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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.

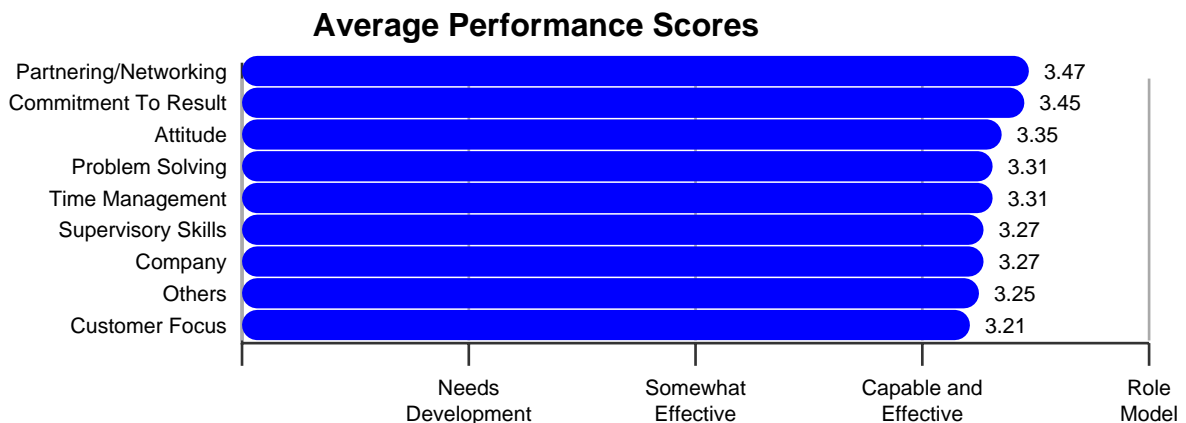
## What to Do with Your Feedback

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.



## Partnering/Networking

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
1. Creates the conditions for partnerships to grow and develop.	15	3.20	93.3	7%	67%		27%
2. Partners with peers to obtain influence within the Company.	15	3.87	100.0	13%	87%		
3. Collaborates with others to accomplish goals and objectives.	15	3.33	93.3	7%	53%		40%
4. Capitalizes on partnerships and networks to enhance the Company's bottom line.	15	3.60	93.3	7%	27%	67%	
5. Maintains infrastructure to support partnerships and networks.	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. Creates the conditions for partnerships to grow and develop.	3.29	3.20	-0.09 ▼
2. Partners with peers to obtain influence within the Company.	3.65	3.87	+0.22 ▲
3. Collaborates with others to accomplish goals and objectives.	3.18	3.33	+0.16 ▲
4. Capitalizes on partnerships and networks to enhance the Company's bottom line.	3.41	3.60	+0.19 ▲
5. Maintains infrastructure to support partnerships and networks.	3.24	3.33	+0.10 ▲

### Comments:

- \_\_\_\_\_ is decisive, protective, engaged and is excellent at providing direction without micro-managing.
- Does excellent job, always.
- I can depend on him with whatever is needed.
- He looks for opportunities to expand the department and is a strong proponent for the best practices for customers.
- He has been instrumental in facilitating communications between staff and managers. Staff know that he is very supportive of them.
- \_\_\_\_\_ likes to finish one thing before going on to the next. Sometimes that can be viewed as not being a team player when there are many projects going on at once.

