



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.

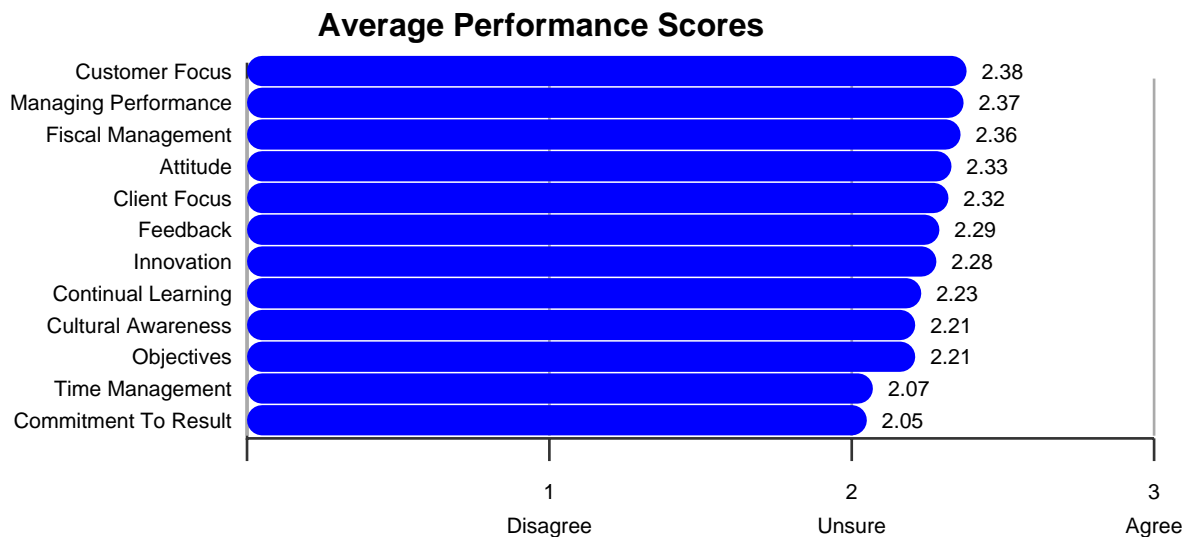
What to Do with Your Feedback

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

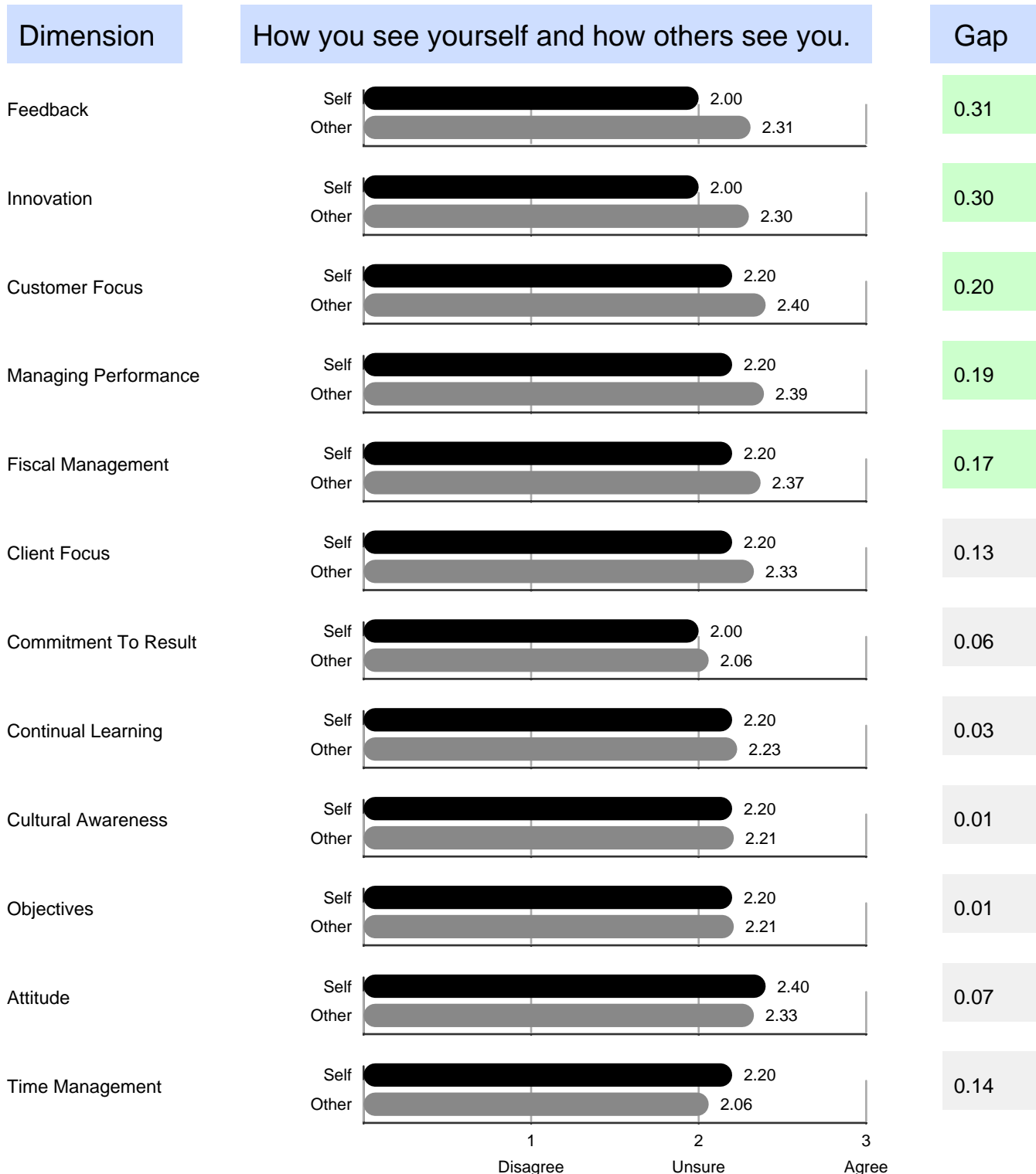
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 12 major dimensions of leadership.

