



Feedback Results
Your CompanyName Here
2026

Sample Employee

Results Generated by HR-Survey

April 2026

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.

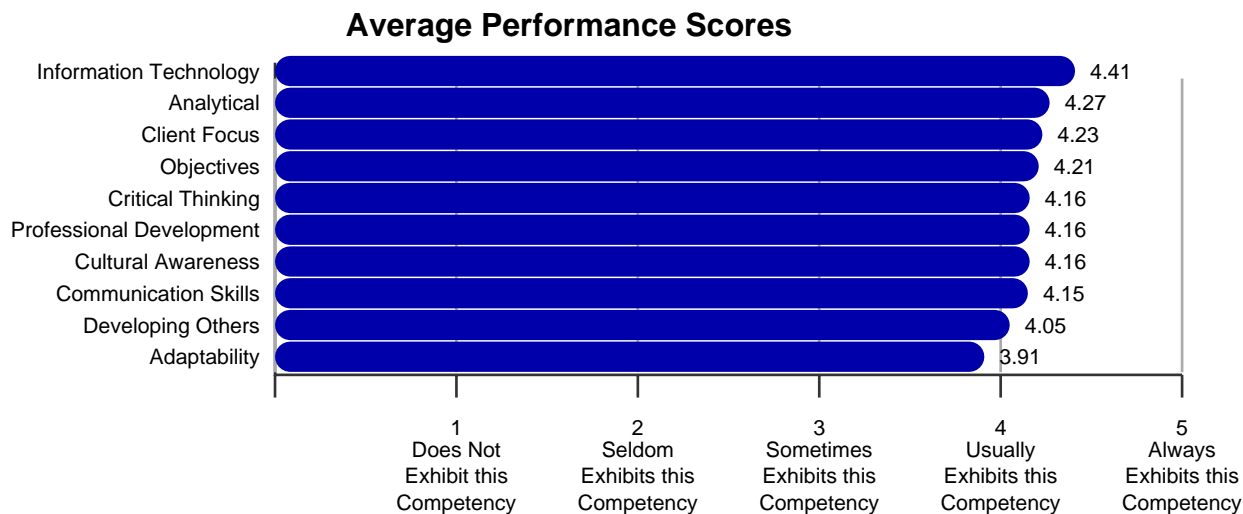
What to Do with Your Feedback

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

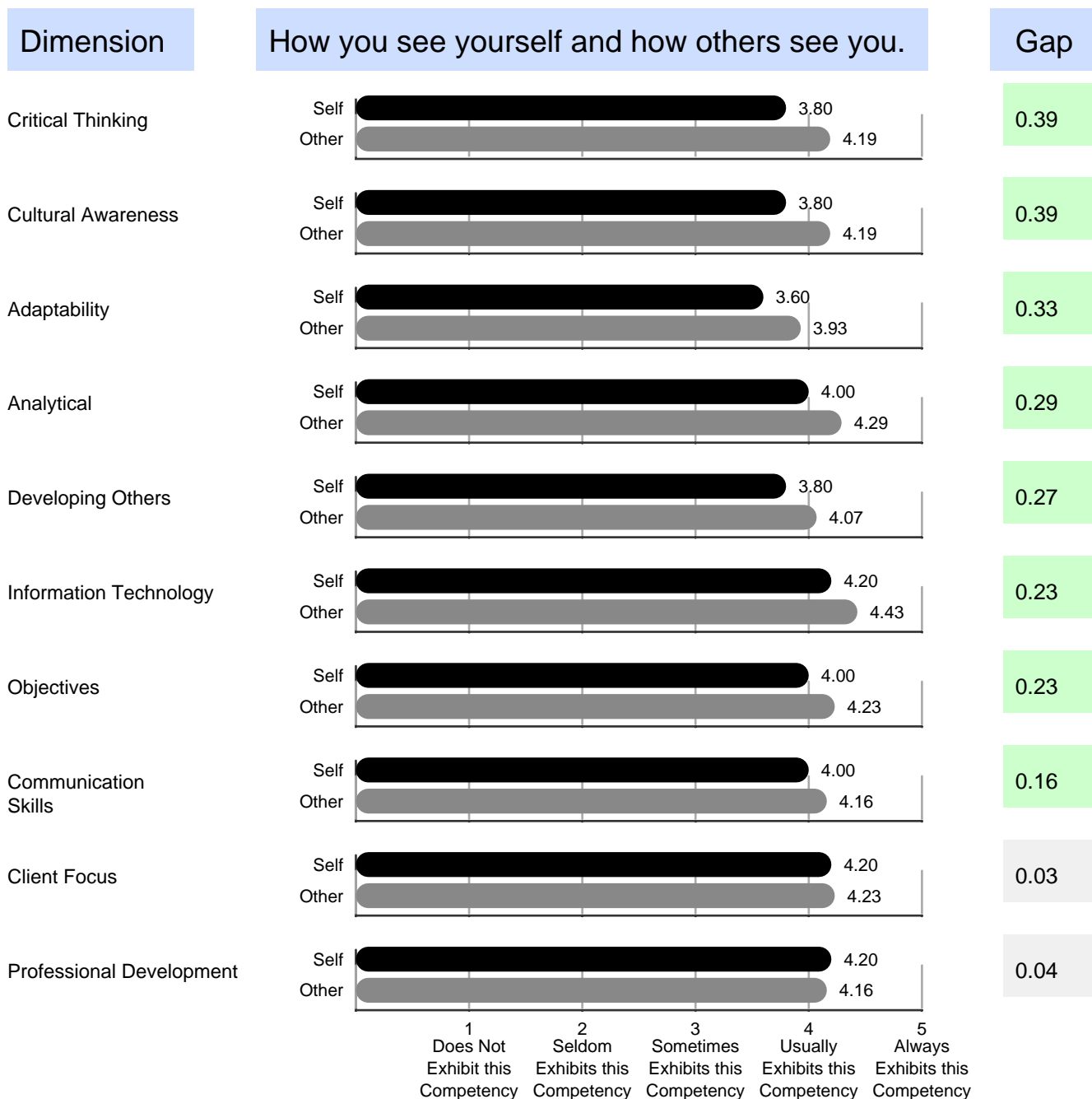
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 10 major dimensions of leadership.

