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.
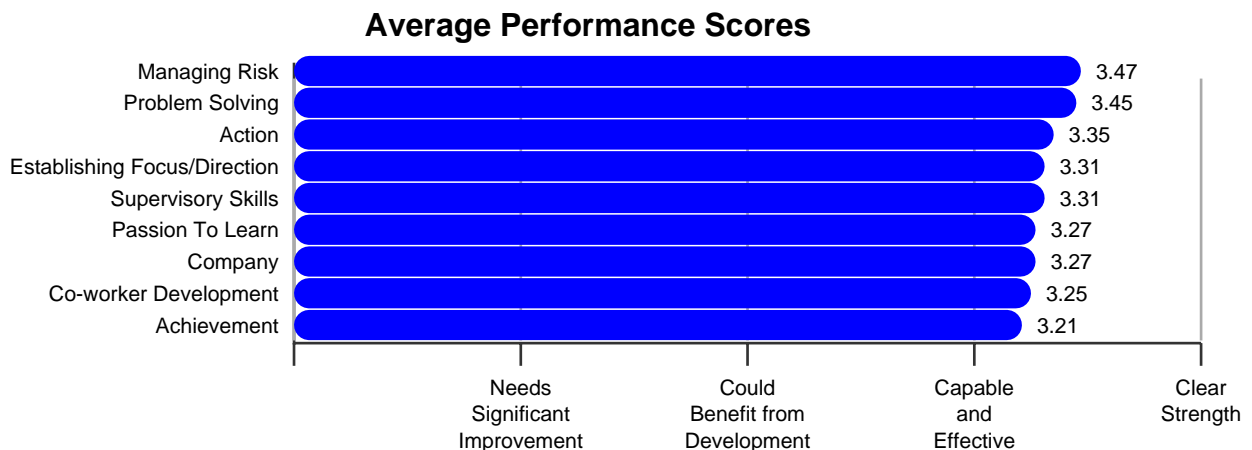
What to Do with Your Feedback

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.
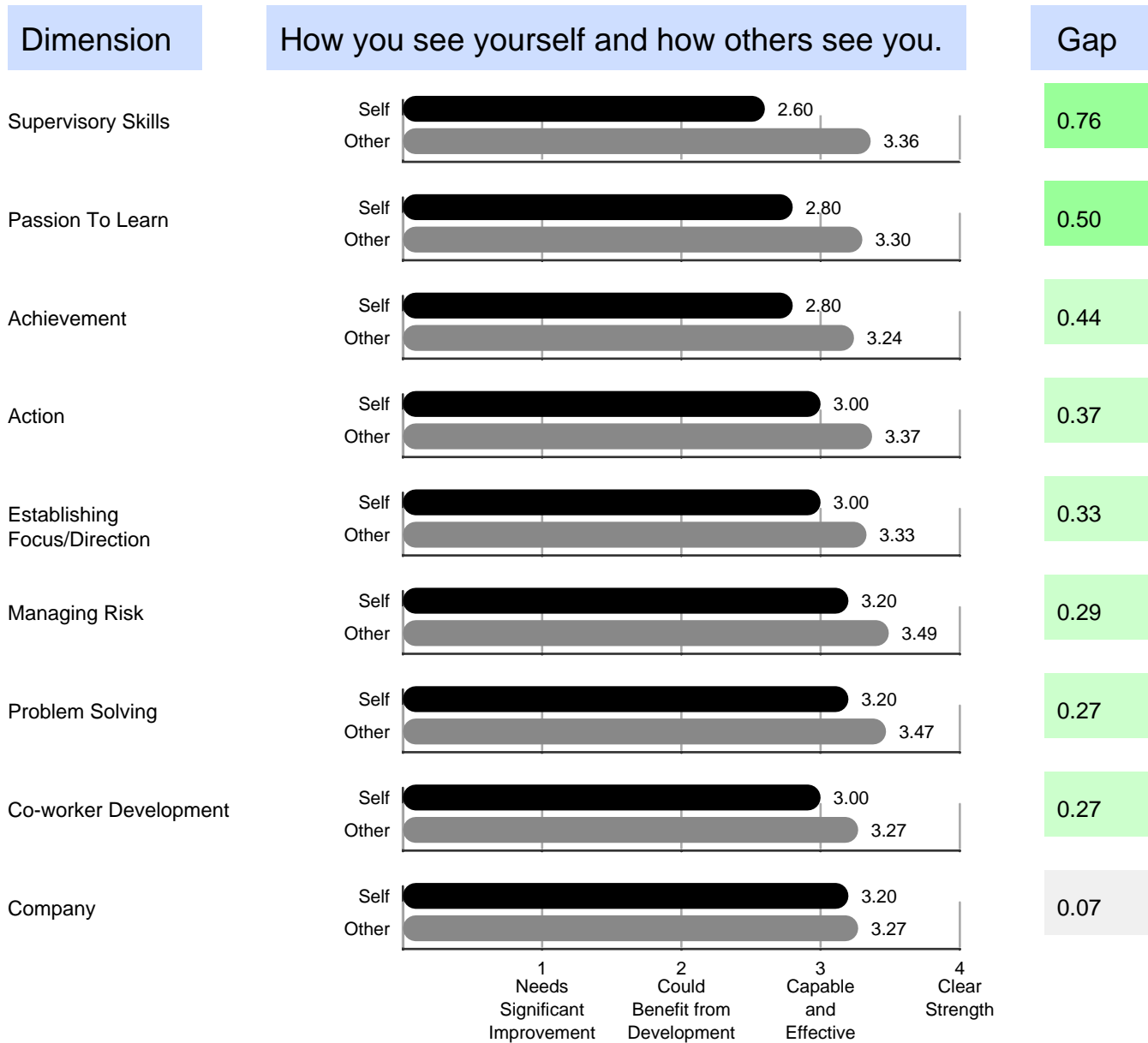
Summary