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.



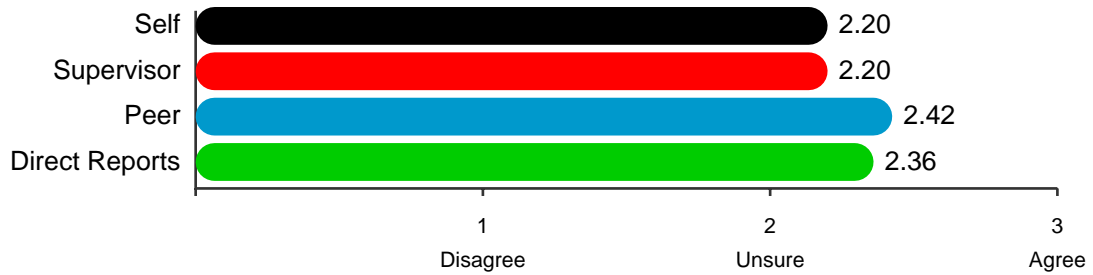
Gap Analysis

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.



Managing Performance

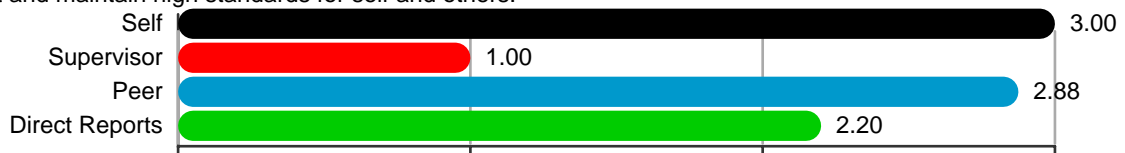
Summary Scores



1. You prioritize the work of others.



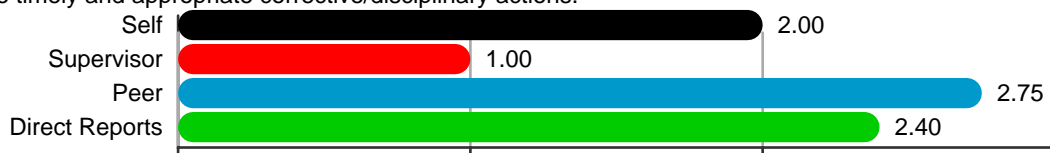
2. You set and maintain high standards for self and others.



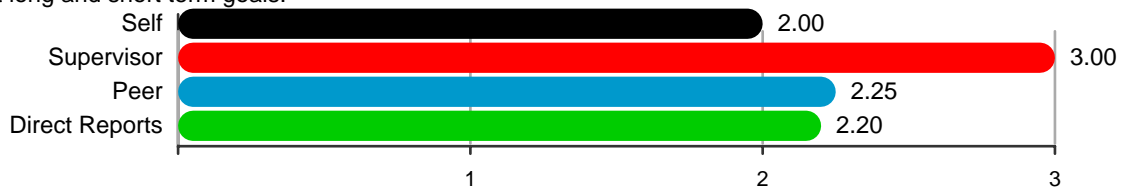
3. You are consistent in disciplinary/corrective actions.



4. You use timely and appropriate corrective/disciplinary actions.



5. You set long and short term goals.



Level of Skill

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

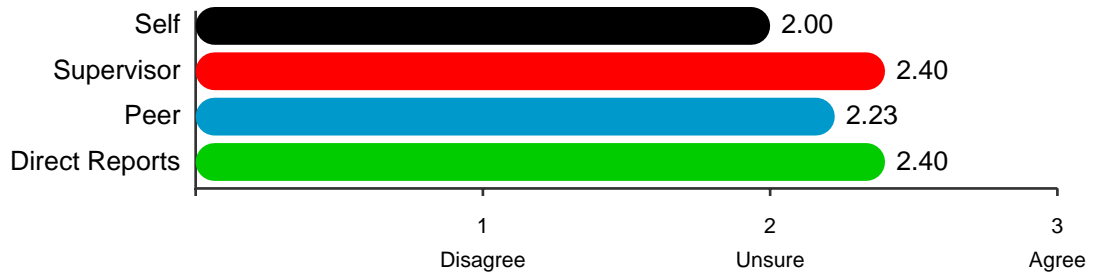
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
1. You prioritize the work of others.	15	2.27	33.3	7%	60%	33%
2. You set and maintain high standards for self and others.	15	2.53	73.3	20%	7%	73%
3. You are consistent in disciplinary/corrective actions.	15	2.33	40.0	7%	53%	40%
4. You use timely and appropriate corrective/disciplinary actions.	15	2.47	53.3	7%	40%	53%
5. You set long and short term goals.	15	2.27	40.0	13%	47%	40%

Comments:

- While encouraging folks to continue with their education, she is also continuing with her education.
- Improvement in the areas of process & technical skills has to do with tools in the [CompanyName] Production System toolbox, e.g., Project Management, Competencies.
- Process improvements & Technical Skills go hand and hand - sometimes it is hard to have the processes changed when ___ has not fully done the processes. This makes the changes hard to the team without a full understanding of the steps that happen behind the scene. Communication skills: needs to focus on full team communication maybe via email or in writing at team meetings. sometimes information has been provided to one but not all or not passed on at all when thought it had been. Reliability has improved a lot over the past few months.
- She is well respected.
- There are some behaviors that are either accepted or ignored that continue to be an issue for the equality and satisfaction in the department.
- ___ is a very effective leader. Her ability to drill down to find root cause with regards to issues, allows her to pin point the real issue instead of the surface issues.

