



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.

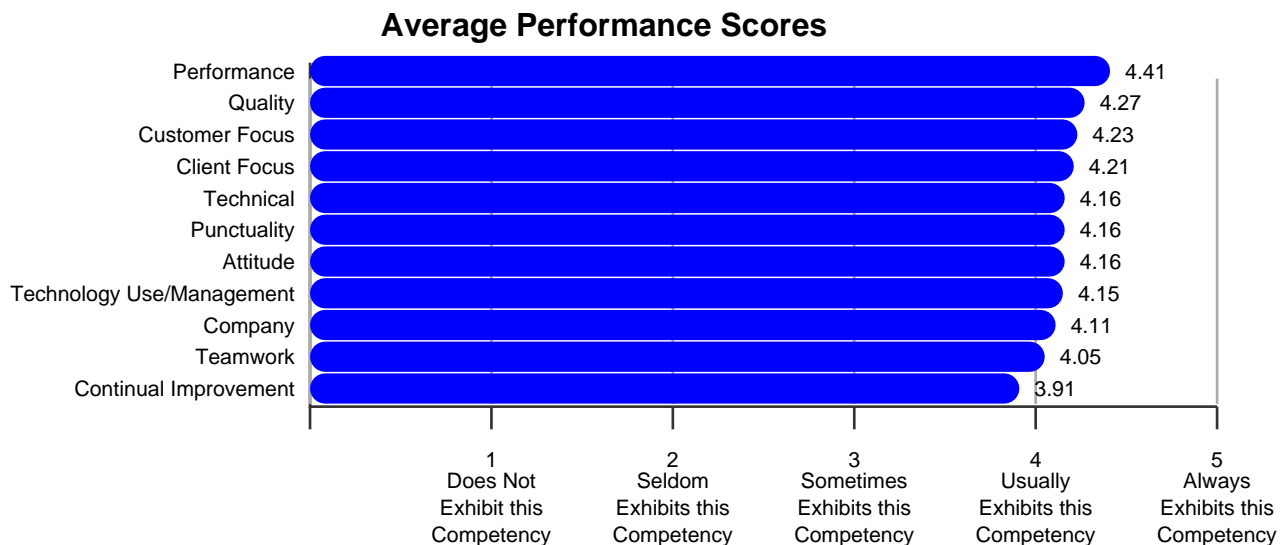
What to Do with Your Feedback

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

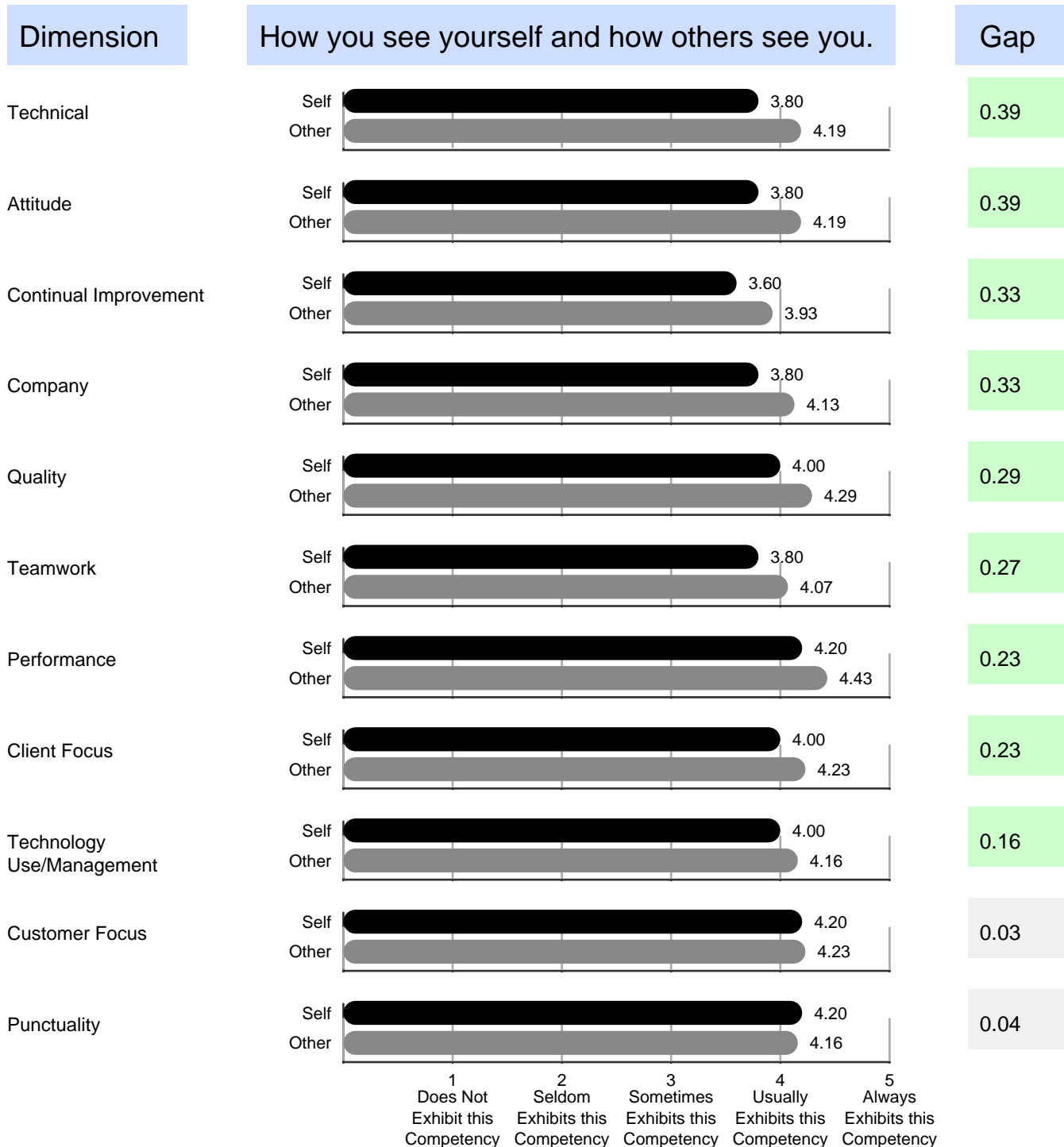
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