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.



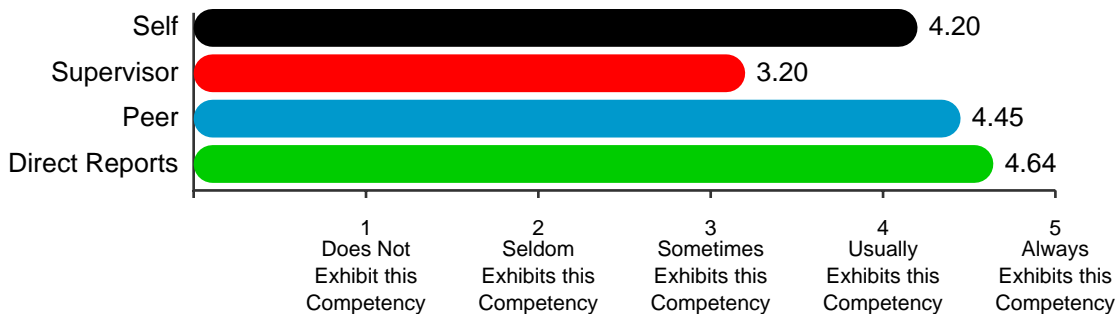
Gap Analysis

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.



Information Technology

Summary Scores



1. Assesses the operational strategies that support the successful execution of important initiatives.



2. Maintains a data operating model that maps where data originates, how it moves through systems, and how it supports business processes.



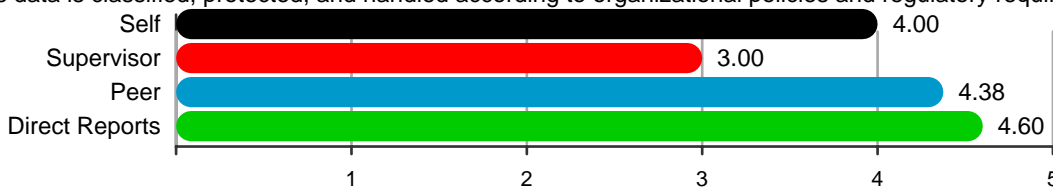
3. Provides complete information to higher-tier teams.



4. Anticipates changing needs and proactively aligns IT resources to meet them.



5. Ensures data is classified, protected, and handled according to organizational policies and regulatory requirements.



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).

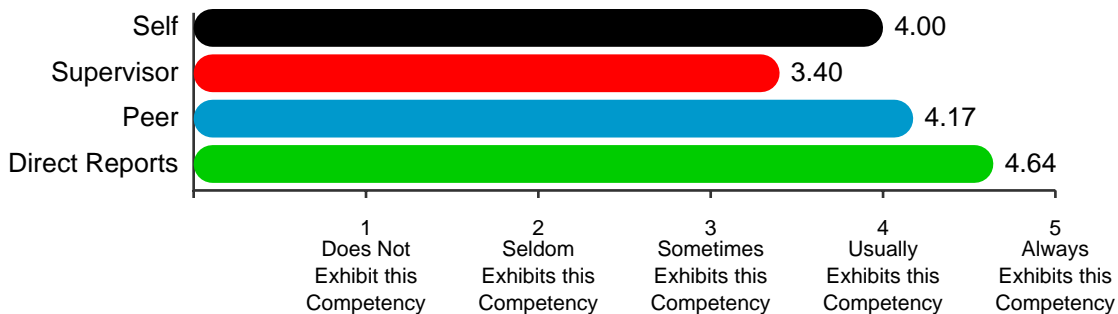
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Assesses the operational strategies that support the successful execution of important initiatives.	15	4.20	93.3	7%		67%		27%
2. Maintains a data operating model that maps where data originates, how it moves through systems, and how it supports business processes.	15	4.87	100.0	13%		87%		
3. Provides complete information to higher-tier teams.	15	4.27	93.3	7%		60%		33%
4. Anticipates changing needs and proactively aligns IT resources to meet them.	15	4.40	86.7	13%	33%		53%	
5. Ensures data is classified, protected, and handled according to organizational policies and regulatory requirements.	15	4.33	93.3	7%		53%		40%

Comments:

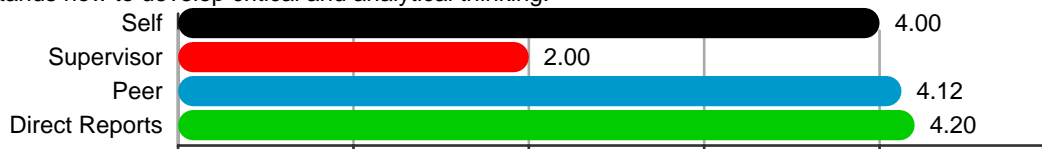
- She could benefit from understanding about how to create resolution and clarity.
- Her inspiration, her strong message could move mountains if she gets more opportunities to lead more broadly and deeply. she should have more authority in ALL levels (including managers) to lead to those important cultural changes.
- She tends to have self doubt at times, as we all do. But she is working on her confidence, and absolutely growing as a person.
- ___ is dedicated to her work and the employees that she manages. I am amazed at the kind of time she puts into this organization.
- She has taken her team to the next level.
- She has really filled the role of interim manager for the department well.