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 9 major dimensions of leadership.

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

Average Performance Scores

Dimension	Score
Managing Risk	3.47
Problem Solving	3.45
Action	3.35
Establishing Focus/Direction	3.31
Supervisory Skills	3.31
Passion To Learn	3.27
Company	3.27
Co-worker Development	3.25
Achievement	3.21

Scale: Needs Significant Improvement — Could Benefit from Development — Capable and Effective — Clear Strength

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.

Dimension	How you see yourself and how others see you.	Gap
Supervisory Skills	Self 2.60 / Other 3.36	0.76
Passion To Learn	Self 2.80 / Other 3.30	0.50
Achievement	Self 2.80 / Other 3.24	0.44
Action	Self 3.00 / Other 3.37	0.37
Establishing Focus/Direction	Self 3.00 / Other 3.33	0.33
Managing Risk	Self 3.20 / Other 3.49	0.29
Problem Solving	Self 3.20 / Other 3.47	0.27
Co-worker Development	Self 3.00 / Other 3.27	0.27
Company	Self 3.20 / Other 3.27	0.07

1 Needs Significant Improvement 2 Could Benefit from Development 3 Capable and Effective 4 Clear Strength

Managing Risk

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
1. Evaluates risks against acceptable risk levels.	15	3.20	93.3	7%	67%		27%
2. Performs regular risk analyses to minimize adverse outcomes.	15	3.87	100.0	13%	87%		
3. Seeks to increase safety in the workplace.	15	3.33	93.3	7%	53%		40%
4. Improves process safety where possible.	15	3.60	93.3	7%	27%	67%	
5. Effectively responds to critical situations to reduce potential for losses.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change	
1. Evaluates risks against acceptable risk levels.	3.29	3.20	-0.09	▼
2. Performs regular risk analyses to minimize adverse outcomes.	3.65	3.87	+0.22	▲
3. Seeks to increase safety in the workplace.	3.18	3.33	+0.16	▲
4. Improves process safety where possible.	3.41	3.60	+0.19	▲
5. Effectively responds to critical situations to reduce potential for losses.	3.24	3.33	+0.10	▲

Comments:
- This has been a challenging year for _____ and his team. Through it all, he was dedicated to the organization and never shirked his duties.
- _____ is actively involved in observations and demonstrates his commitment to the team. This is very much appreciated.
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- _____ sometimes uses an intense lecturing style with colleagues which is not effective.
- _____ is a new manager and it is clear that he wants to do well and engage his team.
- We are very blessed to have _____ for our manager! Best one we've EVER had. We appreciate his very much.

Action

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
6. Gets the job done.	15	3.20	93.3	7%	60%		33%
7. Makes effective decisions, even when under pressure.	15	3.20	86.7	13%	53%		33%
8. Motivates & supports others to gain skills	15	3.40	93.3	7%	47%	47%	
9. Works quickly when faced with difficult problems.	15	3.47	93.3	7%	40%	53%	
10. Is not afraid to take corrective action when necessary.	15	3.47	93.3	7%	40%	53%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
6. Gets the job done.	3.24	3.20	-0.04 ▼
7. Makes effective decisions, even when under pressure.	3.41	3.20	-0.21 ▼
8. Motivates & supports others to gain skills	3.24	3.40	+0.16 ▲
9. Works quickly when faced with difficult problems.	3.18	3.47	+0.29 ▲
10. Is not afraid to take corrective action when necessary.	3.35	3.47	+0.11 ▲

Comments:
- Collaboration and dissemination of information and projects is something _____ does well.
- It's a pleasure to work with _____ and his team. I believe this will really move [CompanyName] forward...in a very positive direction.
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- Large diverse group of staff that requires a lot of patience and communication. I believe that I do this very well. Exceeded budget expectations during last fiscal year by approximately a large amount.
- Over the past few months _____ has been creating a bridge between the billing staff and the operations departments.
- _____ has been instrumental in the working relationship of our department.

