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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.

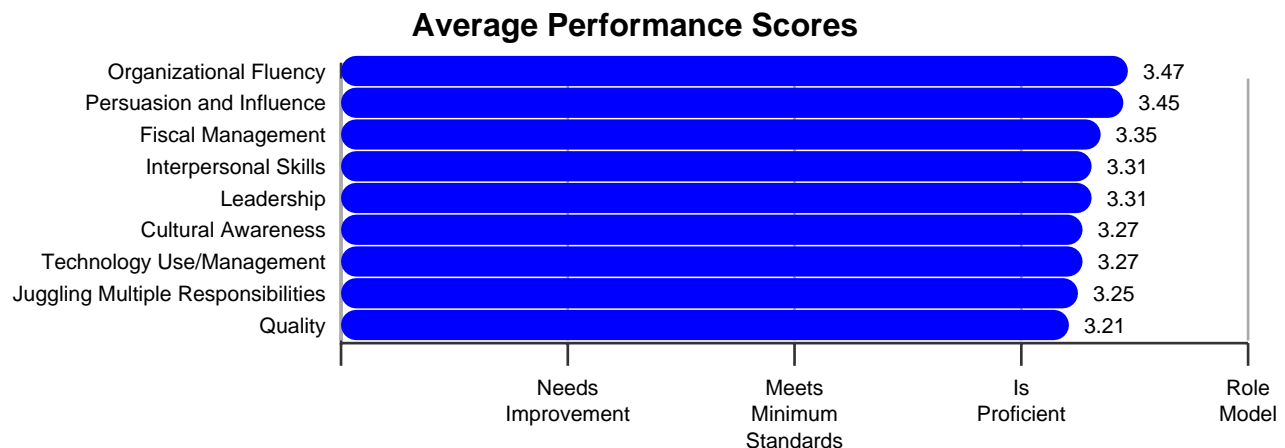
## What to Do with Your Feedback

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

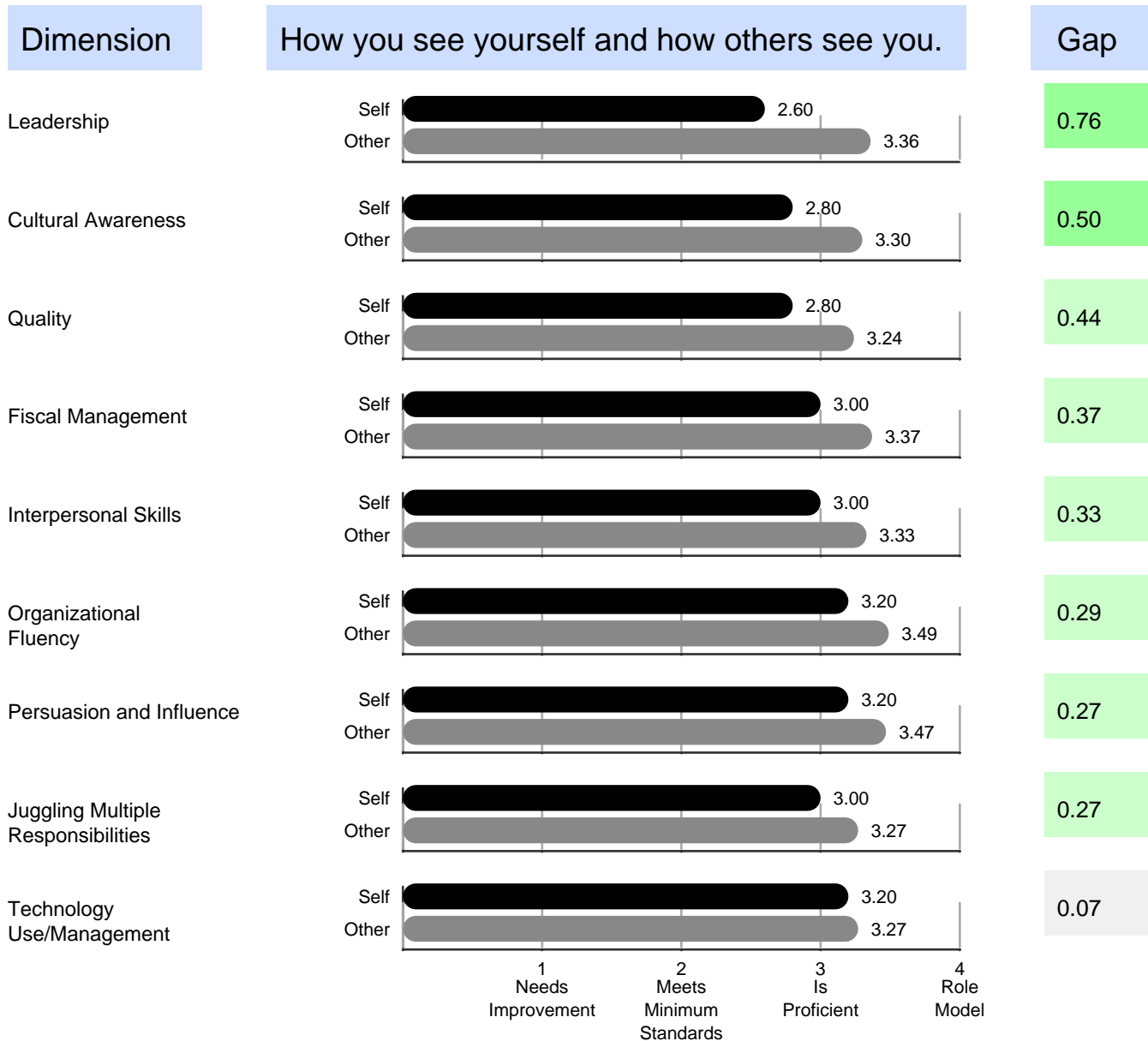
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