Innovation

Summary Scores



6. You take risks to advance important ideas.



7. You foster a creative and innovative work environment.



8. You find creative ways to get things done with limited resources.



9. You solve problems with insight and understanding.



10. You develop new products and services.



Level of Skill

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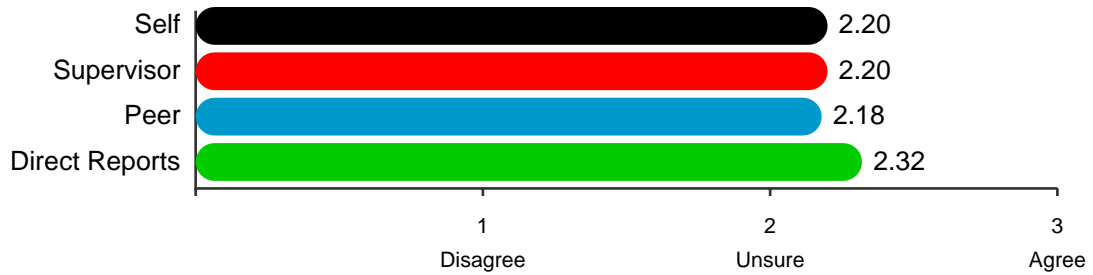
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
6. You take risks to advance important ideas.	15	2.13	33.3	20%	47%	33%
7. You foster a creative and innovative work environment.	15	2.07	26.7	20%	53%	27%
8. You find creative ways to get things done with limited resources.	15	2.33	40.0	7%	53%	40%
9. You solve problems with insight and understanding.	15	2.40	53.3	13%	33%	53%
10. You develop new products and services.	15	2.47	60.0	13%	27%	60%

Comments:

- I admire her ability to see the big picture (both within our walls and outside our walls).
- ___'s department has changed considerably over the last year, yet she still managed to serve her customers.
- ___ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- I have appreciated ___'s approach to simplify department tasks, goals, and initiatives.
- She is fair but firm, she sees the good/bad in people and knows how to handle situations appropriately.
- She was always looking for ways to improve the unit and continually went above and beyond for the customers and staff.

Continual Learning

Summary Scores



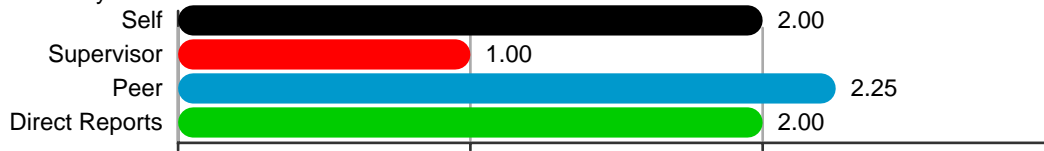
11. You pursue professional development opportunities when they arise.



12. You take charge of your training and skills enhancement.



13. You improve on your skill sets.



14. You set relevant learning objectives and goals.



15. You build on your strengths while addressing your weaknesses.



Level of Skill

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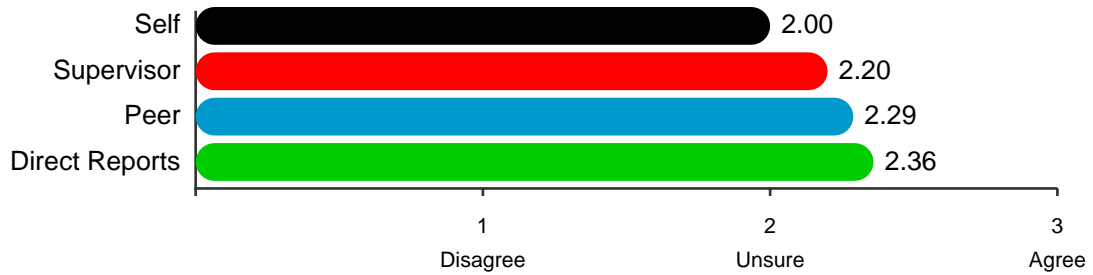
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
11. You pursue professional development opportunities when they arise.	15	2.33	40.0	7%	53%	40%
12. You take charge of your training and skills enhancement.	15	2.07	20.0	13%	67%	20%
13. You improve on your skill sets.	15	2.07	26.7	20%	53%	27%
14. You set relevant learning objectives and goals.	15	2.27	40.0	13%	47%	40%
15. You build on your strengths while addressing your weaknesses.	14	2.43	50.0	7%	43%	50%

Comments:

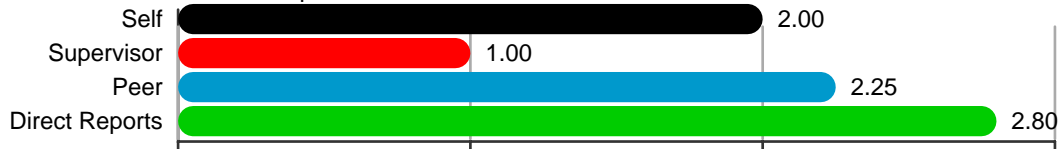
- ___ is the best supervisor I've ever had; she leads by example, and is always clear on her expectations of her employees.
- Over the years, the department has done very good work and contributed a great deal to both capital and non-capital projects.
- ___ has consistently demonstrated her ability to provide leadership for a wide ranging collection of departments. No small percentage of the departments in her care are performing at a level worthy of citation when compared to others nationwide.
- She provided coaching and support to improve this individual's performance.
- Take charge without being pushed to do so.
- ___ is committed to our organization and leads by example.