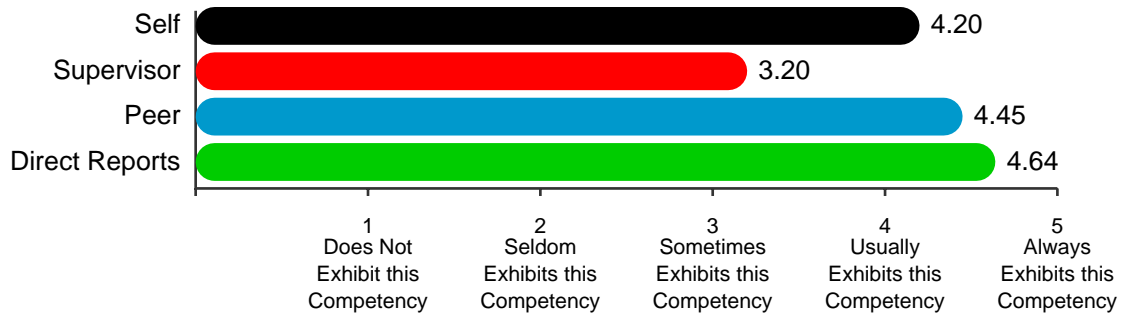
Gap Analysis

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.



Performance

Summary Scores



1. Effectively organizes resources and plans



2. Effective in performing his/her job.



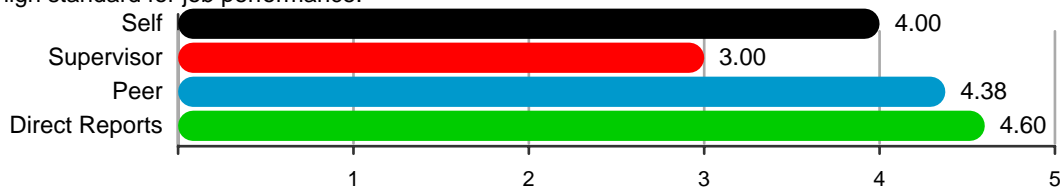
3. Has great overall performance



4. ...Overall Performance



5. Sets a high standard for job performance.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

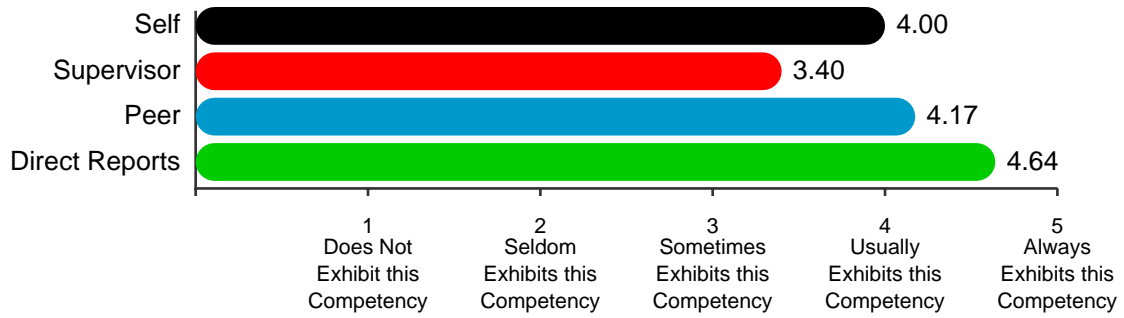
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Effectively organizes resources and plans	15	4.20	93.3	7%		67%		27%
2. Effective in performing his/her job.	15	4.87	100.0		13%		87%	
3. Has great overall performance	15	4.27	93.3	7%		60%		33%
4. ...Overall Performance	15	4.40	86.7	13%		33%		53%
5. Sets a high standard for job performance.	15	4.33	93.3	7%		53%		40%

Comments:

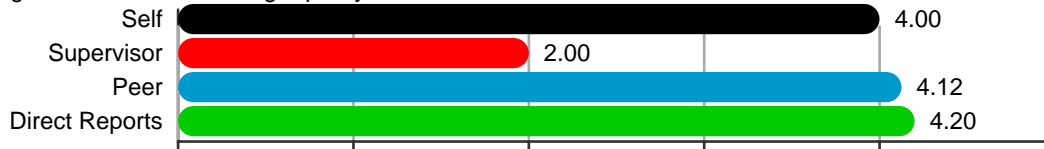
- _____ treats all employees with respect and in a very professional manner.
- At times I feel like _____ does not hear or seek out information from the entire team prior to make a judgement or decision. This can be interpreted as non caring and that someone's opinion does not matter.
- He's very good 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 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.
- We are very blessed to have _____ for our manager! Best one we've EVER had. We appreciate his very much.
- _____ appears engaged, focused on improvement, and bettering the organization. He collaborates with other leaders and his staff to drive increases in service and efficiency. I feel like my team's needs are met and _____ will respond to any escalation request or need for strategic planning positively and effectively.