## Attitude

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
6. Contributes to a positive and fun work environment.	15	3.20	93.3	7%	60%	33%	
7. Contributes to a positive work environment.	15	3.20	86.7	13%	53%	33%	
8. Builds open and trusting relationships.	15	3.40	93.3	7%	47%	47%	
9. Shows by their actions that they trust in the positive intentions of others.	15	3.47	93.3	7%	40%	53%	
10. Treats all people fairly and with respect.	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. Contributes to a positive and fun work environment.	3.24	3.20	-0.04 ▼
7. Contributes to a positive work environment.	3.41	3.20	-0.21 ▼
8. Builds open and trusting relationships.	3.24	3.40	+0.16 ▲
9. Shows by their actions that they trust in the positive intentions of others.	3.18	3.47	+0.29 ▲
10. Treats all people fairly and with respect.	3.35	3.47	+0.11 ▲

### Comments:

- Positive attitude.
- He promotes teamwork and has put forth a lot of effort in getting managers, providers, and employees engaged.
- I do very much appreciate that \_\_\_\_\_ will support me in a decision when needed.
- Is viewed by many as a strong organizational resource.
- He is detailed when presenting a plan.
- I feel that we would not be such a great place if it wasn't for \_\_\_\_\_. \_\_\_\_\_ is the best!!!!!!

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
11. Provides constructive, ongoing feedback.	15	3.53	100.0	47%	53%		
12. Resolves personnel problems quickly and effectively.	15	3.27	100.0	73%	27%		
13. Delegates effectively.	15	3.33	100.0	67%	33%		
14. Is aware of the unique strengths of each employee.	15	3.13	86.7	13%	60%	27%	
15. Encourages employees to achieve their full potential.	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. Provides constructive, ongoing feedback.	3.47	3.53	+0.06 ▲
12. Resolves personnel problems quickly and effectively.	3.47	3.27	-0.20 ▼
13. Delegates effectively.	3.35	3.33	-0.02 ▼
14. Is aware of the unique strengths of each employee.	3.18	3.13	-0.04 ▼
15. Encourages employees to achieve their full potential.	3.00	3.07	+0.07 ▲

### Comments:

- I believe \_\_\_\_\_ has done a very good job in developing his team members and providing guidance for the respect growth of each person. While his time is precious, he is always open to discussing a problem. I really like working with \_\_\_\_\_ and I appreciate his style and understanding and support of the work that I do.
- \_\_\_\_\_ leads by example. Great Employee engagement.
- \_\_\_\_\_ exemplifies outstanding professionalism.
- \_\_\_\_\_'s style of leading a team is both refreshing and different than what I have experienced in the past.
- He is eager to learn and eager to share knowledge.
- \_\_\_\_\_ is especially consistent in communicating in a clear and understandable way. I know what is expected of me and am given the tools to succeed and excel.

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
16. Works cooperatively with others to solve problems.	15	3.40	93.3	7%	47%	47%	
17. Finds creative ways to get things done with limited resources.	15	3.27	93.3	7%	60%	33%	
18. Actively seeks the root cause of a problem.	14	3.00	92.9	7%	79%	14%	
19. Effective in solving problems.	15	3.47	100.0		53%	47%	
20. Ability to develop innovative solutions to problems.	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. Works cooperatively with others to solve problems.	3.65	3.40	-0.25 ▼
17. Finds creative ways to get things done with limited resources.	3.47	3.27	-0.20 ▼
18. Actively seeks the root cause of a problem.	3.12	3.00	-0.12 ▼
19. Effective in solving problems.	3.59	3.47	-0.12 ▼
20. Ability to develop innovative solutions to problems.	3.29	3.40	+0.11 ▲

### Comments:

- \_\_\_\_\_ is a new manager. His openness and positive communication with his team and his steadfastness to doing what is right to meet [CompanyName] goals has created a very positive energy in the department.
- When dealing with HR issues my HR business partner is always involved.
- His communication is precise and at times short when some would prefer a greater detailed account.
- He values our feedback and takes our recommendations seriously.
- He aligns himself to assist, teach, support, coach and lead standing beside you. It's a real talent--it's who he is.
- He is honest in his delivery and every decision he makes is in the best interest of the organization, customers or staff.