Analytical

Summary Scores



6. Understands how to develop critical and analytical thinking.



7. Gathers information from a variety of sources.



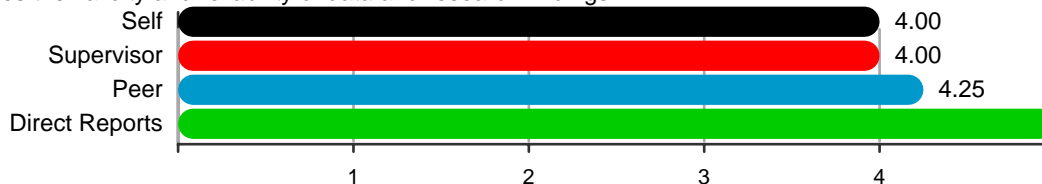
8. Examines how the new software will affect workflows, employee morale, customer interactions, and long-term scalability.



9. Reduces issues to their fundamental elements.



10. Evaluates the validity and reliability of data and research findings.



Level of Skill

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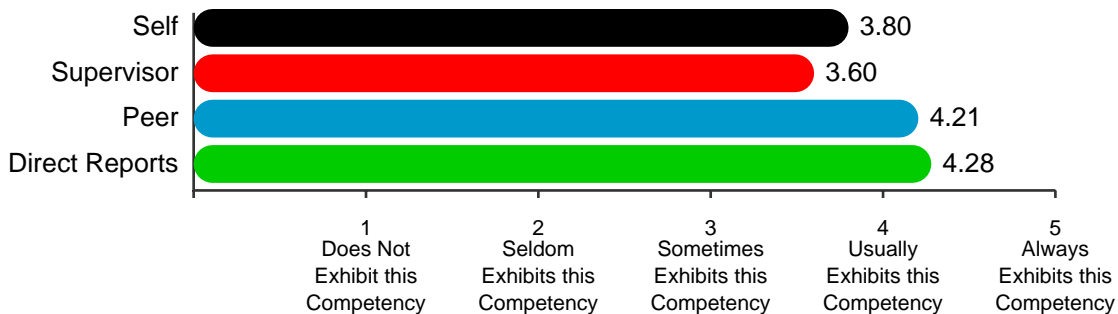
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Understands how to develop critical and analytical thinking.	15	4.00	80.0	7%	13%	53%	27%	
7. Gathers information from a variety of sources.	15	4.07	80.0		20%	53%	27%	
8. Examines how the new software will affect workflows, employee morale, customer interactions, and long-term scalability.	15	4.33	93.3	7%	47%		47%	
9. Reduces issues to their fundamental elements.	15	4.47	93.3	7%	40%		53%	
10. Evaluates the validity and reliability of data and research findings.	15	4.47	93.3	7%	40%		53%	

Comments:

- Again, ___ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.
- ___ has a calm and professional style.
- Care should be taken to ensure decisions are not made in a conference room about work done by your 'frontline' staff. There have been several occasions where decisions regarding process changes were made (and implemented) without involving the staff actually doing the work in the decision making process.
- Does above and beyond work consistently
- She inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- ___ is a very good leader. Detail oriented and conscientious about her team. These are two skills that help lead a team and stay on task of the data that is so central to our business.

Critical Thinking

Summary Scores



11. Able to consider multiple perspectives and potential explanations.



12. Sorts information into appropriate groups to recognize the connections between categories of information.



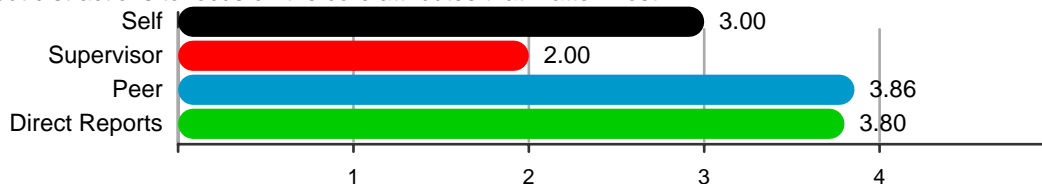
13. Builds a compelling narrative that shows how data informs decision-making.