Passion To Learn

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
11. Demonstrates a willingness to participate in continuing education courses.	15	3.53	100.0		47%		53%
12. Will participate in training classes even if offered outside of normal working hours.	15	3.27	100.0		73%		27%
13. Takes initiative for own learning and development.	15	3.33	100.0		67%		33%
14. Holds self and associates accountable for goal achievement.	15	3.13	86.7	13%	60%		27%
15. Takes advantage of training opportunities when they arise.	15	3.07	80.0	20%	53%		27%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
11. Demonstrates a willingness to participate in continuing education courses.	3.47	3.53	+0.06 ▲
12. Will participate in training classes even if offered outside of normal working hours.	3.47	3.27	-0.20 ▼
13. Takes initiative for own learning and development.	3.35	3.33	-0.02 ▼
14. Holds self and associates accountable for goal achievement.	3.18	3.13	-0.04 ▼
15. Takes advantage of training opportunities when they arise.	3.00	3.07	+0.07 ▲

Comments:
- He is not perfect and will be the first one to admit that, he has made mistakes and it is usually himself that realizes he has made a mistake and will make every effort to adjust his behavior or rectify the mistake the best he can. He has been open and honest and has carried us through rough times already.
- _____ 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.
- _____ has made some excellent hiring decisions this past year.   I am extremely impressed with both _____ & _____ and look forward to seeing what they will achieve together as a team in this next year.
- _____ makes a conscious effort to hire for talent while taking into consideration the candidate's educational preparation to best meet our current and future needs.
- I am very thankful for all the opportunities he has provided me and I have grown in my development under his guidance. A real asset to the organization.
- _____ is consistent in his messaging about how we best serve the customers.

Establishing Focus/Direction

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
16. Makes sure that employees understand and identify with the team's mission.	15	3.40	93.3	7%	47%		47%
17. Aligns the department's goals with the goals of the organization.	15	3.27	93.3	7%	60%		33%
18. Excellent at managing time.	14	3.00	92.9	7%	79%		14%
19. Maintains focus when handling several problems or tasks simultaneously.	15	3.47	100.0		53%		47%
20. Sets appropriate goals for employees.	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change	
16. Makes sure that employees understand and identify with the team's mission.	3.65	3.40	-0.25	▼
17. Aligns the department's goals with the goals of the organization.	3.47	3.27	-0.20	▼
18. Excellent at managing time.	3.12	3.00	-0.12	▼
19. Maintains focus when handling several problems or tasks simultaneously.	3.59	3.47	-0.12	▼
20. Sets appropriate goals for employees.	3.29	3.40	+0.11	▲

Comments:
- He is also quick to tap into his past experiences in attempting to find the best solution.
- I do not have much insight into his leadership effectiveness, as I rarely see him with his staff.   My interactions with him and his team are generally separate meetings.   He presents himself well to other leaders in the organization.
- Attitude is there; however, follow through is lacking at times.
- _____ is a very strong leader. His straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped _____ be successful is his focus on doing the right thing. He doesn't waste any time pointing fingers or placing blame. Instead, he focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- _____ is great…He provides valuable insight/opinion when asked and easily makes decisions.
- _____ manages everyone else time very well. he puts everything out there, his soul, his time and his energy all to ensure a good outcome.

Supervisory Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
21. Is aware of the unique strengths of each employee.	15	3.53	100.0		47%		53%
22. Delegates effectively.	15	3.00	80.0	20%	60%		20%
23. Treats all staff equitably.	15	2.87	80.0	20%	73%		7%
24. Resolves personnel problems quickly and effectively.	15	3.47	100.0		53%	47%	
25. Encourages employees to achieve their full potential.	15	3.67	100.0		33%	67%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
21. Is aware of the unique strengths of each employee.	3.35	3.53	+0.18 ▲
22. Delegates effectively.	3.00	3.00	
23. Treats all staff equitably.	2.88	2.87	-0.02 ▼
24. Resolves personnel problems quickly and effectively.	3.00	3.47	+0.47 ▲
25. Encourages employees to achieve their full potential.	3.76	3.67	-0.10 ▼

Comments:
- _____ encourages collaboration between departments. He has done a great job leading our monthly supervisor/manager meetings.
- _____ is a true asset to [CompanyName].
- His integrity is never in question.   I appreciate his ability to partner with me on issues between the VP and my unit.
- _____ is organized and thorough.
- _____ does not shy away from making the tough calls and is respected by many members of our team.
- _____ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.

