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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.

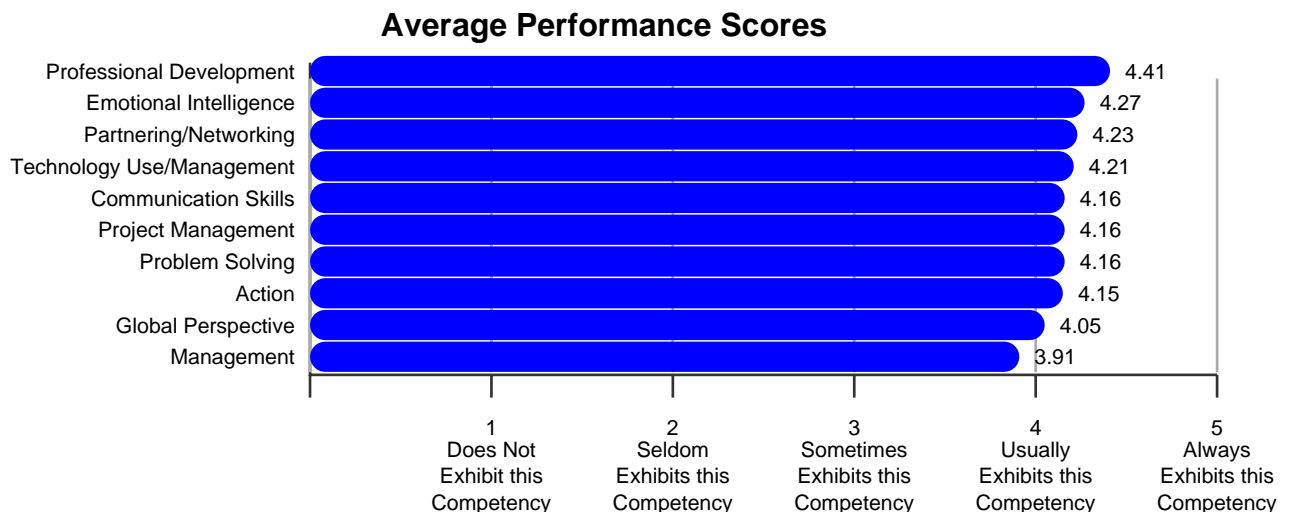
## What to Do with Your Feedback

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 10 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.



# Professional Development

## Summary Scores



### 1. You demonstrate enthusiasm and a willingness to learn new skills and knowledge



### 2. You quickly acquire and apply new knowledge and skills when needed



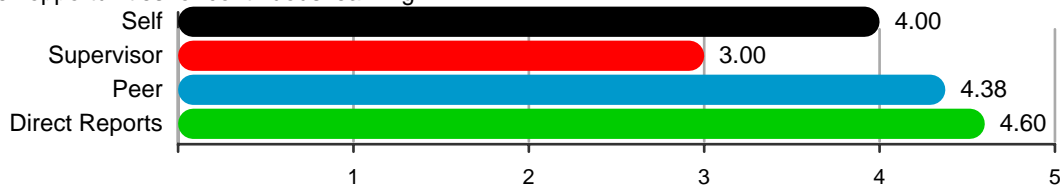
### 3. You are contributing fully to the extent of your skills