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.



# 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.



## Organizational Fluency

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	15	3.20	93.3	7%	67%		27%
2. Anticipates problems that may affect the department.	15	3.87	100.0	13%	87%		
3. Able to explain departmental policies and procedures to others.	15	3.33	93.3	7%	53%		40%
4. Understands the current organizational culture.	15	3.60	93.3	7%	27%	67%	
5. Effective in communicating with others within the organization.	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. Is aware of other organizational cultures to compare/contrast with the current organizational culture.	3.29	3.20	-0.09 ▼
2. Anticipates problems that may affect the department.	3.65	3.87	+0.22 ▲
3. Able to explain departmental policies and procedures to others.	3.18	3.33	+0.16 ▲
4. Understands the current organizational culture.	3.41	3.60	+0.19 ▲
5. Effective in communicating with others within the organization.	3.24	3.33	+0.10 ▲

### Comments:

- \_\_\_\_\_ will sometimes delegate work while continuing to do his own work on the same project he delegated without including the employee he originally delegated the work to. This can make talented employees feel frustrated and lead to wasted time and energy.
- He has also greatly improved his communication.
- Demonstrates a focus on the business goals through task prioritization.
- He uses the strengths of everyone around him to get the best solutions possible.
- \_\_\_\_\_ has an opportunity to communicate more courteously when having to move through the bureaucracy within our organization, e.g. planning and program directives or policies and procedures.
- He is thoughtful, very experienced and has the uncommon talent to actively and respectfully disagree when decisions or perspectives differs from his own.

## Fiscal Management

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Ensures others follow the correct rules and regulations on fiscal matters.	15	3.20	93.3	7%	60%		33%
7. Keeps excellent records for financial transparency.	15	3.20	86.7	13%	53%		33%
8. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	15	3.40	93.3	7%	47%		47%
9. Develops of the department's annual budget.	15	3.47	93.3	7%	40%		53%
10. Develops budgets and plans for various programs and initiatives.	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. Ensures others follow the correct rules and regulations on fiscal matters.	3.24	3.20	-0.04 ▼
7. Keeps excellent records for financial transparency.	3.41	3.20	-0.21 ▼
8. Effectively manages appropriations, reporting, purchases, expenditures, payrolls, and staff.	3.24	3.40	+0.16 ▲
9. Develops of the department's annual budget.	3.18	3.47	+0.29 ▲
10. Develops budgets and plans for various programs and initiatives.	3.35	3.47	+0.11 ▲

### Comments:

- He puts the customer experience first and expects that from the staff as well. He has been a wonderful role model for the rest of the unit.
- \_\_\_\_\_ is one of the most hones, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.
- He translated the creative thinking into real change and solution that advanced our department.
- \_\_\_\_\_ is a steady leader who maintains his objectivity during stressful times.
- He encourages each staff member to understand each other and to work together in a very positive manner.
- He holds everyone to such a high standard, you don't want to disappoint him.