14. Documents and records data.



15. Filters out distractions to focus on the core attributes that matter most.



Level of Skill

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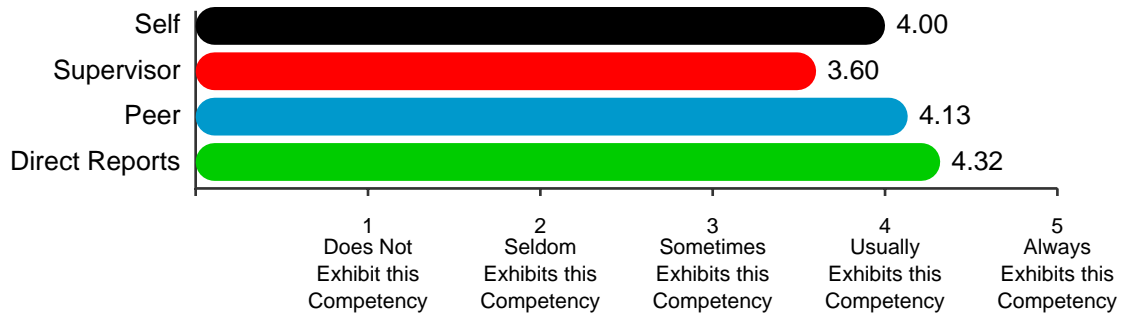
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Able to consider multiple perspectives and potential explanations.	15	4.60	100.0			40%	60%	
12. Sorts information into appropriate groups to recognize the connections between categories of information.	15	4.27	100.0			73%	27%	
13. Builds a compelling narrative that shows how data informs decision-making.	15	4.33	100.0			67%	33%	
14. Documents and records data.	15	3.93	73.3	27%		53%	20%	
15. Filters out distractions to focus on the core attributes that matter most.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- She has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- ___ has supported me through some tough contract negotiations and she is the consummate professional.
- ___ is the right man for the job...there have been a couple of instances in which I feel that ___ has had tendency to lose staff or participants in her communication. To her merit, ___ will stop the conversation and clarify expectations or needs prior to moving forward.
- She holds herself to an even higher standard than she expects of her team, and that is respected throughout the organization.
- ___ maintains her focus on safety for all customers and staff. She stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- I appreciate her helpful and cheerful outlook!

Communication Skills

Summary Scores



16. Uses ideas and perspectives to persuade others.



17. Maintains a formal and respectful tone, avoiding use of slang or overly casual language.



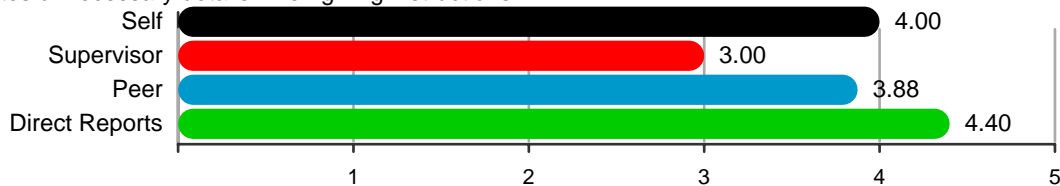
18. Conveys ideas confidently and succinctly.



19. Listens to others' points of view with an open mind



20. Eliminates unnecessary details when giving instructions.



Level of Skill

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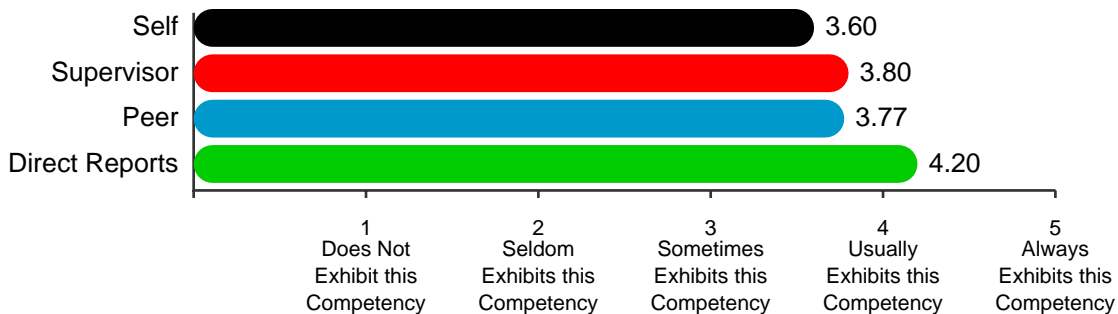
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Uses ideas and perspectives to persuade others.	15	4.33	86.7	13%	40%	47%		
17. Maintains a formal and respectful tone, avoiding use of slang or overly casual language.	15	4.27	93.3	7%	60%	33%		
18. Conveys ideas confidently and succinctly.	14	4.00	92.9	7%	86%	7%		
19. Listens to others' points of view with an open mind	14	4.14	85.7	7%	7%	50%	36%	
20. Eliminates unnecessary details when giving instructions.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- For reliability, I think ___ has so much on her plate that she is sometimes seen by staff as unreliable.
- She couldn't be more engaged if she tried.
- I have observed ___ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. ___ does take action when there are employees who do not fit with the organization mission and values.
- ___ has done a wonderful job in supporting her team and making herself available.
- I am very thankful for all the opportunities she has provided me and I have grown in my development under her guidance. A real asset to the organization.
- ___ is professional in communication verbally, but misses hearing some important items that are verbalized to her.