Feedback

Summary Scores



16. You ask others for their ideas and opinions.



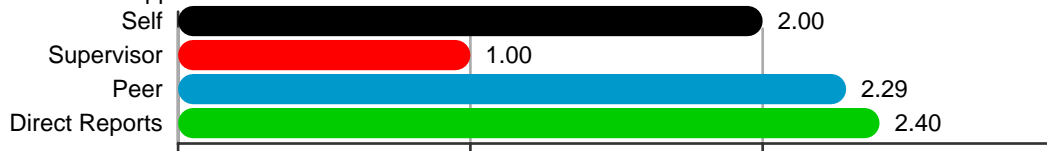
17. You actively seek feedback from others.



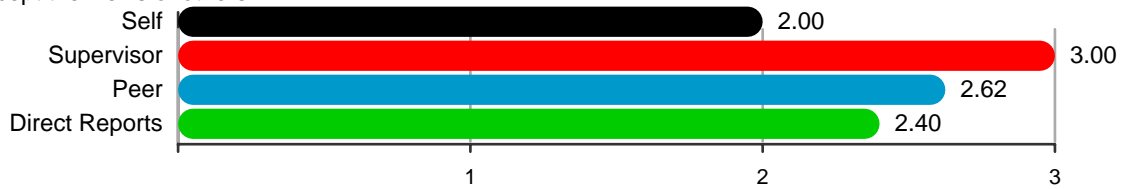
18. You are open to the suggestions of others.



19. You are visible and approachable.



20. You accept the views of others.



Level of Skill

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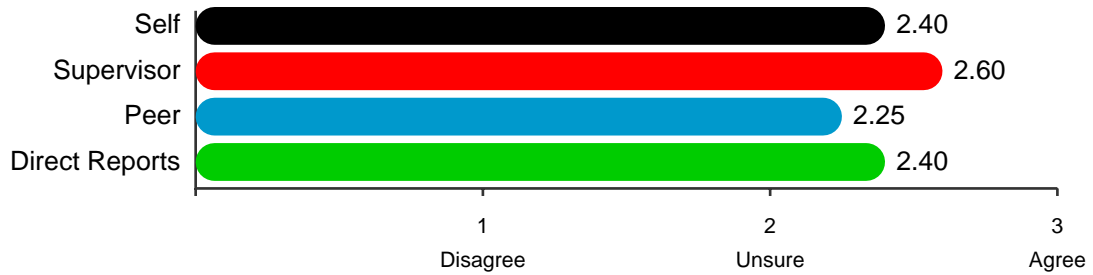
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
16. You ask others for their ideas and opinions.	15	2.33	46.7	13%	40%	47%
17. You actively seek feedback from others.	15	2.33	40.0	7%	53%	40%
18. You are open to the suggestions of others.	14	2.00	14.3	14%	71%	14%
19. You are visible and approachable.	14	2.21	42.9	21%	36%	43%
20. You accept the views of others.	15	2.53	60.0	7%	33%	60%

Comments:

- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- Shows curiosity.
- When I bring a problem to ___ she does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than her trying to jump to solving my problems for me. If I do not have a solution in mind, she helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- Always conducts herself in a professional manner.
- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- Participates in training to learn Core Competency processes.

Attitude

Summary Scores



21. You contribute to a positive and fun work environment.



22. You contribute to a positive work environment.



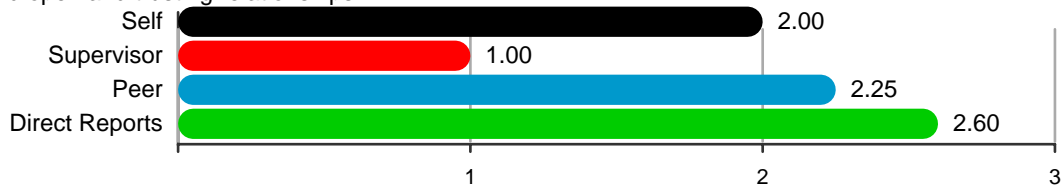
23. You work to eliminate unnecessary work or barriers that get in others' way.



24. You show by your actions that you trust in the positive intentions of others.



25. You build open and trusting relationships.



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 (Disagree) to green (Agree).

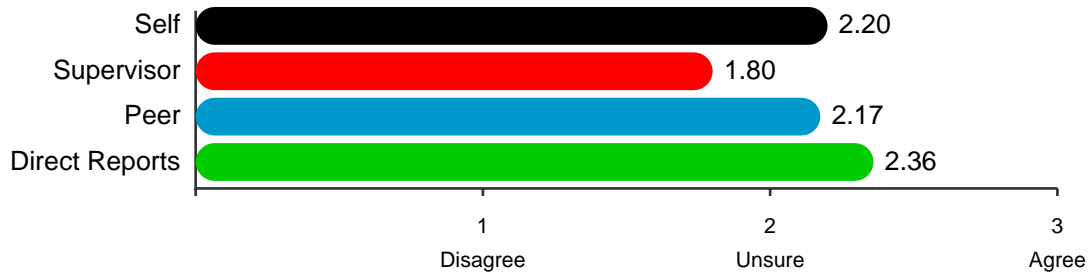
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
21. You contribute to a positive and fun work environment.	15	2.60	66.7	7%	27%	67%
22. You contribute to a positive work environment.	15	2.33	40.0	7%	53%	40%
23. You work to eliminate unnecessary work or barriers that get in others' way.	15	2.07	20.0	13%	67%	20%
24. You show by your actions that you trust in the positive intentions of others.	15	2.40	53.3	13%	33%	53%
25. You build open and trusting relationships.	15	2.27	53.3	27%	20%	53%