## Cultural Awareness

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	15	3.53	100.0	47%	53%		
12. Recognizes and values individual and cultural differences.	15	3.27	100.0	73%	27%		
13. Fosters a diverse workforce free from discrimination and harassment.	15	3.33	100.0	67%	33%		
14. Encourages a work environment where individual differences are valued.	15	3.13	86.7	13%	60%	27%	
15. Shows respect in daily interactions	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. Maintains an inclusive work environment that maximizes the talents of others in achieving goals.	3.47	3.53	+0.06 ▲
12. Recognizes and values individual and cultural differences.	3.47	3.27	-0.20 ▼
13. Fosters a diverse workforce free from discrimination and harassment.	3.35	3.33	-0.02 ▼
14. Encourages a work environment where individual differences are valued.	3.18	3.13	-0.04 ▼
15. Shows respect in daily interactions	3.00	3.07	+0.07 ▲

### Comments:

- He is a team player and willing to help other departments and staff when needed.
- His recent willingness to take on the department demonstrates his desire to engage in opportunities to challenge himself professionally and seek continuous learning and growth opportunities. Additionally, it illustrates his genuine commitment to the organization.
- \_\_\_\_\_ is doing well overall and shows that he is willing to learn, this is strongly due to \_\_\_\_\_'s role modeling and encouragement. If \_\_\_\_\_ will let down his guard and open up about his fears and let his peers help his and give his support, he will be a strong leader. We would love to help him!
- \_\_\_\_\_ has the technical skills: such a the computer program knowledge, budget knowledge, ability to collaborate with his peers and other organizations when needed.
- \_\_\_\_\_ is a wonderful collaborator and leader. It is a treat to be able to work with him.
- We are striving to meet best practice standards.

## Interpersonal Skills

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Strives for win/win solutions	15	3.40	93.3	7%	47%	47%	
17. Expresses appreciation of other's work.	15	3.27	93.3	7%	60%	33%	
18. Demonstrates willingness to work with others.	14	3.00	92.9	7%	79%	14%	
19. Provides constructive feedback in a way that fosters acceptance and development.	15	3.47	100.0		53%	47%	
20. Anticipates the concerns of other 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. Strives for win/win solutions	3.65	3.40	-0.25 ▼
17. Expresses appreciation of other's work.	3.47	3.27	-0.20 ▼
18. Demonstrates willingness to work with others.	3.12	3.00	-0.12 ▼
19. Provides constructive feedback in a way that fosters acceptance and development.	3.59	3.47	-0.12 ▼
20. Anticipates the concerns of other employees.	3.29	3.40	+0.11 ▲

### Comments:

- He exceeded all of my expectations. The outcome of this work was very successful, in great part to \_\_\_\_\_'s work.
- I really appreciate him.
- \_\_\_\_\_'s dedication and leadership in the management development program is evident.
- He has done great work to help the organization deal with its financial challenges. The only area of improvement is around communication style.
- \_\_\_\_\_ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- For reliability, I think \_\_\_\_\_ has so much on his plate that he is sometimes seen by staff as unreliable.

## Leadership

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Able to align manpower, design work, an allocate tasks to achieve goals.	15	3.53	100.0	47%	53%		
22. Leads team to set goals, solve problems, and accomplish tasks.	15	3.00	80.0	20%	60%	20%	
23. Holds others accountable for their actions.	15	2.87	80.0	20%	73%	7%	
24. Effectively leads others.	15	3.47	100.0	53%	47%		
25. Provides resources to enable individuals to develop professionally.	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. Able to align manpower, design work, an allocate tasks to achieve goals.	3.35	3.53	+0.18 ▲
22. Leads team to set goals, solve problems, and accomplish tasks.	3.00	3.00	
23. Holds others accountable for their actions.	2.88	2.87	-0.02 ▼
24. Effectively leads others.	3.00	3.47	+0.47 ▲
25. Provides resources to enable individuals to develop professionally.	3.76	3.67	-0.10 ▼

### Comments:

- He is an advocate for [CompanyName].
- \_\_\_\_\_ does not shy away from making the tough calls and is respected by many members of our team.
- \_\_\_\_\_ exercises a leadership style that consistently meets and exceeds the needs of customers, visitors, co-workers, etc. \_\_\_\_\_ is able to use all listed points under in a way that either provides a service to others or helps others that are providing direct help. \_\_\_\_\_ is a great mentor and example to those he supervises.
- \_\_\_\_\_ juggles a lot of responsibilities and appears to have it all under control.
- \_\_\_\_\_, more than anyone, takes what he's learned with Core Competencies and implements them.
- \_\_\_\_\_ has a strong work ethic and is consistently working with the mindset that customers come first.