Adaptability

Summary Scores



21. Will stop what they are doing to help colleagues in need.



22. Is good at managing the unexpected.



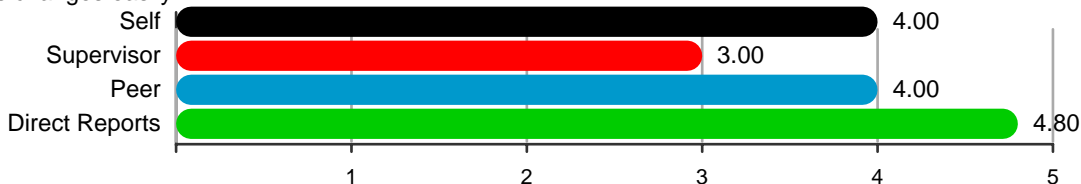
23. Alters strategic plans based on new information.



24. Integrates information from a variety of sources to develop new and creative solutions.



25. Handles changes easily.



Level of Skill

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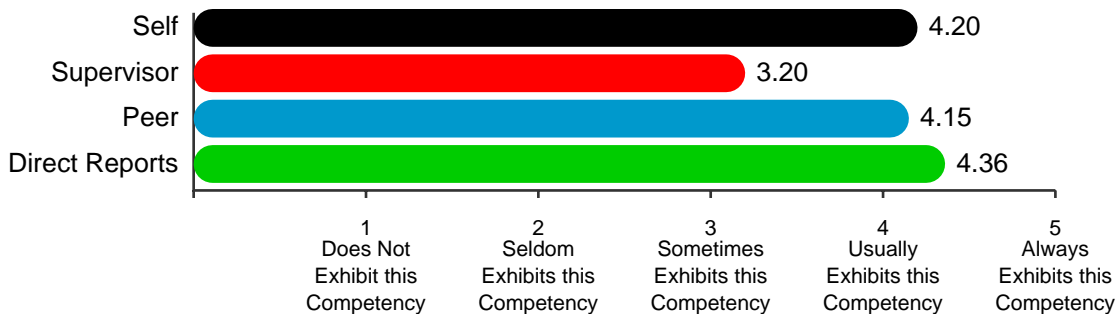
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Will stop what they are doing to help colleagues in need.	15	4.00	66.7	13%	20%	20%	47%	
22. Is good at managing the unexpected.	15	3.47	53.3	13%	33%	47%	7%	
23. Alters strategic plans based on new information.	15	3.60	66.7	13%	20%	60%	7%	
24. Integrates information from a variety of sources to develop new and creative solutions.	15	4.27	86.7	7%	7%	40%	47%	
25. Handles changes easily.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

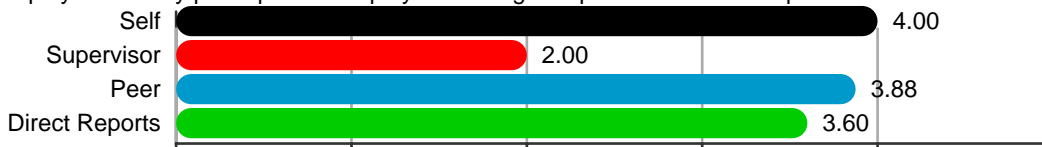
- She is very responsive when asked for input or her assistance is requested.
- ___ is a strong advocate for both the customer and staff.
- She will always be able to state that she did everything she could, she gives this job her all!
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what ___ has done with this but needs to be addressed and improved.
- Takes complete ownership of role and looks for ways to assist teammates.
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).

Professional Development

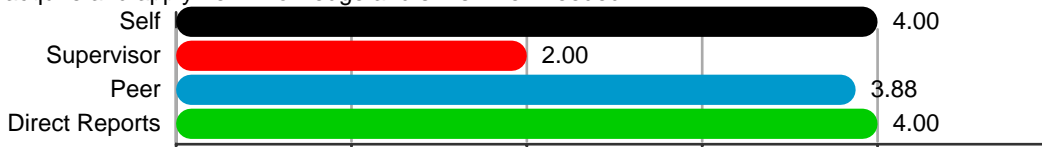
Summary Scores



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



27. Quickly acquire and apply new knowledge and skills when needed



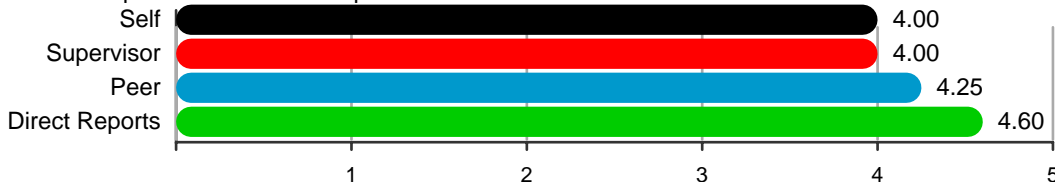
28. Contributing fully to the extent of their skills