Quality

Summary Scores



6. Encourages others to achieve high quality standards.



7. Holds employees accountable for their quality of work.



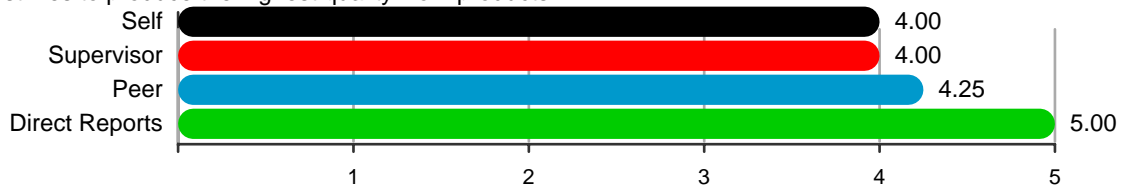
8. Encourages others to produce the highest quality work products.



9. Analyze what occurred and re-adjusts accordingly when goals are not met.



10. Always strives to produce the highest quality work products.



Level of Skill

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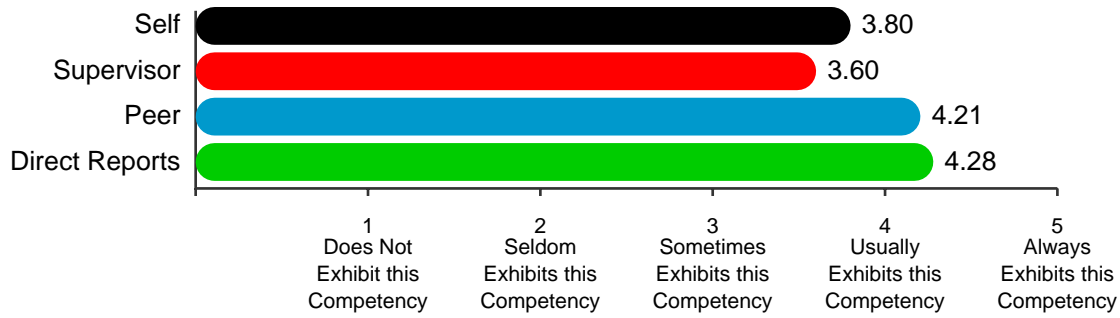
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Encourages others to achieve high quality standards.	15	4.00	80.0	7%	13%	53%	27%	
7. Holds employees accountable for their quality of work.	15	4.07	80.0		20%	53%	27%	
8. Encourages others to produce the highest quality work products.	15	4.33	93.3	7%	47%	47%		
9. Analyze what occurred and re-adjusts accordingly when goals are not met.	15	4.47	93.3	7%	40%	53%		
10. Always strives to produce the highest quality work products.	15	4.47	93.3	7%	40%	53%		

Comments:

- I work with _____ regularly and see his interactions with other leaders frequently.
- _____ has great communication skills and is a dependable member of the team.
- I am always impressed by _____'s insight into our processes so that we continuously strive to improve and be consistent.
- As a manager, _____ is consistently willing to challenge our department to use the resources in our stewardship more efficiently and always for an enhanced customer experience.
- _____ would be my choice for permanent manager of the department.
- _____ needs no improvement

Technical

Summary Scores



11. Demonstrates mastery of the technical competencies required in his/her work.



12. Is knowledgeable of procedures or systems necessary for the job.



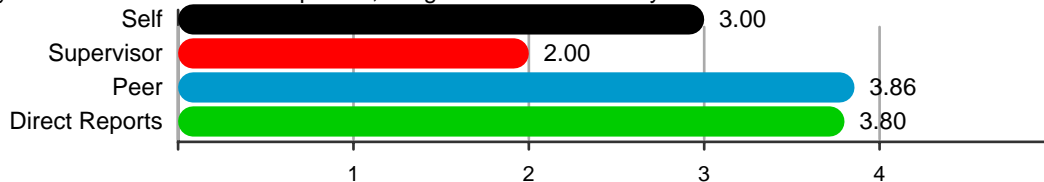
13. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices



14. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.



15. Willingly shares his/her technical expertise; sought out as resource by others



Level of Skill

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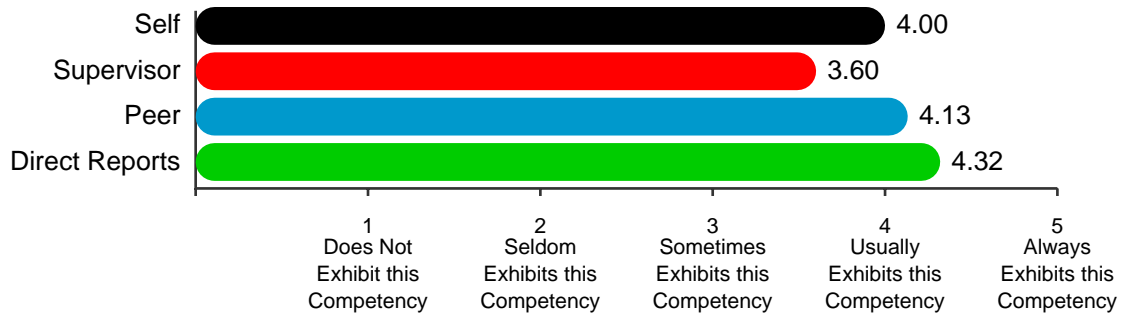
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Demonstrates mastery of the technical competencies required in his/her work.	15	4.60	100.0			40%	60%	
12. Is knowledgeable of procedures or systems necessary for the job.	15	4.27	100.0			73%		27%
13. Keeps current with technical advances within his/her professional discipline; embraces and applies new techniques and practices	15	4.33	100.0			67%	33%	
14. Is naturally sought out by people outside his/her particular area for advice and opinion on a broad range of matters - not necessarily solely legal advice.	15	3.93	73.3	27%		53%		20%
15. Willingly shares his/her technical expertise; sought out as resource by others	14	3.64	57.1	14%	29%		36%	21%

Comments:

- I think _____ is doing to great job! The learning curve is steep and he is growing to meet the challenge.
- I appreciate his receptiveness and openness and his sense of humor.
- I know I can always count on _____ to be reliable and respond in a timely manner to my request.
- _____ is a great leader to have in our department, he helps us grow and encourages us to be better at everything we do.
- He is a great teammate.
- I truly enjoy working with _____. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.