Problem Solving

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
26. Understands the root causes of problems.	15	3.40	93.3	7%	47%		47%
27. Generates alternative solutions to problems and challenges.	15	3.33	93.3	7%	53%		40%
28. Is a good problem solver and decision maker	15	3.53	100.0		47%		53%
29. Identifies fresh approaches and shows a willingness to question traditional assumptions.	15	3.67	100.0		33%		67%
30. Identifies and assesses all potential responses to a problem.	15	3.33	100.0		67%		33%

Time Comparisons by Item
Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
26. Understands the root causes of problems.	3.53	3.40	-0.13 ▼
27. Generates alternative solutions to problems and challenges.	3.12	3.33	+0.22 ▲
28. Is a good problem solver and decision maker	3.41	3.53	+0.12 ▲
29. Identifies fresh approaches and shows a willingness to question traditional assumptions.	3.59	3.67	+0.08 ▲
30. Identifies and assesses all potential responses to a problem.	3.41	3.33	-0.08 ▼

Comments:
- The competency development work felt overwhelming last year and now I'm excited about all the possibilities for process and workflow improvement in areas of him and areas that our work touches.
- I admire _____ for showing courage, compassion and committment during his recent team sessions.
- _____ is always thinking about the customer/staff first. He is amazing in his ability to serve his teams and I think that the organization is well represented by him.
- He is also quick to tap into his past experiences in attempting to find the best solution.
- He has the desire and effort to get it right and continuously improve self and culture.
- I would encourage him to share with others the work going on in his area in this regard.   It deserves to be recognized and shared.

Achievement

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
31. Allocates resources as needed to accomplish organizational goals.	15	3.20	86.7	13%	53%		33%
32. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	15	3.40	100.0		60%		40%
33. Holds others to high standards of achievement.	15	3.20	86.7	13%	53%		33%
34. Works at a quick pace to complete a high volume of work.	15	3.27	93.3	7%	60%		33%
35. Takes immediate action of projects fall behind schedule.	15	3.00	80.0	20%	60%		20%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
31. Allocates resources as needed to accomplish organizational goals.	3.18	3.20	+0.02 ▲
32. Demonstrates a sense of urgency to quickly and accurately solve problems and issues.	3.35	3.40	+0.05 ▲
33. Holds others to high standards of achievement.	3.18	3.20	+0.02 ▲
34. Works at a quick pace to complete a high volume of work.	2.88	3.27	+0.38 ▲
35. Takes immediate action of projects fall behind schedule.	3.18	3.00	-0.18 ▼

Comments:
- I have found _____ to be very knowledgeable regarding the appropriate resources despite the fact that he is fairly new in his position.
- _____ exemplifies all of these qualities.
- _____ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard.   He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.
- He is also very enthusiastic and energetic.

Co-worker Development

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
36. Adapts coaching and mentoring approach to meet the style or needs of individuals	15	3.20	93.3	7%	67%		27%
37. Takes immediate action on poor performance	15	3.27	93.3	7%	60%		33%
38. Works to identify root causes of performance problems	15	3.27	86.7	13%	47%		40%
39. Gives others development opportunities through project assignments and increased job responsibilities	15	3.13	86.7	13%	60%		27%
40. Sets and clearly communicates expectations, performance goals, and measurements to others	15	3.40	93.3	7%	47%		47%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
36. Adapts coaching and mentoring approach to meet the style or needs of individuals	3.18	3.20	+0.02 ▲
37. Takes immediate action on poor performance	3.35	3.27	-0.09 ▼
38. Works to identify root causes of performance problems	3.24	3.27	+0.03 ▲
39. Gives others development opportunities through project assignments and increased job responsibilities	3.59	3.13	-0.45 ▼
40. Sets and clearly communicates expectations, performance goals, and measurements to others	3.29	3.40	+0.11 ▲

Comments:
- _____ seems to have good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
- Always has a positive, cheerful, and strong attitude.
- I would encourage him to empathize with his team and show more of a calm, caring side.
- It shows that _____ takes pride in making his direct reports fell like they are doing good work and are valued members of the team.
- Sometimes difficult to understand what is being asked. Provide more clarity.