29. Seeks opportunities for continuous learning.



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



Level of Skill

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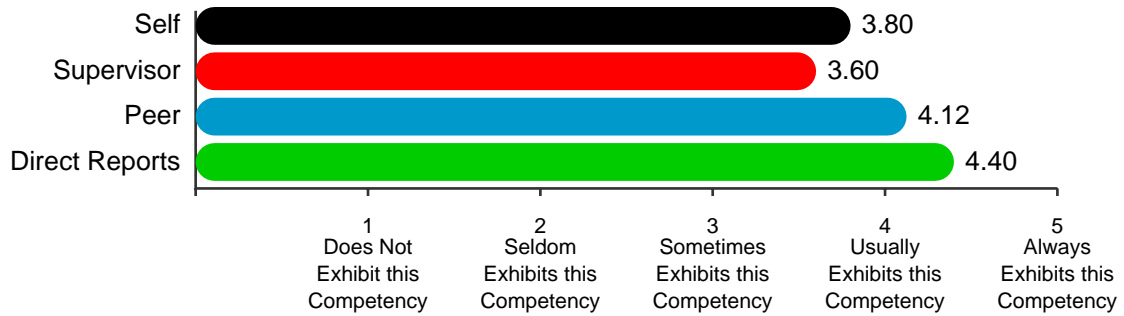
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Allows employees to fully participate in employee training and professional development.	15	3.67	66.7	20%	13%	47%	20%	
27. Quickly acquire and apply new knowledge and skills when needed	15	3.80	73.3	20%	7%	47%	27%	
28. Contributing fully to the extent of their skills	15	4.33	86.7	13%	40%	47%		
29. Seeks opportunities for continuous learning.	15	4.67	100.0		33%	67%		
30. Keep themselves up-to-date of technical/professional issues	15	4.33	100.0		67%	33%		

Comments:

- I think ___ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- She is a great teammate!
- She is an incredibly supportive mentor and is committed to her Vice Presidents and their success.
- She is, quite simply, the best boss I've ever had.
- At times I feel that ___ presents things in meetings that she's not well versed in. I would encourage her to be very familiar with the items she's presenting as her credibility, at times, suffers when she attempts to address something in meetings in her area that she's not well versed in.
- 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.

Cultural Awareness

Summary Scores



31. Encourages open dialogue and ensures all voices are heard during team discussions.



32. Willing to work with employees who have different cultural backgrounds.



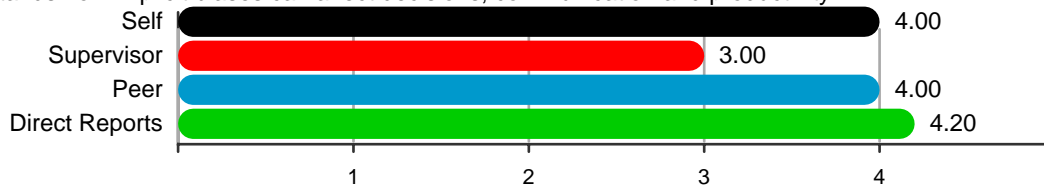
33. Actively listens to other employees' stories about their culture.



34. Recognizes and values individual and cultural differences.



35. Understands how implicit biases can affect decisions, communication and productivity.



Level of Skill

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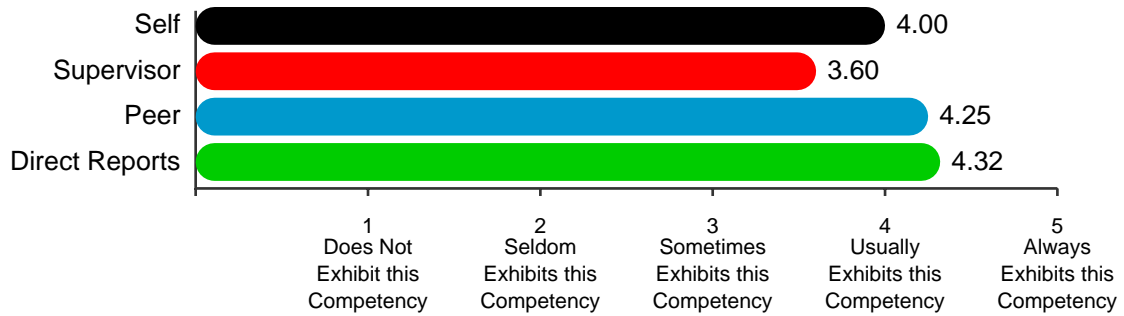
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Encourages open dialogue and ensures all voices are heard during team discussions.	15	4.07	80.0	20%		53%		27%
32. Willing to work with employees who have different cultural backgrounds.	15	4.47	100.0			53%		47%
33. Actively listens to other employees' stories about their culture.	15	4.13	80.0	20%		47%		33%
34. Recognizes and values individual and cultural differences.	15	4.13	86.7	13%		60%		27%
35. Understands how implicit biases can affect decisions, communication and productivity.	15	4.00	80.0	20%		60%		20%

Comments:

- ___ is consistently auditing different processes in the production line to improve satisfaction. The outcomes and expectations are clearly communicated to all staff.
- I look forward to working with her in her new role.
- We are a department in need of structure and I feel she has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.
- ___ has been using more shared decision making and has allowed the department to enact recommendations that she personally may not have agreed with. That gave her a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- ___'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- ___ has nothing but [CompanyName]'s best interest at heart.

Objectives

Summary Scores



36. Encourages me to take on greater responsibility.



37. Communicates goals and objectives to employees.



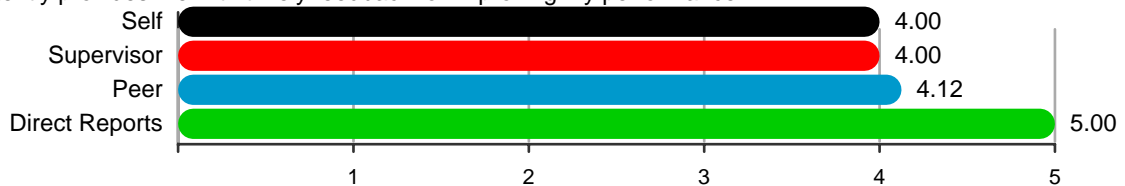
38. Able to organize work.