### 4. You encourage employees to take courses relevant to their job.



### 5. You seek opportunities for continuous learning.



## 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).

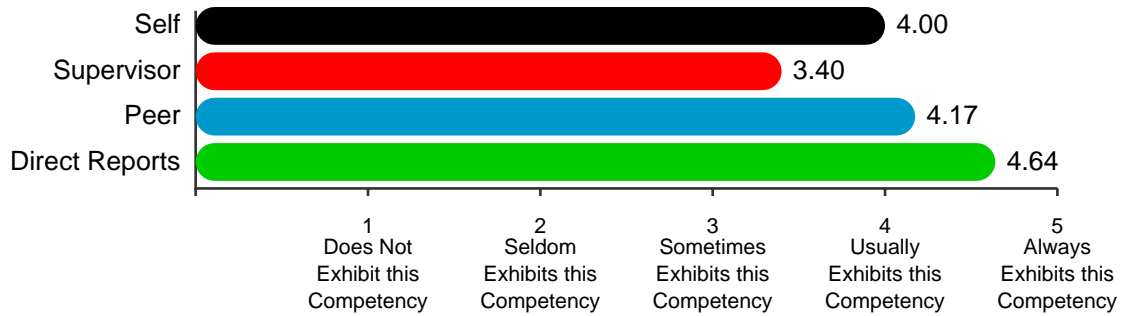
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. You demonstrate enthusiasm and a willingness to learn new skills and knowledge	15	4.20	93.3	7%		67%		27%
2. You quickly acquire and apply new knowledge and skills when needed	15	4.87	100.0	13%		87%		
3. You are contributing fully to the extent of your skills	15	4.27	93.3	7%		60%		33%
4. You encourage employees to take courses relevant to their job.	15	4.40	86.7	13%	33%		53%	
5. You seek opportunities for continuous learning.	15	4.33	93.3	7%		53%		40%

### Comments:

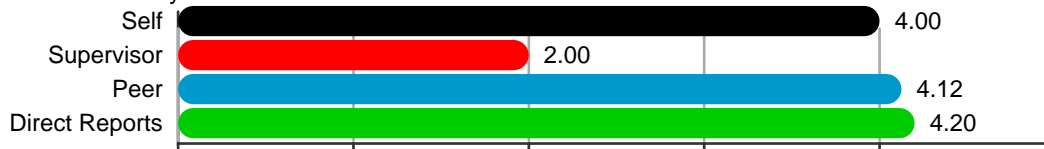
- \_\_\_ has a very high integrity standard. She handles all of her business with the utmost professionalism.
- I have observed that \_\_\_ is always professional and respectful towards myself and others. She asks for our input before making decisions.
- She demonstrates a high level of personal integrity in her daily work and is honest and ethical in interactions.
- The most important attribute that \_\_\_ demonstrates is making sure there is a solid, vibrant leadership team. When she meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. She pushes for honest opinions and decisions and she expects those decisions and opinions to be supportable with reason. At the same time, she somehow nurtures innovation that leads to improving process and outcomes.
- \_\_\_ is very responsive and provides great support service.
- She is very careful to choose someone that has the skills she desires and who will also be a good fit.

# Emotional Intelligence

## Summary Scores



6. You are able to control your own emotions.



7. You are able to manage your own emotions.



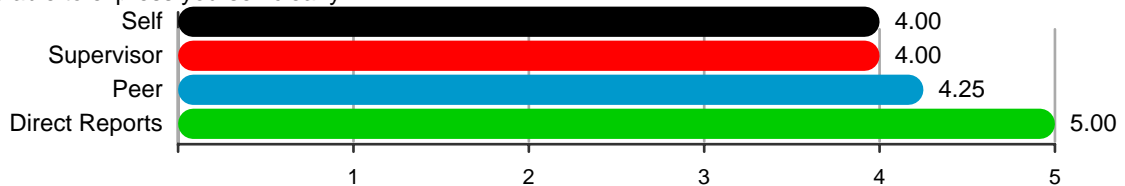
8. You are attentive to emotional cues and interprets others' feelings correctly.