## Time 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
21. Completes high-priority work within required timelines.	15	3.53	100.0	47%	53%		
22. Does not become flustered by deadlines and timelines.	15	3.00	80.0	20%	60%	20%	
23. Keeps and maintains a To-Do list.	15	2.87	80.0	20%	73%	7%	
24. Sets a good balance between work and family life.	15	3.47	100.0	53%	47%		
25. Deals effectively with interruptions.	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. Completes high-priority work within required timelines.	3.35	3.53	+0.18 ▲
22. Does not become flustered by deadlines and timelines.	3.00	3.00	
23. Keeps and maintains a To-Do list.	2.88	2.87	-0.02 ▼
24. Sets a good balance between work and family life.	3.00	3.47	+0.47 ▲
25. Deals effectively with interruptions.	3.76	3.67	-0.10 ▼

### Comments:

- \_\_\_\_\_ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- Keep striving for excellence. Establishing this mindset along with experience will be powerful.
- \_\_\_\_\_ maintains his focus on safety for all customers and staff. He stays current recent literature/research and forwards articles that may bring value to how safety is addressed at [CompanyName].
- If feel \_\_\_\_\_ meets/exceeds in all of the areas listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- He is excellent at helping/coaching/problem-solving with others.
- Dedicated to the customer and community, he is worth his weight in gold.



## Commitment To Result

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
26. Creates a sense of urgency among the store team members to complete activities, which drive sales.	15	3.40	93.3	7%	47%	47%	
27. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	15	3.33	93.3	7%	53%	40%	
28. Able to focus on a task even when working alone.	15	3.53	100.0		47%	53%	
29. Willing to do whatever it takes-not afraid to have to put in extra effort.	15	3.67	100.0		33%	67%	
30. Encourages commitment in others to obtain results.	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. Creates a sense of urgency among the store team members to complete activities, which drive sales.	3.53	3.40	-0.13 ▼
27. Conveys strong sense of own pride in Company to associates by creating a shared vision around sales and customer service.	3.12	3.33	+0.22 ▲
28. Able to focus on a task even when working alone.	3.41	3.53	+0.12 ▲
29. Willing to do whatever it takes-not afraid to have to put in extra effort.	3.59	3.67	+0.08 ▲
30. Encourages commitment in others to obtain results.	3.41	3.33	-0.08 ▼

### Comments:

- \_\_\_\_\_ is a valuable member of the leadership team and routinely contributes perspectives missed by others.
- \_\_\_\_\_ is a great director to work with because he listens to understand and he balances the business and the HR needs before making decisions or rushing to a judgment.
- He also provided valuable input on making a hiring decision about an individual who offered great potential but lacked experience.
- \_\_\_\_\_ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- Employees were not encouraged to do anything besides come to work.
- \_\_\_\_\_, more than most, takes what we've learned and implements changes.

## Customer Focus

### 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
31. Does not hesitate to address customer concerns or complaints.	15	3.20	86.7	13%	53%	33%	
32. Maintains positive customer relationships.	15	3.40	100.0		60%	40%	
33. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	15	3.20	86.7	13%	53%	33%	
34. Ensures all customer commitments and requirements are met or exceeded.	15	3.27	93.3	7%	60%	33%	
35. Consistently models positive customer service attitudes.	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. Does not hesitate to address customer concerns or complaints.	3.18	3.20	+0.02 ▲
32. Maintains positive customer relationships.	3.35	3.40	+0.05 ▲
33. Asks questions and listens carefully to determine customer needs and to ensure that the customer's needs are met.	3.18	3.20	+0.02 ▲
34. Ensures all customer commitments and requirements are met or exceeded.	2.88	3.27	+0.38 ▲
35. Consistently models positive customer service attitudes.	3.18	3.00	-0.18 ▼

### Comments:

- \_\_\_\_\_ can be viewed as confrontational in his demeanor. He likes to be challenged. To his credit, he strives to improve when told what needs to change.
- \_\_\_\_\_ is a great mentor and leader for his team. He recognizes the strengths that each of his team members bring to the organization and works to continue to develop those strengths. \_\_\_\_\_ also helps his team recognize areas of improvement and works to improve those areas as well.
- Set clear expectations for others.
- Cannot think of anything
- I have not seen a lot of shared decision making. What I have see is his telling them what he needs and including them in the roll out....and asking them for their feedback.. this process might be more in response to the type of change and timelines. Again he has not had a lot of time to do this.
- I am so proud of his for going for his Masters's degree. I consider it an honor to have his as my manager.

