision and strategy of [Company]	14	4.21	85.7	14%		50%		36%
53. Persuades others to follow the Company's vision.	15	4.13	80.0	20%		47%		33%
54. Works to support the strategy of [Company]	15	4.07	80.0	20%		53%		27%
55. Clearly articulates a vision for his/her work and inspires others to support it	15	4.00	80.0	20%		60%		20%

Comments:

- She understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- ___ sometimes struggles with clarity in her communication and her understanding of operational issues.
- In her role as a director, I have seen ___ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- Our department continues to have a very low loss rate.
- ___ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.

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 great teammate.
- I find her to be a stellar asset to our team at [CompanyName].
- She had done amazingly well considering all of the global threats to the product line.
- ___ has high expectations of herself and her employees. She does an excellent job of managing the department.
- She is a fantastic resource.
- She is an effective communicator with her colleagues and I look forward to working with her in the years to come as we taken [CompanyName] to new levels of achievement.

What do you like best about working with this individual?

- ___ is a great manager. Very supportive of her staff.
- 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.
- Her view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.
- ___ is very visible on the unit. Spending many hours with staff.
- I do see ___ improving in the following areas: following through on process improvement projects and embracing them instead of becoming defensive, open to coaching and mentorship, serving as a role model for technical staff, collaborating more within the entire RO team and regularly attending required meetings and following through on her assignments.
- ___ is the heart and soul of the pharmacy. She has great vision and she is always thinking of ways to improve our department and the services we provide to the customers. We have hired some great new managers that will help us move in a new direction in many areas.

What do you like least about working with this individual?

- Shared decision making, transparency in communication, and accountability have all contributed to an improved work environment.
- I believe her hands are tied regarding some of the hiring/retention decisions that are made, but, she always works well with whatever situations that arise.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see her in the rooms helping in the mornings. Well liked by staff.
- ___ is a strong leader and passionate about her customers, staff and safety.
- One of the main reasons I am here is because of ___.
- She tends to sometimes get confused about decisions we've made and consequently incorrect information is given following the meeting.

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

- She not only takes opportunities to develop herself professionally, but also supports her staff's development, too.
- Her open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- Has one of the strongest work ethics I've ever encountered in a team member.
- While she remains considerate of the impact each roll out has on front line staff, she also ensures we stay focused and on track.
- As noted in the comments above, ___ needs improvement with involving the team more consistently in the approval and management of projects.

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

- She recognizes strengths by allowing/encouraging her managers to form and shape their performance in accord with their talents.
- ___ is great to work with. I really feel like I am a valued member of her team. She values what I have to say and really listens.
- She is open about encouraging professional development and when a team member hasn't quite hit the mark. This is important for a leader to be willing to step up and do!
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, ___ fits the leadership role well.
- ___ is an outstanding listener and provides excellent feedback. She keeps me up to date regarding system leadership goals and concerns. This insight helps to guide division priorities.
- I am always impressed by ___'s insight into our processes so that we continuously strive to improve and be consistent.

Any final comments?

- I think ___ is doing a wonderful job in her new role here at this [CompanyName]. She has quickly become a vital part of the team. She is about to take on an even bigger role in the coming months and I think that she will demonstrate that she is very capable leader. I am glad that she has joined us.
- ___ is a very good leader.
- She leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- I do not have much insight into her leadership effectiveness, as I rarely see her with her staff. My interactions with her and her team are generally separate meetings. She presents herself well to other leaders in the organization.
- ___ is a wonderful partner to work with. She has been consistently responsive to issues or requests from my team. She is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- She is a fantastic resource.