## Persuasion and Influence

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Develops a good rapport with others.	15	3.40	93.3	7%	47%	47%	
27. Seeks to obtain consensus or compromise.	15	3.33	93.3	7%	53%	40%	
28. Persuades others to consider alternative points of view.	15	3.53	100.0		47%	53%	
29. Understanding what others need.	15	3.67	100.0		33%	67%	
30. Ensures stakeholders are involved in the decision making process.	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. Develops a good rapport with others.	3.53	3.40	-0.13 ▼
27. Seeks to obtain consensus or compromise.	3.12	3.33	+0.22 ▲
28. Persuades others to consider alternative points of view.	3.41	3.53	+0.12 ▲
29. Understanding what others need.	3.59	3.67	+0.08 ▲
30. Ensures stakeholders are involved in the decision making process.	3.41	3.33	-0.08 ▼

### Comments:

- His open and upbeat attitude is refreshing and contagious. A real role model for professionalism.
- He is very knowledgeable about System Workflows and ensures that the departments are working cohesively with one another.
- \_\_\_\_\_ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- His communication is precise and at times short when some would prefer a greater detailed account.
- \_\_\_\_\_ has been so helpful to me as a new manager.

## Quality

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Encourages others to achieve high quality standards.	15	3.20	86.7	13%	53%	33%	
32. Encourages others to produce the highest quality work products.	15	3.40	100.0		60%	40%	
33. Always strives to produce the highest quality work products.	15	3.20	86.7	13%	53%	33%	
34. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	3.27	93.3	7%	60%	33%	
35. Holds employees accountable for their quality of work.	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. Encourages others to achieve high quality standards.	3.18	3.20	+0.02 ▲
32. Encourages others to produce the highest quality work products.	3.35	3.40	+0.05 ▲
33. Always strives to produce the highest quality work products.	3.18	3.20	+0.02 ▲
34. Analyze what occurred and re-adjusts accordingly when goals are not met.	2.88	3.27	+0.38 ▲
35. Holds employees accountable for their quality of work.	3.18	3.00	-0.18 ▼

#### Comments:

- \_\_\_\_\_ is the best employee the department has employed.
- \_\_\_\_\_ has a calm and professional style.
- \_\_\_\_\_ models teamwork; he is always willing to go the extra mile to assist on a project or help a co-worker.
- He has never said he was too busy for me or stated come back later. I think [CompanyName] is very lucky to have him as a manager.
- He also works to build and maintain community connections with local law enforcement and other emergency responders.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.

## Juggling Multiple Responsibilities

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Begins tasks as soon as possible.	15	3.20	93.3	7%	67%		27%
37. Determines which tasks are critical and which tasks are optional.	15	3.27	93.3	7%	60%		33%
38. Assesses current capabilities before committing to new requests from customers.	15	3.27	86.7	13%	47%		40%
39. Switches attention to more urgent tasks when necessary.	15	3.13	86.7	13%	60%		27%
40. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	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. Begins tasks as soon as possible.	3.18	3.20	+0.02 ▲
37. Determines which tasks are critical and which tasks are optional.	3.35	3.27	-0.09 ▼
38. Assesses current capabilities before committing to new requests from customers.	3.24	3.27	+0.03 ▲
39. Switches attention to more urgent tasks when necessary.	3.59	3.13	-0.45 ▼
40. Manages impact of increased traffic flow and freight receipt by detailed planning of controllables and by anticipating and reacting positively to uncontrollables.	3.29	3.40	+0.11 ▲

### Comments:

- It doesn't feel like \_\_\_\_\_'s been at his best this year. He seems disconnected from the work of his group.
- he has patience.
- He make sure the team effort not only succeed on paper.
- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- \_\_\_\_\_ has demonstrated organization, open mindedness, work toward team building, respect and appreciation in his new role. I am unable to evaluate some questions as we have a limited period of working together.
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.