9. You help to make decisions and solve problems using knowledge about how others will react in certain situations.



10. You are able to express yourself clearly.



## 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).

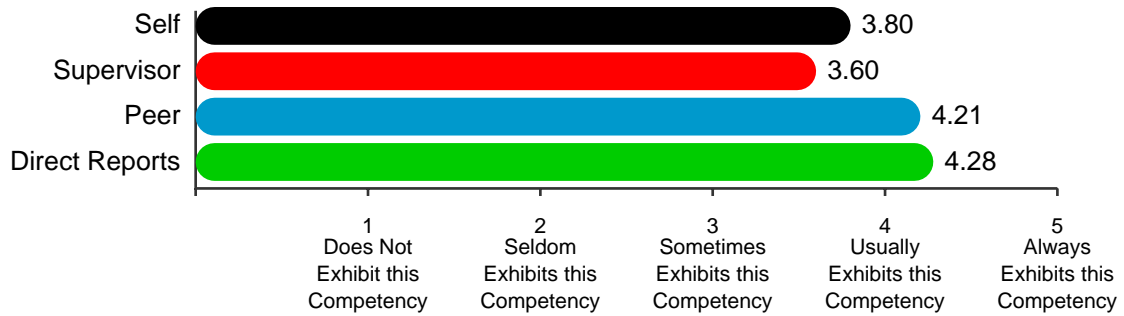
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. You are able to control your own emotions.	15	4.00	80.0	7%	13%	53%	27%	
7. You are able to manage your own emotions.	15	4.07	80.0		20%	53%	27%	
8. You are attentive to emotional cues and interprets others' feelings correctly.	15	4.33	93.3	7%	47%		47%	
9. You help to make decisions and solve problems using knowledge about how others will react in certain situations.	15	4.47	93.3	7%	40%		53%	
10. You are able to express yourself clearly.	15	4.47	93.3	7%	40%		53%	

### Comments:

- Great addition to the department!
- Sometimes the desired outcomes and expectations are not clearly communicated.
- \_\_\_ does an excellent job as a leader. She has been presented with many challenges in the last year and has remained positive for her staff.
- I have observed \_\_\_ work with her staff and team on improvement activities. She has assigned" lead people to work on projects given their strengths. \_\_\_ does take action when there are employees who do not fit with the organization mission and values.
- \_\_\_ is always looking for ways to improve our workflow and values input from the team members. On a personal note, she has a great sense of humor and is very personable. That goes a long way to making a positive work environment.
- Working with other leaders has given me a great appreciation for the broader organizational goals and has inspired me to forward the Strategic Plan to all staff.

# Communication Skills

## Summary Scores



11. You an effective listener who is responsive to information needs.



12. You present issues, ideas, and strategy concisely and clearly.



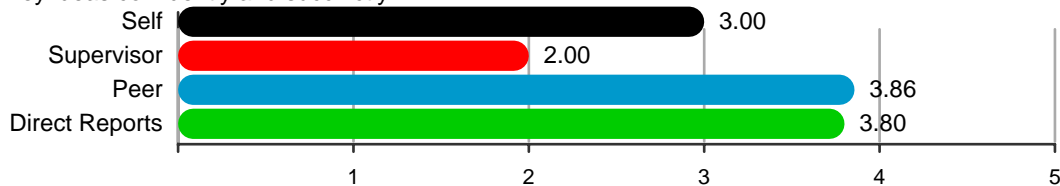
13. You communicate with department leadership



14. You deliver well-prepared, informed, poised and succinct presentations.



15. You convey ideas confidently and succinctly.





## Level of Skill

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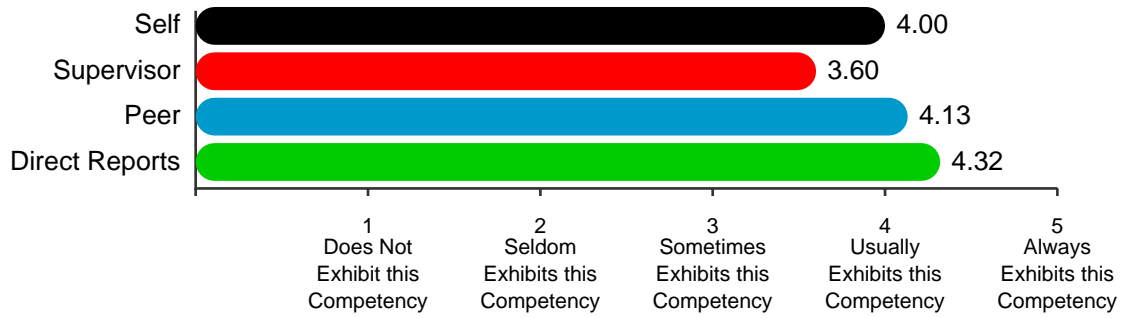
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. You an effective listener who is responsive to information needs.	15	4.60	100.0			40%	60%	
12. You present issues, ideas, and strategy concisely and clearly.	15	4.27	100.0			73%	27%	
13. You communicate with department leadership	15	4.33	100.0			67%	33%	
14. You deliver well-prepared, informed, poised and succinct presentations.	15	3.93	73.3	27%		53%	20%	
15. You convey ideas confidently and succinctly.	14	3.64	57.1	14%	29%	36%	21%	