39. Assures [Company] principles are understood, employed & pursued.



40. Consistently provides me with timely feedback for improving my performance.



Level of Skill

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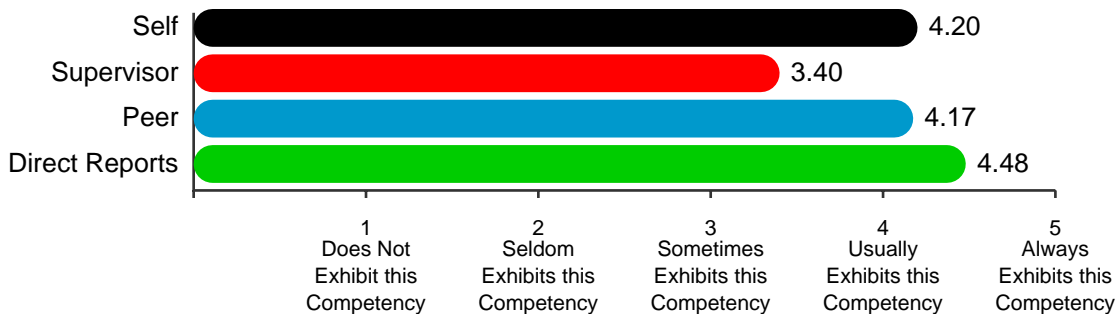
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Encourages me to take on greater responsibility.	15	4.33	100.0			67%		33%
37. Communicates goals and objectives to employees.	15	3.93	80.0	13%	7%		53%	27%
38. Able to organize work.	15	4.27	86.7		13%		47%	40%
39. Assures [Company] principles are understood, employed & pursued.	15	4.13	86.7		13%		60%	27%
40. Consistently provides me with timely feedback for improving my performance.	15	4.40	93.3		7%		47%	47%

Comments:

- ___ is consistently working with her team to improve customer service and defining standards of service to hardwire those behaviors.
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.
- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- She has been a great addition to the company.
- ___ uses her available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.
- ___ is customer focused and many of the processes we have worked out as a team all loop back around to what is best practice and customer satisfaction. I have enjoyed working with ___ for many years.

Client Focus

Summary Scores



41. Anticipates potential obstacles to meeting client needs.



42. Provides a responsive service that meets the needs of clients.



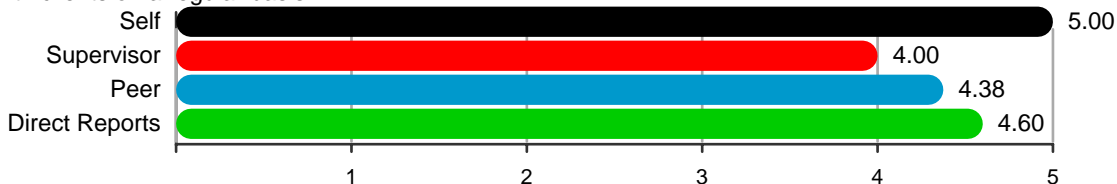
43. Exceeds expectations of the clients.



44. Reimagining existing products or processes to better align with emerging client needs or market shifts.



45. Meets with clients on a regular basis.



Level of Skill

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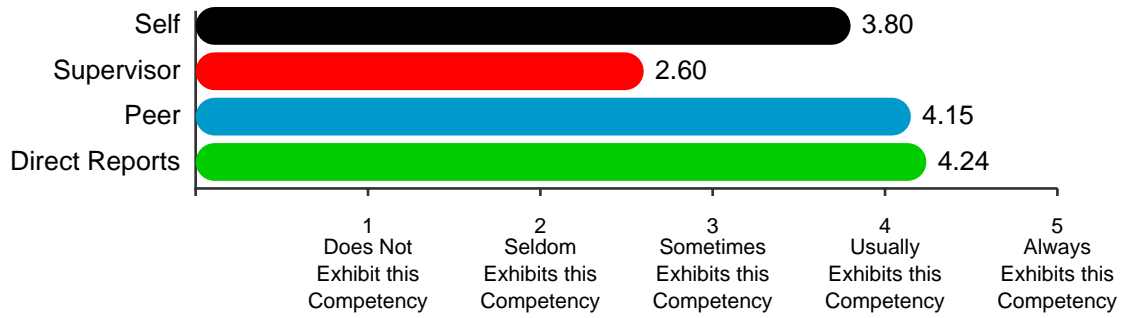
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Anticipates potential obstacles to meeting client needs.	15	4.33	93.3	7%		53%		40%
42. Provides a responsive service that meets the needs of clients.	15	4.20	80.0	20%		40%		40%
43. Exceeds expectations of the clients.	15	4.13	86.7	13%		60%		27%
44. Reimagining existing products or processes to better align with emerging client needs or market shifts.	15	4.00	86.7	13%		73%		13%
45. Meets with clients on a regular basis.	15	4.47	93.3	7%	40%		53%	

Comments:

- She has been influential in our focus on the future.
- ___ demonstrates excellent skills at approaching employees that need correction action. My only thought would be she could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- ___ is excellent in involving us in policy and procedure decisions. She is also very good at working with other departments to clarify procedures and expectations.
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- She constantly asks for feedback and input to important decisions and genuinely listens and considers what her staff's opinions.