Company

Level of Skill

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

Item	n	Avg	LOA	Needs Significant Improvement	Could Benefit from Development	Capable and Effective	Clear Strength
41. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.33	93.3	7%	53%	40%	
42. Understands the "basics" as to how [Company] functions/operates.	15	3.33	93.3	7%	53%	40%	
43. Follows existing procedures and processes.	15	3.13	86.7	13%	60%	27%	
44. Impresses upon others the important aspects of [Company].	15	3.00	86.7	13%	73%	13%	
45. Expresses loyalty and dedication to [Company] in interactions with others.	15	3.53	100.0		47%	53%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration.
The direction of change is indicated by a colored triangle.

Item	2022	2023	Change
41. Understands how decisions impact other business units beyond their immediate department of work group.	3.29	3.33	+0.04 ▲
42. Understands the "basics" as to how [Company] functions/operates.	3.41	3.33	-0.08 ▼
43. Follows existing procedures and processes.	3.35	3.13	-0.22 ▼
44. Impresses upon others the important aspects of [Company].	3.18	3.00	-0.18 ▼
45. Expresses loyalty and dedication to [Company] in interactions with others.	3.35	3.53	+0.18 ▲

Comments:
- _____ is also readily available on a daily basis to bounce issues around which is so helpful and much appreciated.
- I admire _____ for showing courage, compassion and committment during his recent team sessions.
- Job performance is excellent.   Lucky to have _____ on our team.
- He is a fantastic resource.
- _____ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- _____ always readily shares information which helps facilitate communication with staff in a timely and effective manner.

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?

- _____ encourages us as directors to go out with one voice and keeps us accountable.
- _____ delegates very effectively.
- He has always encouraged others and provided tools for the employee to do so.
- As mentioned above, good collaboration.
- He is a firm believer that all decisions and important discussion is filtered through his direct report and committees with front line staff representation and solicits input and involves front line staff in his everyday work.
- _____ exceeds in above in all he does.

What do you like best about working with this individual?

- He has some challenges ahead, but as far as I can tell, we ALL want him to keep plugging away; he has our support!
- Under his leadership, the department teams have become very cohesive.
- _____ understands the nuances and complexities of managing a modern organization and is effective in articulating these complexities to staff with lucidity and grace.
- I appreciate his style and support.
- Is always learning.   Whether it is a webinar, tutorial, self-improvement books, etc.
- _____ is a "One of a kind" He is a great manager.

What do you like least about working with this individual?

- I garner ideas from his regularly and look to him as a mentor.
- He is also an excellent resource to other managers and will take the time to offer information and support.
- He does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.
- Again, _____ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- He has inspired a new meaning of professionalism in the time he has spent here and can be counted on to advocate for the profession in all he says and does.

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

- _____ empowers his team by soliciting input, encouraging involvement, and trusting his team to make the right decisions.
- _____ is a tremendous leader in our organization.
- I strongly believe the potential he has to have [CompanyName] truly succeed in all departments, by TRULY changing in depth culture of the organization, has not be used to the fullest of his abilities.
- He is very collaborative and always attempts to work with others.
- I feel that _____ has skills that are underutilized because he is a content expert in one function of the organization; however, his skills are far beyond human resources and should be used to help push the organization forward.
- Is very upbeat and quick to contribute to the team.

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

- _____ is a great leader to have in our department, he helps us grow and encourages us to be better at everything we do.
- _____ did a great job with the new employee program development and he should be proud of his accomplishments.
- Services are growing and we are putting a stabilization plan in place. This growth is happening with improving morale and hitting most all of the metrics we've been challenged to meet. I include managers and key employees in most all decisions.
- I have enjoyed working with _____ and will miss his support and direction.
- _____ is continuously looking for ways to learn and grow as a manager. He has shown a willingness to take suggestions from the staff as well.
- He is respected for his ability to create a culture of continuous improvement as he encourages us as leaders to constantly improve what we're doing.

Any final comments?

- _____ could improve his communication style. He often does not clearly communicate his goals of a conversation or meeting and therefore doesn't always impart a clear vision for an particular outcome. Often after a meeting or conversation one can be left wondering what is the expectation of work to be completed.
- He also works to build and maintain community connections with local law enforcement and other emergency responders.
- _____ has high expectations of himself and his employees.   He does an excellent job of managing the department.
- I think _____ consistently involves Angela in shared decision-making but I don't know about the rest of us.
- I garner ideas from his regularly and look to him as a mentor.
- _____ exemplifies outstanding professionalism.