## Others

### Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
36. Supports the efforts of other employees in implementing solutions to problems.	15	3.20	93.3	7%	67%		27%
37. Able to see issues from others' perspectives.	15	3.27	93.3	7%	60%		33%
38. Respects the opinions of other employees.	15	3.27	86.7	13%	47%		40%
39. Forms working relationships with employees from other departments.	15	3.13	86.7	13%	60%		27%
40. Treats others with respect and dignity.	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. Supports the efforts of other employees in implementing solutions to problems.	3.18	3.20	+0.02 ▲
37. Able to see issues from others' perspectives.	3.35	3.27	-0.09 ▼
38. Respects the opinions of other employees.	3.24	3.27	+0.03 ▲
39. Forms working relationships with employees from other departments.	3.59	3.13	-0.45 ▼
40. Treats others with respect and dignity.	3.29	3.40	+0.11 ▲

### Comments:

- He is beginning to reach out to the other managers more, and it is appreciated.
- I think having \_\_\_\_\_ as a manager is one of the reasons I've been here 10 years. He has given me great space to grow -- to make mistakes and learn from them. He's taught me about budgets, evaluations, and policies, among other things. He's encouraged my strengths and never pointed out my weaknesses (he must know I'm rather sensitive). I have always enjoyed the times we've worked 1:1 together, that's when he's most engaged and focused on the specific issue before us.
- \_\_\_\_\_ has been using more shared decision making and has allowed the department to enact recommendations that he personally may not have agreed with. That gave him a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- He has been tremendously helpful in facilitating new work flows in our area that we would have been unsuccessful at without his leadership.
- \_\_\_\_\_ has also come down to help our department when we have been very busy and needed help.
- \_\_\_\_\_ has made great visible improvements in his roles of communication, teamwork and engagement. He is creating a great presence in his position currently.

## 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 Development) to green (Role Model).

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
41. Follows existing procedures and processes.	15	3.33	93.3	7%	53%	40%	
42. Attends [Company] gatherings and social events.	15	3.33	93.3	7%	53%	40%	
43. Understands the use of [Company] products and services.	15	3.13	86.7	13%	60%	27%	
44. Understands how decisions impact other business units beyond their immediate department of work group.	15	3.00	86.7	13%	73%	13%	
45. Understands the "basics" as to how [Company] functions/operates.	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. Follows existing procedures and processes.	3.29	3.33	+0.04 ▲
42. Attends [Company] gatherings and social events.	3.41	3.33	-0.08 ▼
43. Understands the use of [Company] products and services.	3.35	3.13	-0.22 ▼
44. Understands how decisions impact other business units beyond their immediate department of work group.	3.18	3.00	-0.18 ▼
45. Understands the "basics" as to how [Company] functions/operates.	3.35	3.53	+0.18 ▲

### Comments:

- \_\_\_\_\_ hires and retains performance oriented employees who are good listeners and collaborative in their approach helps guarantee our continuous improvement.
- He has created an environment that promotes self-improvement and high expectations, which is demonstrated by the quality of work we do at [CompanyName]. At the same time, he seems to be able to keep our unit in the financial green.
- Needs to focus on addressing individual employee shortcomings rather than applying corrections to the whole staff. A few words of praise now and then would go far. Very pleasant to work with however.
- \_\_\_\_\_'s leadership at [CompanyName] has been outstanding. I have been very impressed with him since he came here and I admire his work.
- \_\_\_\_\_ is a strong manager, by which I mean he lets his employees know what is going on at all times, and I get the feeling that he has a handle on his job, and wants to be the best manager for us here.
- His skills, commitment, integrity and overall management style is something I have admired since I have worked here.