### Comments:

- Need to improve department's focus on role in providing excellent customer experience despite no direct measure of performance.
- \_\_\_ has done a good job not to fall victim to the temptation to hire a warm body, but to wait for the right person to come along. Unfortunately, that means she's had to personally fill big leadership gaps herself this past year. I worry about her workload, but in the long run, it's better than hiring the wrong person. She's an excellent mentor for the leaders that report to her and an excellent team member for the rest of us.
- \_\_\_ is very engaged in meetings and offers positive/constructive feedback that is helpful in drawing conclusions.
- \_\_\_ always goes above and beyond in her daily work.
- I have enjoyed working with \_\_\_ and will miss her support and direction.
- I know that \_\_\_ would want me to include suggestions on how she could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what she could do differently to improve as a leader. Maybe allow Christmas decor before December?

# Action

## Summary Scores



16. You work quickly when faced with difficult problems.



17. You make effective decisions, even when under pressure.



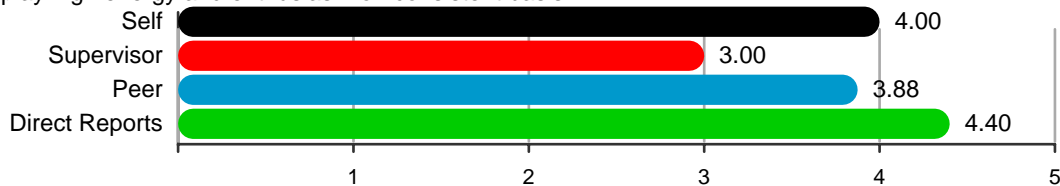
18. You drive and mobilizes others progress toward goals.



19. You are not afraid to take corrective action when necessary.



20. You display high energy and enthusiasm on consistent basis.



### Level of Skill

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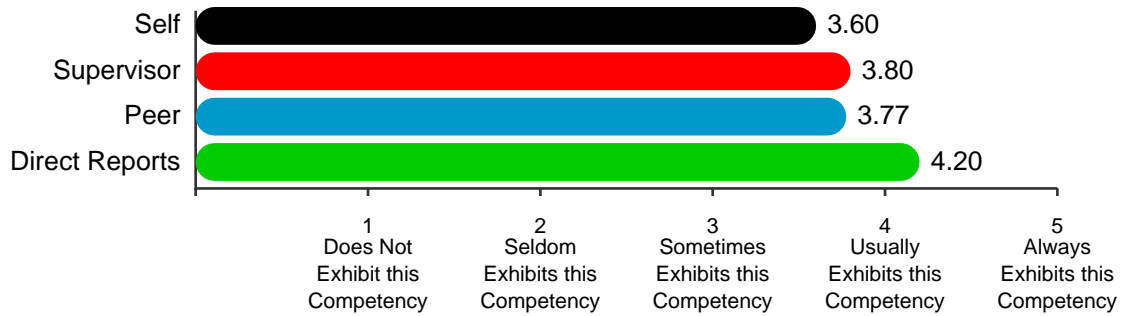
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. You work quickly when faced with difficult problems.	15	4.33	86.7	13%	40%	47%		
17. You make effective decisions, even when under pressure.	15	4.27	93.3	7%	60%	33%		
18. You drive and mobilizes others progress toward goals.	14	4.00	92.9	7%	86%	7%		
19. You are not afraid to take corrective action when necessary.	14	4.14	85.7	7%	7%	50%	36%	
20. You display high energy and enthusiasm on consistent basis.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within her scope, could ultimately benefit.
- I appreciate her assignments of employee strengths and responsibilities for the best of our departments and other departments
- She is willing to fill in with daily workload when we are short staffed.
- Overall \_\_\_ is highly competent and brings a fresh perspective to the Engineering department.
- She is by far the best manager I have ever worked for, without having to be overbearing or a micro-manager.
- \_\_\_ works at maintaining good communication with all staff by engaging in operations through informal and formal meetings with staff. This helps in understanding the needs of our lab while developing teamwork within our system. She also regularly meets with the technical specialist and supervisors to review department operations review the direction the department is taking and help with prioritization and support of department needs and projects.