Comments:

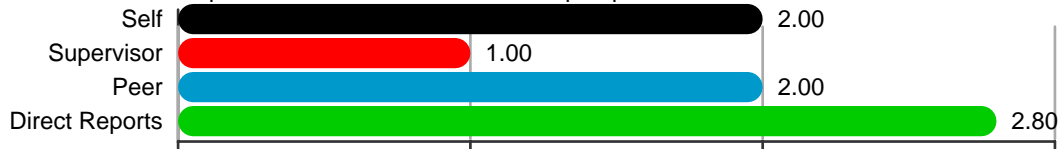
- ___ is willing to tackle performance situations and solicits feedback on how her team is doing.
- ___ routinely reminds you, as an employee, how important our role is, which supports our participation and sharing ideas for improvement.
- Communication skills as listed are well done, but an important communication skill that is excluded from this list is the art of listening.
- I feel that we would not be such a great place if it wasn't for ___. ___ is the best!!!!!!
- ___ seems to have good knowledge and awareness of the strengths and talents of her staff (as well as their weaknesses).
- Outstanding leader.

Cultural Awareness

Summary Scores



26. You seek out different viewpoints and benefits from different perspectives.



27. You show respect in daily interactions



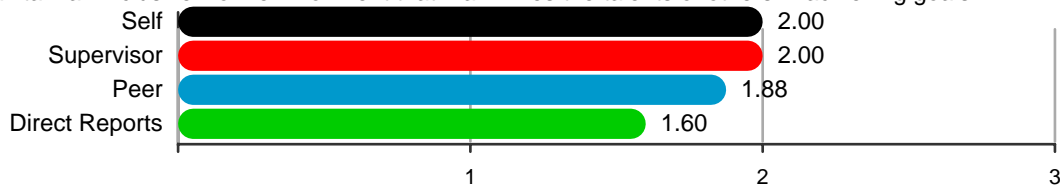
28. You value the opinions of diverse groups and individual.



29. You respect others regardless of age, race, gender, nationality, or disability.



30. You maintain an inclusive work environment that maximizes the talents of others in achieving goals.



Level of Skill

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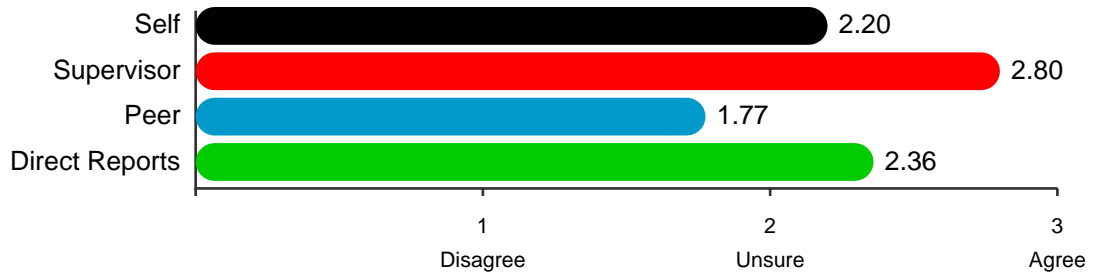
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
26. You seek out different viewpoints and benefits from different perspectives.	15	2.20	33.3	13%	53%	33%
27. You show respect in daily interactions	15	2.00	26.7	27%	47%	27%
28. You value the opinions of diverse groups and individual.	15	2.47	53.3	7%	40%	53%
29. You respect others regardless of age, race, gender, nationality, or disability.	15	2.60	60.0		40%	60%
30. You maintain an inclusive work environment that maximizes the talents of others in achieving goals.	15	1.80	13.3	33%	53%	13%

Comments:

- She leads by example and is quick to point out areas for improvement as well as quick to give thanks and praise.
- ___ is aware that she can come off as intimidating, and recognizes that fact in certain instances.
- ___ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- She holds herself to an even higher standard than she expects of her team, and that is respected throughout the organization.
- ___ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad ___ has joined the team.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.

Time Management

Summary Scores



31. You keep and maintain a To-Do list.



32. You focus on tasks that have high priority.



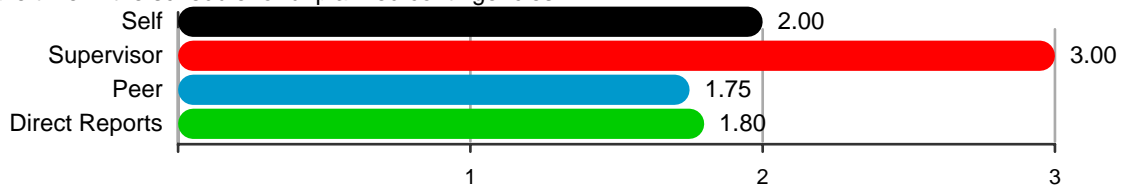
33. You use agendas when chairing or facilitating meetings.