## 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?

- \_\_\_\_\_ is a good manager to work with he will find time to answer your questions and do a research if it needs to. He always appreciate the things everybody do for the department. He is a bright and smart manager to work with.
- \_\_\_\_\_ does a great job in supporting and engaging all of his employees.
- I like \_\_\_\_\_, he's fun and when he's focused the wealth of knowledge he has to share is invaluable. But we need a leader/manager to take us further in job responsibility, job enrichment, and job satisfaction.
- \_\_\_\_\_ is a very good leader. Detail oriented and conscientious about his team. These are two skills that help lead a team and stay on task of the data that is so central to our business.
- Be being better organized. It would help with prioritizing.
- \_\_\_\_\_ is very committed to the growth of [CompanyName] and adaptable to the various changes within.

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

- I don't often get a chance to see \_\_\_\_\_ in his natural habitat. I know that his team really likes his and that demonstrates a level of leadership that is not common.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however \_\_\_\_\_ surpasses anyone I met before.
- \_\_\_\_\_ needs to make sure and pass on company information he gets in emails or at the meetings. Sometimes we get information too late or not at all in regards to company happenings.
- He has the ability to look at the system as a whole and make solid long range decisions.
- \_\_\_\_\_ could improve his awareness of his employees strengths and delegate work that utilizes those talents.
- I feel there are things we can do to enhance our work environment, and I wish he could see it as well.

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

- \_\_\_\_\_ is an outstanding leader in this organization. He has expert knowledge and demonstrates talents effective to organize a vision and strategic plan for the departments he leads.
- \_\_\_\_\_ is a "One of a kind" He is a great manager.
- Overall, \_\_\_\_\_ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join his team last year! He also has demonstrated awareness of knowing when changes are necessary within the department.
- I have not been directly involved in making hiring decisions with him, but I do know that he makes a point to ensure all stakeholders are involved in the process and decision.
- \_\_\_\_\_ is a great partner in Systems Implementation.
- \_\_\_\_\_ is professional, collaborative. . .a great team member.

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

- He allows me to give my opinion then discusses the best solution to an opportunity, whether that be to return to the table for more evidence or present what is already known.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- He is friendly, courteous, and kind all while being very professional.
- \_\_\_\_\_ is very busy and does a good job delegating work. By delegating he provides opportunity for others to learn and grow. Sometimes the delegation comes with short notice, but \_\_\_\_\_ has confidence that the work will be done well.
- He is covering areas that he has not done for a long time or totally new to him so needs to learn these areas.
- \_\_\_\_\_ uses his available resources including the technical specialist and supervisors to aid in decision making processes, to help support our laboratory and move it forward in process improvement.

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

- \_\_\_\_\_ is very reliable and collaborates well on projects.
- \_\_\_\_\_ is a pleasure to work with; he is a valued resource and is constantly seeking to improve our operations.
- As a new manager he is progressing very well.
- My interaction with \_\_\_\_\_ is very limited, but when I have requested time with him, he makes time for me.
- I value his feedback, collaboration and sense of teamwork. He's clearly hardworking and dedicated and he and I have been able to have some very good discussions this past year, which I appreciate. I always appreciate his candor and feedback.
- \_\_\_\_\_ is a great manager to work for.

### Any final comments?

- He is also quick to tap into his past experiences in attempting to find the best solution.
- \_\_\_\_\_ is a true asset to [CompanyName].
- \_\_\_\_\_ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- \_\_\_\_\_ has high expectations of himself and his employees. He does an excellent job of managing the department.
- \_\_\_\_\_ is an amazing manager to work under. He has taught me a ton on how to be an associate manager this past year.
- I have been in the work force for over 30 years and had outstanding directors and leaders, however \_\_\_\_\_ surpasses anyone I met before.