Technology Use/Management

Summary Scores



16. Maximizes the use of new technology to deliver products and services.



17. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.



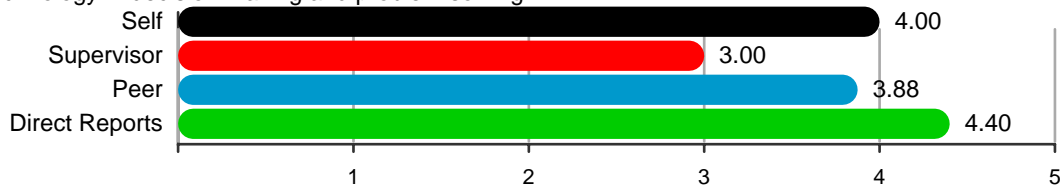
18. Supports technical training and development of employees.



19. Applies complex rules and regulations to maintain optimal system performance.



20. Uses technology in decision making and problem solving.



Level of Skill

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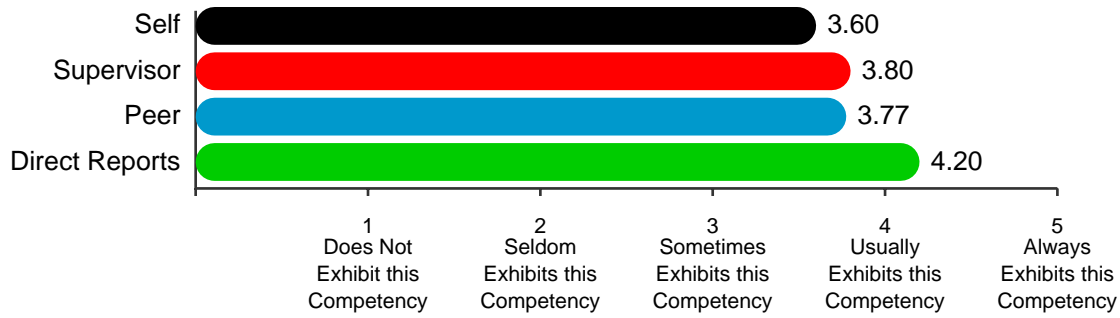
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Maximizes the use of new technology to deliver products and services.	15	4.33	86.7	13%	40%	47%		
17. Identifies gaps between actual and needed technical competencies and provides recommendations for required training.	15	4.27	93.3	7%	60%	33%		
18. Supports technical training and development of employees.	14	4.00	92.9	7%	86%	7%		
19. Applies complex rules and regulations to maintain optimal system performance.	14	4.14	85.7	7%	7%	50%	36%	
20. Uses technology in decision making and problem solving.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- Thoroughness, accuracy, professionalism.
- I have seen improvement and will try to encourage even more growth.
- Show others it is possible to understand both sides without having to agree all the time.
- He is eager to learn and eager to share knowledge.
- His calm demeanor when the pressure's the greatest, his ability to navigate multiple priorities and keep the end results always in play is something I've marveled at and try to emulate.
- I admire his ability to think constructively and to always wanting to make sure what he is doing is the right thing and yet open to small tests of change, when warranted.

Continual Improvement

Summary Scores



21. Analyzes processes to determine areas for improvement.



22. Encourages an employee culture of continuous improvement to seek out better ways of doing things.



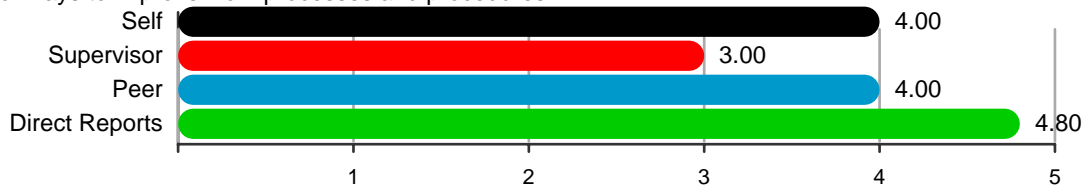
23. Promotes training and development opportunities to enhance job performance.



24. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.



25. Looks for ways to improve work processes and procedures.



Level of Skill

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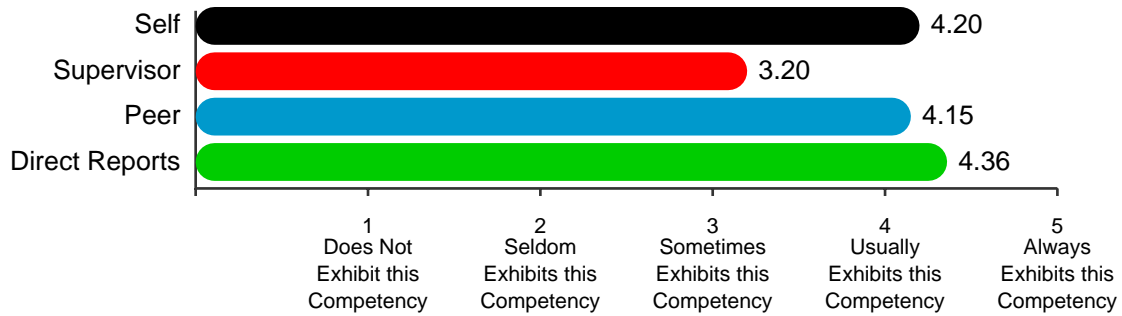
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Analyzes processes to determine areas for improvement.	15	4.00	66.7	13%	20%	20%	47%	
22. Encourages an employee culture of continuous improvement to seek out better ways of doing things.	15	3.47	53.3	13%	33%		47%	7%
23. Promotes training and development opportunities to enhance job performance.	15	3.60	66.7	13%	20%		60%	7%
24. Searches for new methods, techniques, and processes that increase efficiency and reduce costs.	15	4.27	86.7	7%	7%	40%	47%	
25. Looks for ways to improve work processes and procedures.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