34. You complete high-priority work within required timelines.



35. You leave time in the schedule for unplanned contingencies.



Level of Skill

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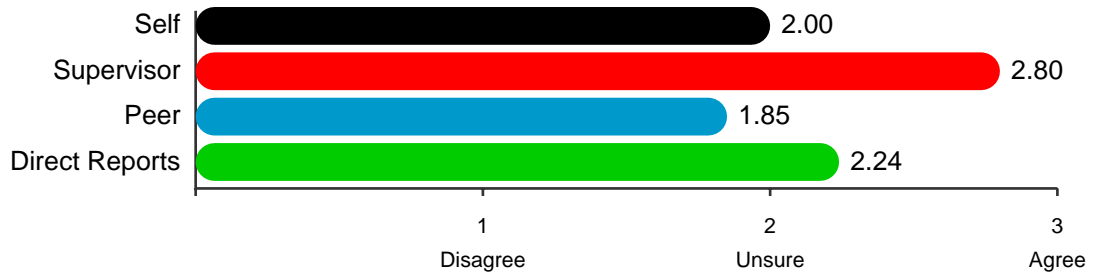
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
31. You keep and maintain a To-Do list.	15	2.13	33.3	20%	47%	33%
32. You focus on tasks that have high priority.	15	2.13	33.3	20%	47%	33%
33. You use agendas when chairing or facilitating meetings.	15	2.07	33.3	27%	40%	33%
34. You complete high-priority work within required timelines.	15	2.13	26.7	13%	60%	27%
35. You leave time in the schedule for unplanned contingencies.	15	1.87	20.0	33%	47%	20%

Comments:

- Hesitant to change. Sometimes it would be helpful to soften the delivery a bit.
- ___ is a wonderful manager, she collaboratively with others, helping the staff with customer issues and providing feedback on a daily basis.
- ___ is an excellent role model. She received the Employee Excellence Award this past year and also advanced certification, so she obvious is very motivated! Thank you for allowing me to participate in her evaluation.
- I feel like I can run things past her and she will give me her honest feedback on how to proceed.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- ___ is very good at reading people which enables her to respond quickly and appropriately.

Commitment To Result

Summary Scores



36. You encourage commitment in others to obtain results.



37. You take immediate action toward goals.



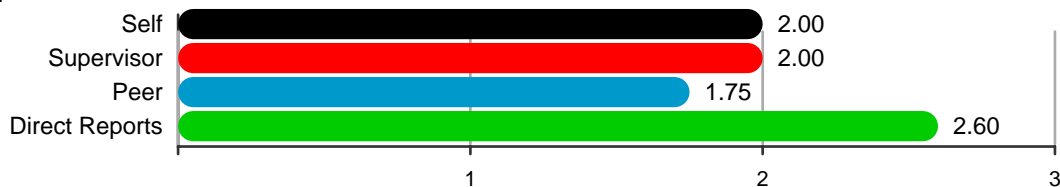
38. You create a sense of urgency among the store team members to complete activities, which drive sales.



39. You are able to focus on a task even when working alone.



40. You convey 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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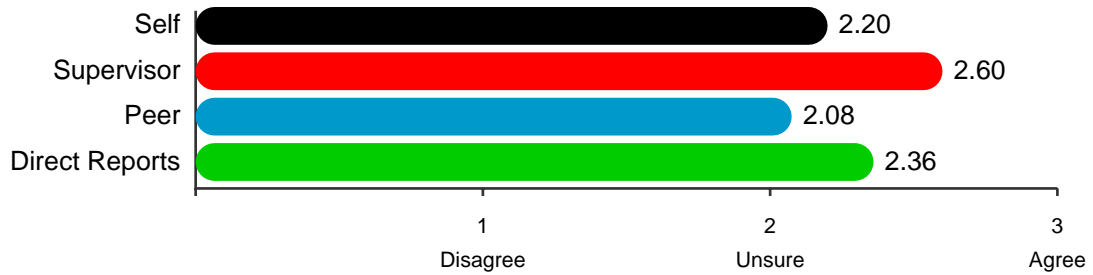
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
36. You encourage commitment in others to obtain results.	15	1.87	20.0	33%	47%	20%
37. You take immediate action toward goals.	15	1.93	13.3	20%	67%	13%
38. You create a sense of urgency among the store team members to complete activities, which drive sales.	15	2.07	33.3	27%	40%	33%
39. You are able to focus on a task even when working alone.	15	2.33	33.3		67%	33%
40. You convey strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	2.07	33.3	27%	40%	33%

Comments:

- I've appreciated her attempt to work collaboratively with others and demonstrate the organizational value of teamwork in her daily work. ___ demonstrates a high level of personal integrity in her daily work and is honest and ethical in her interactions with others.
- I have not had any issues with ___ since I have been working for her.
- I enjoy working with ___. She is very responsive to questions. She seeks out advice or discussion with me at the appropriate times to make sure her projects are successful.
- As part of the strategic plan, the team is working towards creating an organized workflow for major projects that engages and empowers each member involved in it that encourages their input to provide the most effective end result for the organization.
- Again, ___ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.