## Technology Use/Management

### Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Applies complex rules and regulations to maintain optimal system performance.	15	3.33	93.3	7%	53%	40%	
42. Uses technology in decision making and problem solving.	15	3.33	93.3	7%	53%	40%	
43. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	3.13	86.7	13%	60%	27%	
44. Maximizes the use of new technology to deliver products and services.	15	3.00	86.7	13%	73%	13%	
45. Supports employee training and development initiatives regarding implementation of technology.	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. Applies complex rules and regulations to maintain optimal system performance.	3.29	3.33	+0.04 ▲
42. Uses technology in decision making and problem solving.	3.41	3.33	-0.08 ▼
43. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	3.35	3.13	-0.22 ▼
44. Maximizes the use of new technology to deliver products and services.	3.18	3.00	-0.18 ▼
45. Supports employee training and development initiatives regarding implementation of technology.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_\_\_ is approachable and professional in his interaction with staff and with customers.
- He has a way to make you always want to do better and be better. He has always been a very strong leader for the company.
- He has an innate ability to match assigned roles with individual strengths.
- He is reliable and attends as many monthly department staff meetings as his schedule permits.
- The same communication struggles translate into sometimes not clearly defining outcomes and expectations.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.

## 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?

- He is eager to learn and eager to share knowledge.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- \_\_\_\_\_ always makes decisions based on what is best for the department or organization.
- \_\_\_\_\_ has been very effective at establishing expectations for his teams, and anyone that cannot meet those expectations are dealt with accordingly, in a fair, transparent, and straightforward manner.
- \_\_\_\_\_ is a great director, knows his scope of work extremely well, acts and reacts accordingly. Does all the right things all the time to keep the department top notch.

### What do you like best about working with this individual?

- \_\_\_\_\_ is the shining example of what a manager should be like. He is an amazing leader, he always solves problems promptly, you can count on his word, he truly cares for his customers and his staff, and he has gone above and beyond for all of us more times than I can remember. He is extremely professional and competent, compassionate and caring, and dedicated to this unit heart and soul.
- \_\_\_\_\_ is a very supportive co-worker who is quick to assist others in need. He's a great teammate.
- \_\_\_\_\_ is excellent at providing positive feedback in the moment while in meetings.
- I think \_\_\_\_\_ has done an excellent job as our Manager. I think it has been a challenging transition to the role since the staff respected and admired our past Manager. I also think there were many things as a unit we were lacking or not handling well when \_\_\_\_\_ took over and I feel \_\_\_\_\_ has risen to the occasion and handled himself well.
- I think 16 & 17 relate in the sense that I believe \_\_\_\_\_ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.

### What do you like least about working with this individual?

- \_\_\_\_\_ continues to be a wonderful boss and mentor.
- He is smart, quick, compassionate, and thorough.
- I feel \_\_\_\_\_ is really listening when you talk to him. He always repeats back what he thinks he's hearing, so there is no misunderstanding.
- 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.
- I think he is an asset to the department.
- \_\_\_\_\_ sets high standards for his team and ensures they perform professionally.

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

- He is well respected.
- \_\_\_\_\_ has good knowledge and awareness of the strengths and talents within the organization.
- \_\_\_\_\_ works with a very diverse group and treats everyone the same while respecting that diversity.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- He supports each and every one of us and was very sensitive to how this was effecting every staff member.
- \_\_\_\_\_ is one of the most honest, ethical individuals I have ever met. I always trust him to make the right decisions for our unit.

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

- I admire \_\_\_\_\_ and look up to his wisdom, he is someone who is able to communicate and has the ability to deal with change and help others to understand the necessity for change.
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.
- \_\_\_\_\_ is a high performer, yet he is also self-aware, and is constantly challenging himself and his coworkers to improve.
- Takes complete ownership of role and looks for ways to assist teammates.
- Clear communication about our goals for our department.. Has been very helpful to me in dealing with staff/personnel issues
- He is always thinking outside the box, is highly creative and challenging (in a very good way!) in his thinking to create constant process improvement and professional growth in all those around him.

### Any final comments?

- In his role as a director, I have seen \_\_\_\_\_ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- Communicate regularly with the whole company, not just one department.
- He is well respected.
- He's very good at his job, Service and relationship development are talents at which he excels. My constructive feedback would be for \_\_\_\_\_ to speak up more in meetings and be more forthcoming in groups and with other leaders with his thoughts and opinions. I know he has them as he does share them with me aside, but but I would encourage him to share them more broadly.
- He won't settle for less.
- \_\_\_\_\_ sets high standards for his team and ensures they perform professionally.