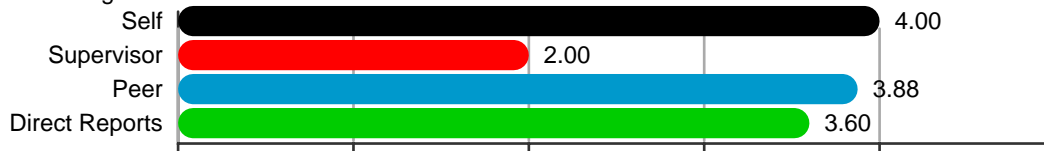
- _____ excels at customer service and keeping our team focused on the customer.
- I value _____ for so much more than his negotiating skills which are outstanding.
- He recognized where I needed help and supported me in making the case to get it.
- One of the things that I most appreciate about _____ is his willingness to mentor and grow new talent.
- _____ enjoys sharing knowledge and teaching his subordinates about their roles in the department. He regularly would spend 30 minutes sharing his insights on a topic. He also facilitated numerous training sessions when I started my job a year ago.
- Accountability on both sides. Make sure that if a task is delegated then that person should be accountable for the task.

Punctuality

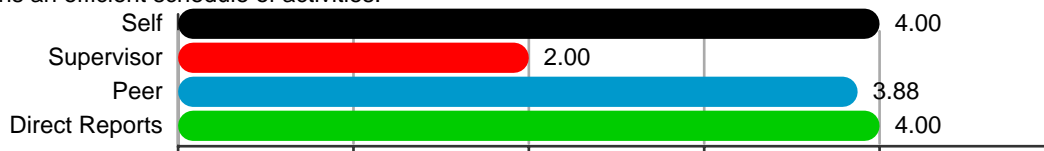
Summary Scores



26. Arrives to meetings on time.



27. Maintains an efficient schedule of activities.



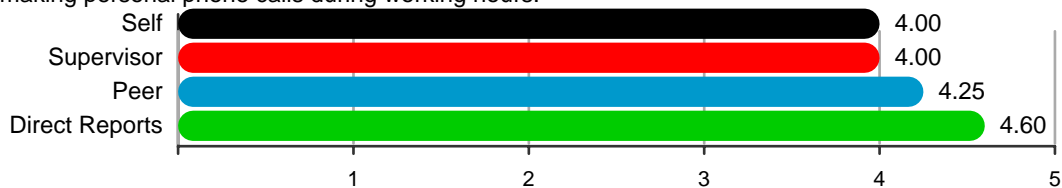
28. Starts meetings on time.



29. Responds to requests for information in a timely manner.



30. Avoids making personal phone calls during working hours.



Level of Skill

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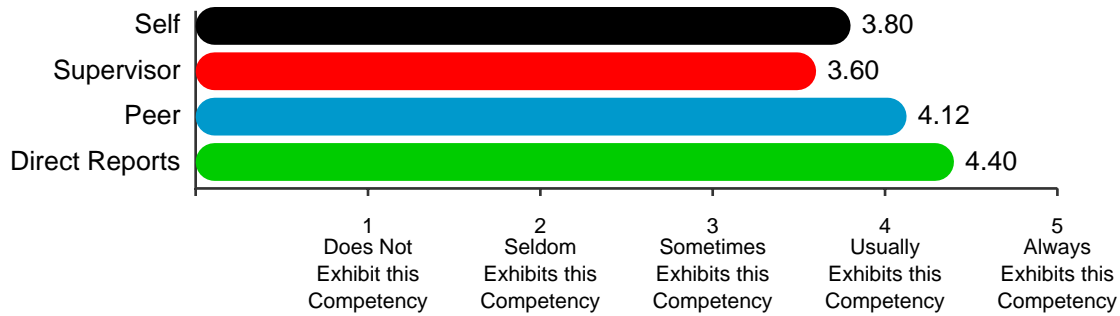
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Arrives to meetings on time.	15	3.67	66.7	20%	13%	47%	20%	
27. Maintains an efficient schedule of activities.	15	3.80	73.3	20%	7%	47%	27%	
28. Starts meetings on time.	15	4.33	86.7		13%	40%	47%	
29. Responds to requests for information in a timely manner.	15	4.67	100.0			33%	67%	
30. Avoids making personal phone calls during working hours.	15	4.33	100.0			67%	33%	

Comments:

- I value _____'s insight, knowledge and assistance on complex issues. He is a great team member.
- He cares deeply for what he does and it shows.
- His positive attitude is constant.
- _____ is a great leader. He has excellent communication skills and has a wonderful leadership style.
- By applying vision, strategy and activation in his day to day decisions he aspires us to be the best leaders we can be.
- _____ is by far a leader in the service area.

Attitude

Summary Scores



31. Shows by their actions that they trust in the positive intentions of others.



32. Visibly supports and encourages diversity in style and background.



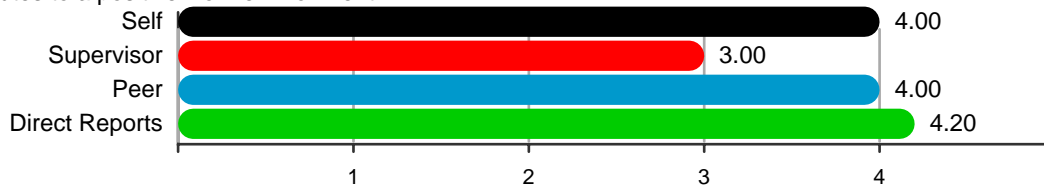
33. Is gracious and professional in their interactions with others.