Objectives

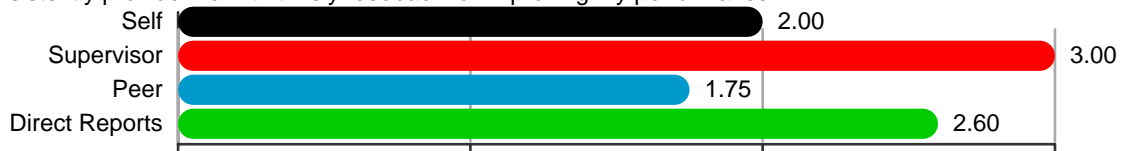
Summary Scores



41. You assure [Company] principles are understood, employed & pursued.



42. You consistently provide me with timely feedback for improving my performance.



43. You communicate goals and objectives to employees.



44. You effectively organize resources and plans



45. You work toward achieving established goals and objectives.



Level of Skill

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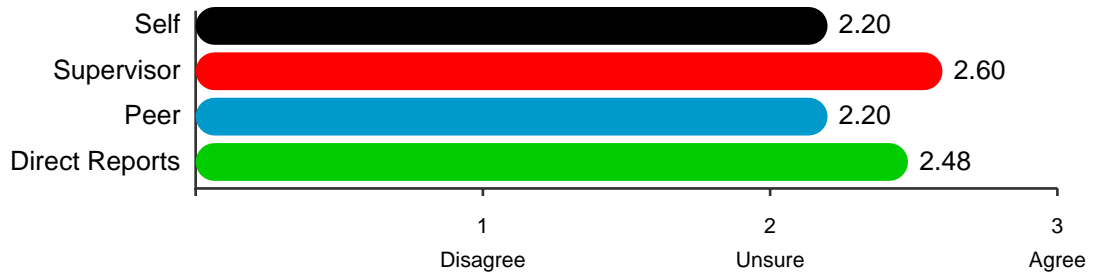
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
41. You assure [Company] principles are understood, employed & pursued.	15	2.00	26.7	27%	47%	27%
42. You consistently provide me with timely feedback for improving my performance.	15	2.13	33.3	20%	47%	33%
43. You communicate goals and objectives to employees.	15	2.20	40.0	20%	40%	40%
44. You effectively organize resources and plans	15	2.20	26.7	7%	67%	27%
45. You work toward achieving established goals and objectives.	15	2.53	60.0	7%	33%	60%

Comments:

- Her passion for and for education and her advanced degree is a tremendous asset to the team.
- ___ 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.
- When there are any issues, I can take them to ___ and together we are able to work out the issues.
- She is a strong leader complemented with sound judgement
- ___ fully updates the unit and staff on needed information. Her direction and focus are well explained.
- Good Communication skill set. Always on task. Provides a good learning environment and listens to the needs of those that work with her. A pleasure to work with. A+

Client Focus

Summary Scores



46. You look for opportunities that have a positive impact on Clients.



47. You ensure client commitments and requirements are met or exceeded



48. You form strong client relationships



49. You satisfy client needs.



50. You are pro-active in dealing with clients and addressing your needs.



Level of Skill

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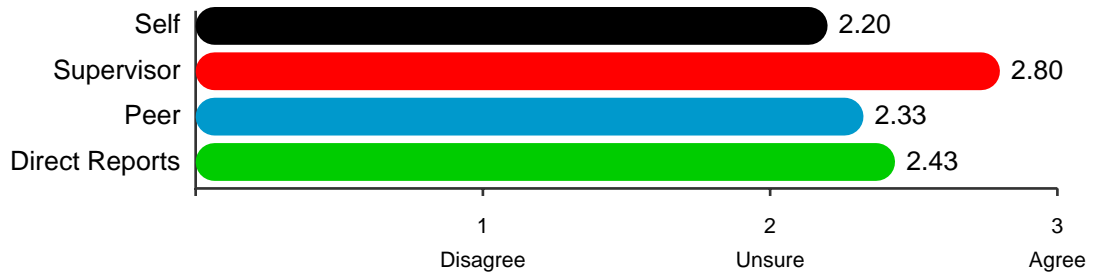
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
46. You look for opportunities that have a positive impact on Clients.	15	2.27	26.7		73%	27%
47. You ensure client commitments and requirements are met or exceeded	15	2.13	26.7	13%	60%	27%
48. You form strong client relationships	15	2.40	40.0		60%	40%
49. You satisfy client needs.	15	2.47	46.7		53%	47%
50. You are pro-active in dealing with clients and addressing your needs.	15	2.33	46.7	13%	40%	47%

Comments:

- With her strengths as a specialist, she guides and allows for good collaborative discussion keeping the customer at the center.
- Establishes a culture where everyone's contribution is acknowledged and valued.
- ___ is very focused on collaboration with other departments specifically those with which her team is involved on a routine basis.
- ___ is an outstanding manager.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.
- 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 efficiently and effectively.

Customer Focus

Summary Scores



51. You ensure all customer commitments and requirements are met or exceeded.



52. You maintain positive customer relationships.



53. You consider customers point of view when making decisions.



54. You consistently model positive customer service attitudes.



55. You develop good rapport and trust with the customer.



Level of Skill

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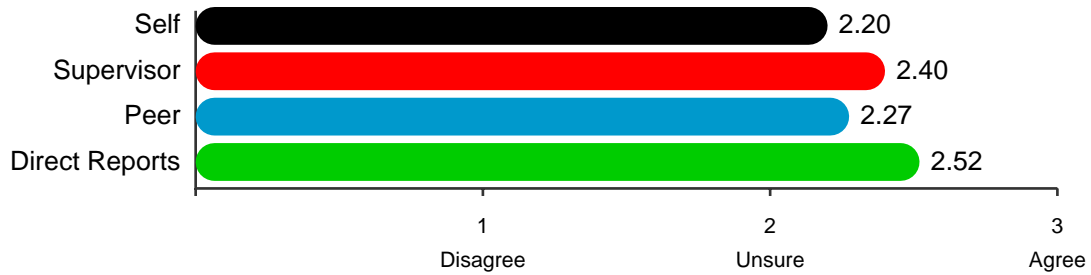
Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
51. You ensure all customer commitments and requirements are met or exceeded.	14	2.21	28.6	7%	64%	29%
52. You maintain positive customer relationships.	14	2.29	42.9	14%	43%	43%
53. You consider customers point of view when making decisions.	15	2.53	53.3		47%	53%
54. You consistently model positive customer service attitudes.	15	2.47	46.7		53%	47%
55. You develop good rapport and trust with the customer.	15	2.40	40.0		60%	40%

Comments:

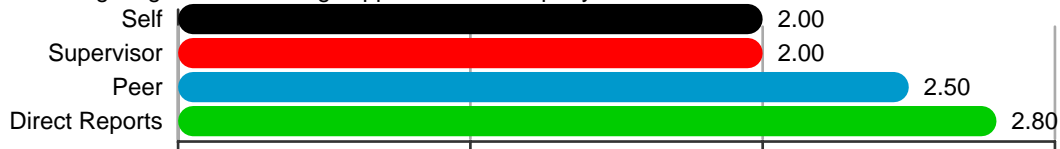
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- ___ always readily shares information which helps facilitate communication with staff in a timely and effective manner.
- I have been most impressed by ___ in the last year. Her leadership and intervention into the roles and responsibilities of her staff have shown and instilled in me a greater understanding and appreciation for what the volunteers at [CompanyName] do. High degree of common sense and good decisions is what I have seen from ___.
- Very much appreciate ___'s integrity as well as her commitment to fostering a professional and evidence-based practice environment.
- She often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- She is strong in her convictions and does a good job at balancing the need for exceptional customer service and effectively running an organization.

Fiscal Management

Summary Scores



56. You provide budgeting and accounting support to the Company.



57. You monitor spending.



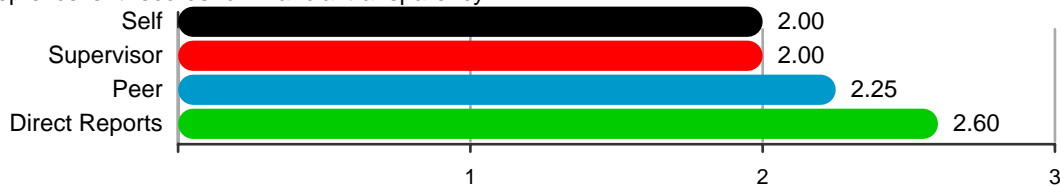
58. You effectively manage appropriations, reporting, purchases, expenditures, payrolls, and staff.



59. You develop of the department's annual budget.



60. You keep excellent records for financial transparency.



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 (Disagree) to green (Agree).

Item	n	Avg	LOA	Disagree 1	Unsure 2	Agree 3
56. You provide budgeting and accounting support to the Company.	15	2.53	53.3	47%	53%	
57. You monitor spending.	15	2.33	33.3	67%	33%	
58. You effectively manage appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	2.33	33.3	67%	33%	
59. You develop of the department's annual budget.	15	2.27	26.7	73%	27%	
60. You keep excellent records for financial transparency.	15	2.33	33.3	67%	33%	

Comments:

- ___ has transitioned into the interim role with ease. . .it seems to have been a smooth transition for staff as well.
- She cares deeply about the engagement of her staff and has concern for those in need.
- She continues to be a shining example to her team especially in process improvement and professional growth.
- ___ takes pride in her department. Her follow through is excellent. ___ leads by example.
- she is trying to prove her strengths and be a firm leader in the organization, however when she makes these decisions before hearing all sides, she appears as if she does not care about the consequences.
- ___ has grown and proven herself to be an effective leader in the imaging department.

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?

- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- Another area she needs to work on is honoring team decisions. She will make unilateral decisions and then not tell the team.
- I would encourage her to rely on the documented minutes when she communicates decisions as a stop gap measure.
- I have enjoyed working with ___ and will miss her support and direction.
- ___'s priority is our customers and community.
- ___ sets high standards for those she works with and expects the same of herself.

What do you like best about working with this individual?

- She includes appropriate people in her decisions and follows through on decisions made.
- She is also quick to tap into her past experiences in attempting to find the best solution.
- I honestly cannot think of anything to recommend that would help her to improve at this point.
- ___ is such an inspiration and role model to me, I feel empowered by her to make sound decisions.
- ___ has good communication skills and works collaboratively within as well as outside her department to improve processes that benefit the organization.
- She has positive energy, leads by example, and cares about teammates.

What do you like least about working with this individual?

- ___ is highly respect as a leader in this organization. She demonstrates excellent communication and negotiation skills.
- 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.
- One of the main reasons I am here is because of ___.
- Show others it is possible to understand both sides without having to agree all the time.
- ___ is a true asset to [CompanyName].
- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.

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

- ___ is a professional, motivated, and respected leader. She is able to engage her staff with clear expectations and leads by example.
- I think ___ is a great manager. She is fair, she is there for us if we need her and helps us in anyway she can.
- She solicits input and involves front line staff in her everyday work and is admired for her holistic, humble view.
- ___ has a high level of integrity and makes decisions based on what is the right thing to do regardless of the resistance she may receive from her peers.
- She uses the strengths of everyone around her to get the best solutions possible.
- She does follow up and follow through.

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

- ___ has an incredible vision for our organization's strategy and improvement efforts.
- She is in an often times impossible position and is doing well all things considered
- ___ knows her work and knows the facility very well. ___ is sincere about doing good work, but at times struggles with communicating in objective manner.
- She is truly dedicated to doing a good job, by helping us do a good job.
- ___ is a valuable manager in the Department. She is approachable for ideas and questions. She contributes well as a team in meetings.
- ___ is organized and thorough.

Any final comments?

- ___ is a good manager to work with she will find time to answer your questions and do a research if it needs to. She always appreciate the things everybody do for the department. She is a bright and smart manager to work with.
- Working with ___ on the IP rehab project has been awesome. She is great at what she does. She understands her role and what is needed to keep the project moving. Makes concrete decisions and stands by them. I would work with her anytime.
- ___ knows her team very well and is gaining the same knowledge in regards to her team
- ___ could improve her awareness of her employees strengths and delegate work that utilizes those talents.
- ___ 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.
- We are very blessed to have ___ for our manager! Best one we've EVER had. We appreciate her very much.