Developing Others

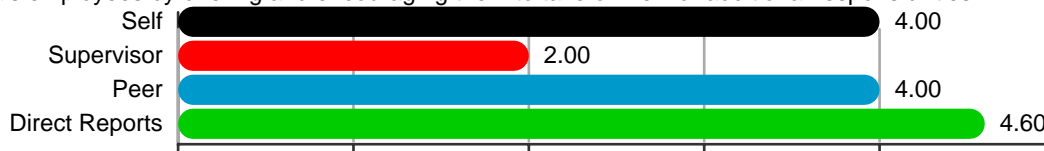
Summary Scores



46. Recognizes and celebrates accomplishments of others.



47. Develops employees by offering and encouraging them to take on new or additional responsibilities.



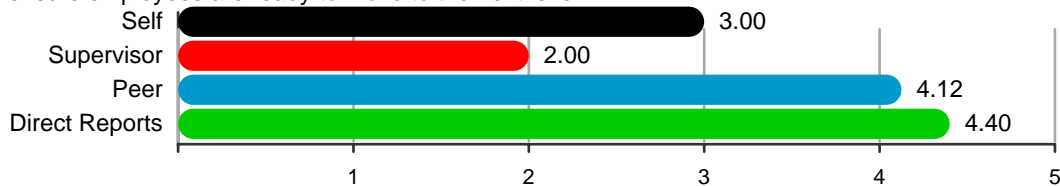
48. Encourages employees through recognition of positive changes in behavior.



49. Is open to receiving feedback.



50. Tries to ensure employees are ready to move to the next level.



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
46. Recognizes and celebrates accomplishments of others.	15	3.87	80.0	7%	13%	67%	13%	
47. Develops employees by offering and encouraging them to take on new or additional responsibilities.	15	4.07	86.7	13%	53%	33%		
48. Encourages employees through recognition of positive changes in behavior.	15	4.13	86.7	13%	60%	27%		
49. Is open to receiving feedback.	15	4.20	86.7	7%	7%	47%	40%	
50. Tries to ensure employees are ready to move to the next level.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- ___ has been an asset to [CompanyName]. She has been fully engaged in our Mission, Vision and True North Focus Areas. I have been impressed with her ability bring about process improvements through her direction and guidance to develop and engage the telecommunication staff in this area. She has made staff aware of their expectations, through email, one on one, performance reviews, staff and committee meetings.
- ___ is great about approaching and including staff input with decision making within the department.
- I believe the team greatly values ___'s visionary capabilities and ideas, which is appropriate for a Vice President, but she is getting too involved in Director level tasks.
- She is a team player and willing to help other departments and staff when needed.
- ___'s leadership far exceeds the expectations of this organization and is a style that should be recognized.
- ___ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and 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?

- I find her to be a stellar asset to our team at [CompanyName].
- ___ established an environment in which teamwork and creativity flourished.
- Knowledge, experience, and the will to help when help is needed.
- ___ is a great mentor and leader for her team. She recognizes the strengths that each of her team members bring to the organization and works to continue to develop those strengths. ___ also helps her team recognize areas of improvement and works to improve those areas as well.
- ___ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- ___ is very approachable and ensures the best for all employees in the department.

What do you like best about working with this individual?

- ___ also takes feedback well. When she expresses a comment or presents a change for the floor that may reflect a disconnection with how "real life" works, she is able to listen and alter her approach for consideration to staff's views.
- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- She 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, she seems to be able to keep our unit in the financial green.
- ___ has superb technical experience. I think she should take more advantage of department meetings to brief the team on her priorities and initiatives.
- ___ stays focused on ways we can partner with departments throughout the organization to support our customers, service lines, and staff. Recently, ___ re-evaluated the positions in our office to realign the job duties with team members' strengths, as well as priorities for the office.
- ___ is dedicated to her work and the employees that she manages. I am amazed at the kind of time she puts into this organization.

What do you like least about working with this individual?

- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- Her decision-making focus is on what best serves our customers and visitors and what's best for the organization as a whole.
- Is self-aware of own strength and weakness. Asking for help by adding another manager.
- Confidence is the only thing I think she needs to improve on.
- ___ has been a consistent resource to the Operations teams as we work in improving our scores.
- ___ 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.

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

- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- Manager is always interested in our views, and continually works at implementing our suggestions.
- ___ knows her work and knows the facility very well. ___ is sincere about doing good work, but at times struggles with communicating in objective manner.
- Closes off discussions with action plans.
- She is organized, kind, and extremely approachable.

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

- I appreciate her style and support.
- ___ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.
- She exhibits a very strong commitment to [CompanyName] in her interactions and as such is an important role model to me and others.
- she is open and willing to share her vision for the team.
- ___ shines when it comes to teamwork and process improvement. Her ability to lead a team with collaboration and communication is amazing.
- I work with ___ regularly and see her interactions with other leaders frequently.

Any final comments?

- I would encourage ___ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect her to have hands on with everything).
- She is very focused on bringing out best in employees and encourages all to get involved with any and all problems to come up with solutions that benefit the team.
- She will sit down with all parties involved before she makes a decision.
- She is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- I like ___, she's fun and when she's focused the wealth of knowledge she has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- I'm not sure if management is ___'s niche, but given her lack of experience in this capacity and the lack of direction that has been set forth, she's done pretty well in this role.