34. Contributes to a positive and fun work environment.



35. Contributes to a positive work environment.



Level of Skill

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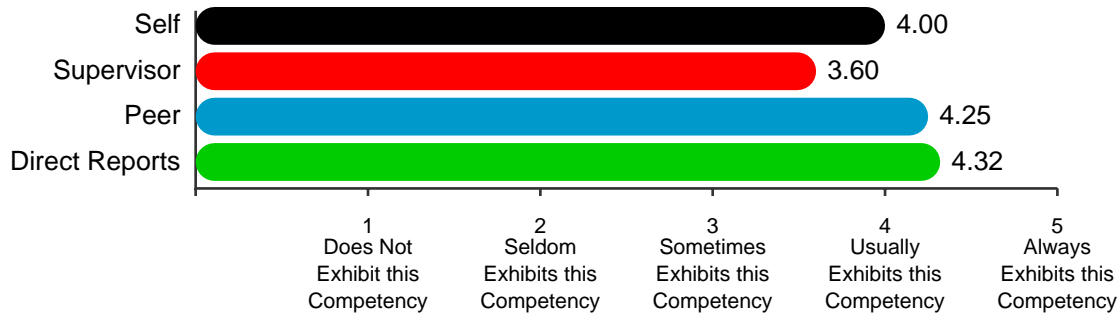
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Shows by their actions that they trust in the positive intentions of others.	15	4.07	80.0	20%		53%		27%
32. Visibly supports and encourages diversity in style and background.	15	4.47	100.0		53%		47%	
33. Is gracious and professional in their interactions with others.	15	4.13	80.0	20%		47%		33%
34. Contributes to a positive and fun work environment.	15	4.13	86.7	13%		60%		27%
35. Contributes to a positive work environment.	15	4.00	80.0	20%		60%		20%

Comments:

- he is clear in defining his desired outcomes but would encourage following up and confirm that the staff/team have heard them.
- 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.
- _____ established an environment in which teamwork and creativity flourished.
- _____ is a very solid manager who meets or exceeds expectations of his role.
- _____ has done a great job of continuing to grow and refine the service lines.
- His goals are firm and realistic- his expectations for excellence do not change based upon current climate, but rather he challenges himself and his team members to operate more effectively, with Core Competency resources in times of change. He allows for innovation and autonomy and encourages the professional development and pursuit of career advancement for the members of his team.

Client Focus

Summary Scores



36. Builds products that meet the unique needs of each client.



37. Makes sure client needs are understood by the team members.



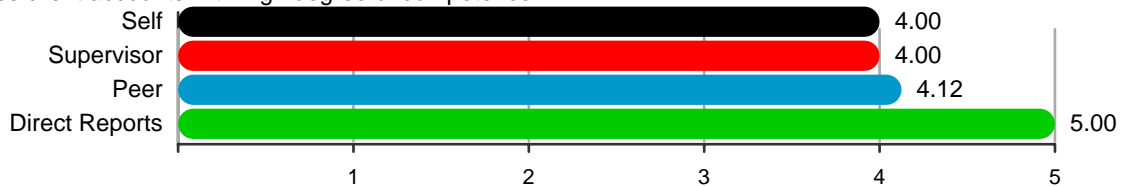
38. Exhibits a positive attitude even when dealing with difficult clients.



39. Forms strong client relationships



40. Manages client accounts with high degree of competence.



Level of Skill

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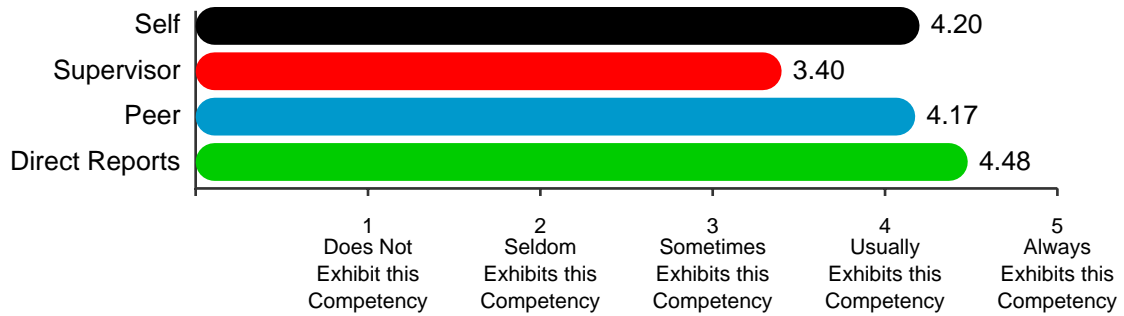
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Builds products that meet the unique needs of each client.	15	4.33	100.0			67%		33%
37. Makes sure client needs are understood by the team members.	15	3.93	80.0	13%	7%		53%	27%
38. Exhibits a positive attitude even when dealing with difficult clients.	15	4.27	86.7		13%		47%	40%
39. Forms strong client relationships	15	4.13	86.7		13%		60%	27%
40. Manages client accounts with high degree of competence.	15	4.40	93.3		7%		47%	47%

Comments:

- Detailed oriented, quick learner, positive attitude, goes the extra mile, willingness to help others.
- Please know that stress can occasionally slow down progress.
- He continually ties things back to the department, and has made a great effort to engage staff through CIO lunches, brown bags, and events.
- He often will say he doesn't need the details or that he already knows and doesn't need an explanation.
- I have only recently started working with _____ and therefore do not have comments on some items, but regarding the projects I have worked with _____ on to date the above applies.
- I appreciate _____'s calm demeanor, his listening skills, and that he typically demonstrates that I have his full attention when we are in meetings.

Customer Focus

Summary Scores



41. Creates an environment that enables customers to receive excellent service.



42. Identifies the core needs of the customer.



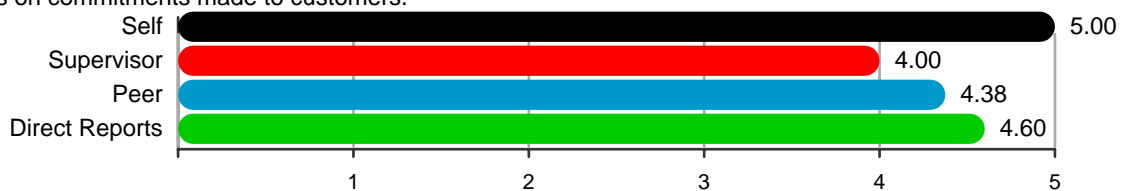
43. Is aware of the customer's needs.



44. Transparent in all communications with the customer.



45. Delivers on commitments made to customers.



Level of Skill

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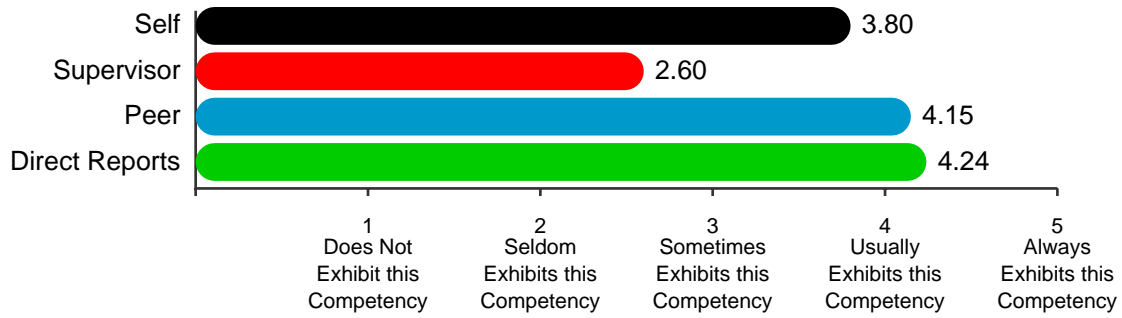
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Creates an environment that enables customers to receive excellent service.	15	4.33	93.3	7%		53%	40%	
42. Identifies the core needs of the customer.	15	4.20	80.0	20%		40%	40%	
43. Is aware of the customer's needs.	15	4.13	86.7	13%		60%	27%	
44. Transparent in all communications with the customer.	15	4.00	86.7	13%		73%		13%
45. Delivers on commitments made to customers.	15	4.47	93.3	7%		40%	53%	

Comments:

- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- He is an educator to the organization on the value of a diverse culture at [CompanyName] and how the increased diversity and cultural sensitivity serves our customer population.
- He frequently misses meetings which sends a message that it's not important to him and sets him apart from the rest of the team, who are just as busy.
- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- I think he is the kind of manager our department has needed and will continue to need.
- We are a department in need of structure and I feel he has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.

Teamwork

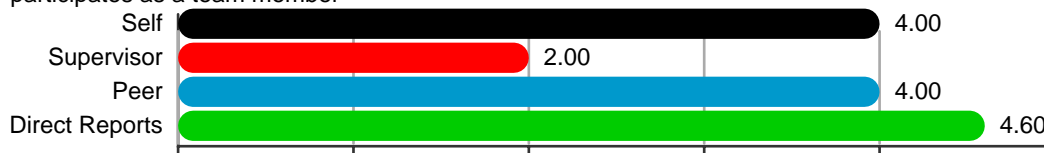
Summary Scores



46. Fosters teamwork rather than individual competition



47. Actively participates as a team member



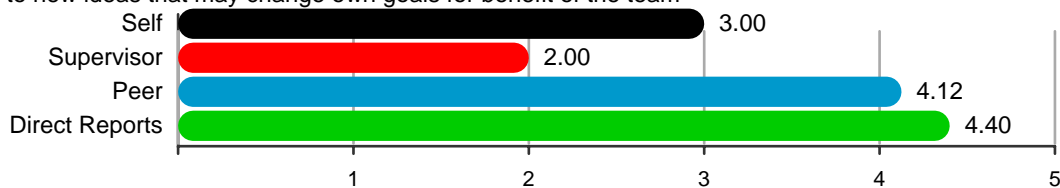
48. Works cooperatively with others to solve problems.



49. Identifies and resolves conflicts within the team to increase team effectiveness



50. Is open to new ideas that may change own goals for benefit of the team



Level of Skill

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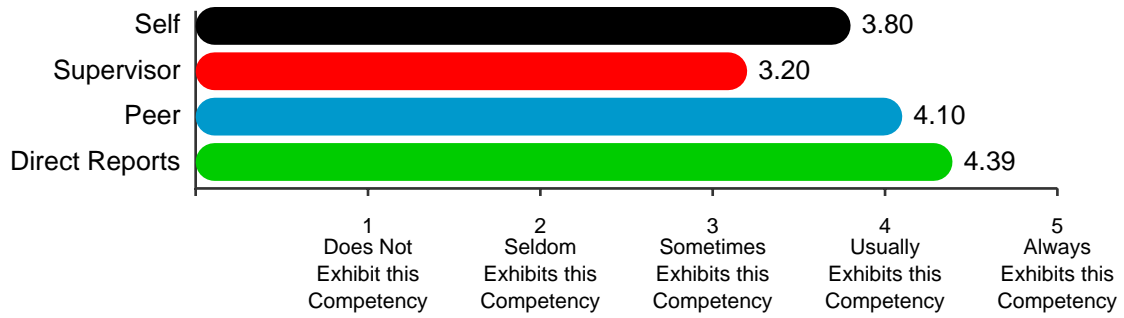
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Fosters teamwork rather than individual competition	15	3.87	80.0	7%	13%	67%	13%	
47. Actively participates as a team member	15	4.07	86.7	13%		53%	33%	
48. Works cooperatively with others to solve problems.	15	4.13	86.7		13%	60%	27%	
49. Identifies and resolves conflicts within the team to increase team effectiveness	15	4.20	86.7	7%	7%	47%	40%	
50. Is open to new ideas that may change own goals for benefit of the team	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- There are often hundreds of emails to go through every day which can make it difficult to communicate in a timely manner.
- Dedicated to the customer and community, he is worth his weight in gold.
- I appreciate that my leader keeps his focus on the customer while displaying two invaluable traits for an executive leader: courage and conviction.
- He encourages teammates more as a peer than a coach.
- Could be more self-aware of impact on other team members
- I believe he would be well-served by spending a little more time on the product in his areas of responsibility.

Company

Summary Scores



51. Impresses upon others the important aspects of [Company].



52. Follows existing procedures and processes.



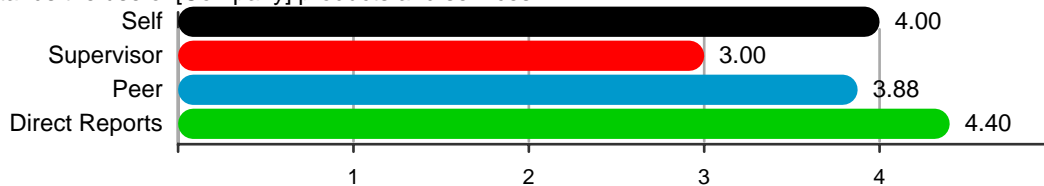
53. Understands how decisions impact other business units beyond their immediate department of work group.



54. Attends [Company] gatherings and social events.



55. Understands the use of [Company] products and services.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (Does Not Exhibit this Competency) to green (Always Exhibits this Competency).

Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
51. Impresses upon others the important aspects of [Company].	14	4.14	92.9	7%		71%		21%
52. Follows existing procedures and processes.	14	4.21	85.7	14%		50%		36%
53. Understands how decisions impact other business units beyond their immediate department of work group.	15	4.13	80.0	20%		47%		33%
54. Attends [Company] gatherings and social events.	15	4.07	80.0	20%		53%		27%
55. Understands the use of [Company] products and services.	15	4.00	80.0	20%		60%		20%

Comments:

- Shows curiosity.
- Sometimes _____'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.
- Provide regular updates on the progress of work/tasks/projects.
- Whenever _____ has assigned one of his staff to a project the quality and commitment of that staff person has been of a high caliber (as if _____ was there). He also participated in interviews within my department and was a valuable member.
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- His communication style can also come across as very directive at times to peers and subordinates.

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 won't settle for less.
- He has a positive attitude & remains open even to being called at home when particularly difficult situations arise and further managerial advice needed.
- When making hiring decisions, he makes a point to ensure all stakeholders are involved in the process and decision.
- He has also greatly improved his communication.
- I believe I need to give him a chance to get into his position.
- He supports each and every one of us and was very sensitive to how this was effecting every staff member.

What do you like best about working with this individual?

- _____ is excellent in involving us in policy and procedure decisions. He is also very good at working with other departments to clarify procedures and expectations.
- Having a routine for schedule and coming to office more frequently
- _____ excels at looking at other people's strengths and building upon them for the good of the department.
- I think that _____ demonstrates the computer skills and initiative that is needed to do the manager's role now it is the critical thinking application.
- _____ is consistent in his messaging about how we best serve the customers.
- I am very surprised and impressed with _____'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.

What do you like least about working with this individual?

- He has established credibility and trust with all the directors and managers.
- _____ has built relationships with some outside vendors that have been difficult to operationalize because the team was not involved in the decision, nor do they fully understand why we are using them.
- Appreciate _____'s willingness to participate on leadership in expanding research activity.
- _____ can help us all by setting that expectation as we work as teams and in 1 on 1's.
- Communication is not always timely, I think he means well but lack of communication causes more stress on the department than the actual information when finally received.
- _____ has my back and breaks down the barriers when I let him know that need his support.

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

- _____ Constantly encourages collaboration with all departments and [CompanyName] as a whole.
- I had the opportunity to work very closely with _____ this year on a very important and sensitive issue. I was not only impressed, but amazed at the experience.
- _____ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- Your initiative influences others in a positive way.
- I think that _____ is making good strides in setting expectations through clear communication.

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

- _____ is an experienced manager whom I believe due to previous leadership and transitions in the department has not been able to fully manage the department independently. What I value about _____ is that he is very supportive and allows me to work autonomously and yet he is available whenever I need his assistance.
- _____ is very detailed and has developed the ability to continually use data and the facts to support any process change or to celebrate the division successes. The division has seen a lot of transition and throughout this transition he has maintained an open line of communication and remained available to staff who have voiced concerns.
- He is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- Sometimes his decisions aren't thought through from a financial perspective.
- _____ is professional, collaborative. . .a great team member.
- _____ is organized and thorough.

Any final comments?

- He has learned at a very quick pace, and is both supportive and clear in his intentions to make department not only the place where staff desire to work, but where customers receive exceptional service.
- _____ is a very good leader.
- 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.
- _____ takes people where they want to go and pushes them to be their own success.
- I do not always receive constructive criticism. Constructive criticism helps me grow as an effective team member.
- People come and go in this organization and I can say with no reservation that _____ is a colleague I will miss the most when he retires.