# Management

## Summary Scores



### 21. You take responsibility for things that go wrong



### 22. You keep staff informed about what is happening in the company



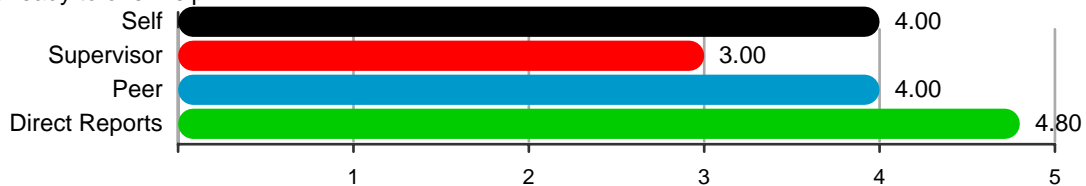
### 23. You set an example for others to follow



### 24. You delegate tasks effectively



### 25. You are ready to offer help



### Level of Skill

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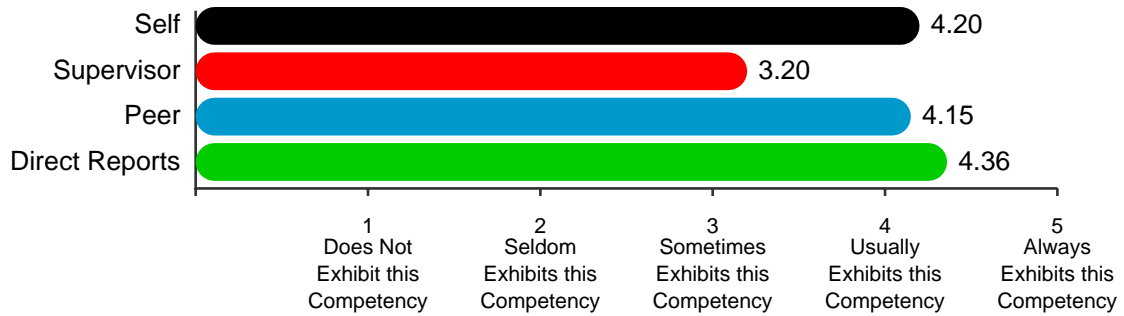
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. You take responsibility for things that go wrong	15	4.00	66.7	13%	20%	20%	47%	
22. You keep staff informed about what is happening in the company	15	3.47	53.3	13%	33%		47%	7%
23. You set an example for others to follow	15	3.60	66.7	13%	20%		60%	7%
24. You delegate tasks effectively	15	4.27	86.7	7%	7%	40%	47%	
25. You are ready to offer help	15	4.20	80.0	7%	13%	33%	47%	

Comments:

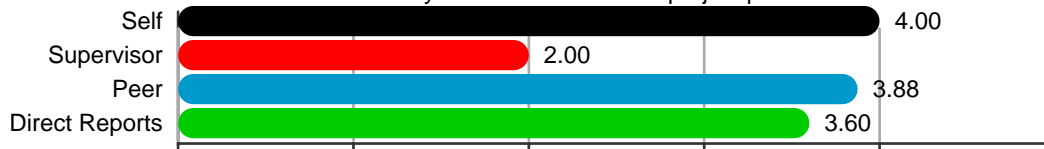
- Our department had a supervisor that was causing a lot of frustration for the staff that she supervised. This supervisor is no longer with our organization.
- \_\_\_ wants what is best for the organization and Security team and as a manager she expects the best the each have to offer.
- \_\_\_ does a great job in letting me know what is expected. She holds regular meetings to keep me on track and is helping to mentor me in my new role.
- The front line people in the department struggle to keep up with this very fast paced environment. I do not know what \_\_\_ has done with this but needs to be addressed and improved.
- Again, \_\_\_ is still learning her role and hasn't been with us very long so I have not seen some of these skills in action yet.
- One of the things that I most appreciate about \_\_\_ is her willingness to mentor and grow new talent.

# Project Management

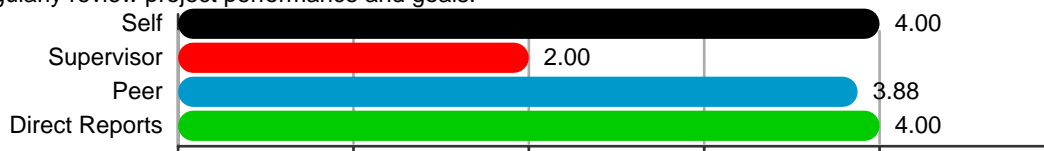
## Summary Scores



26. You work with customers and clients to assess your needs and define project parameters.



27. You regularly review project performance and goals.



28. You develop performance measures for various aspects of the project.



29. You organize, plan, and direct resources to accomplish the goals and objectives.



30. You define project outcomes based on customer requirements.



## Level of Skill

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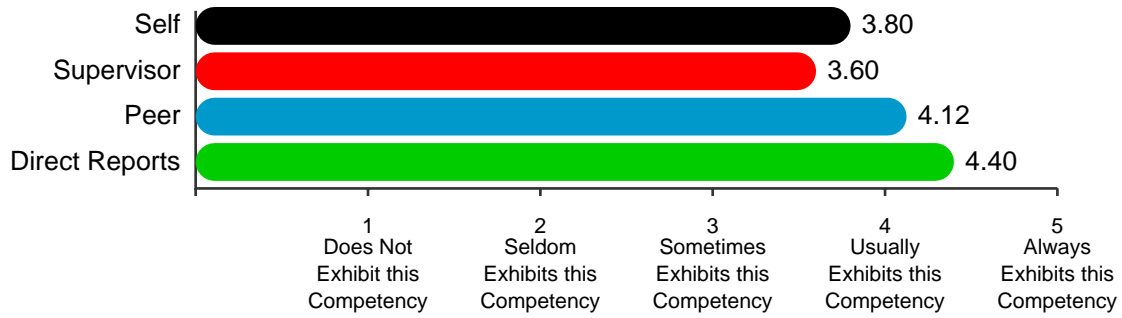
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. You work with customers and clients to assess your needs and define project parameters.	15	3.67	66.7	20%	13%	47%	20%	
27. You regularly review project performance and goals.	15	3.80	73.3	20%	7%	47%	27%	
28. You develop performance measures for various aspects of the project.	15	4.33	86.7	13%	40%	47%		
29. You organize, plan, and direct resources to accomplish the goals and objectives.	15	4.67	100.0		33%	67%		
30. You define project outcomes based on customer requirements.	15	4.33	100.0		67%	33%		

### Comments:

- There is apprehension with all the changes, but still a lot of engagement and positivity.
- \_\_\_ has a calm and professional style.
- Her knowledge of what's needed to take us to the next level (designation) is to be commended.
- I am impressed with her commitment to task and job knowledge.
- Look up collaboration and you'll find \_\_\_'s picture beside the word.
- Is extremely knowledgeable and is always continuing her education to stay up to date.

# Problem Solving

## Summary Scores



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



32. You can develop innovative solutions to problems.



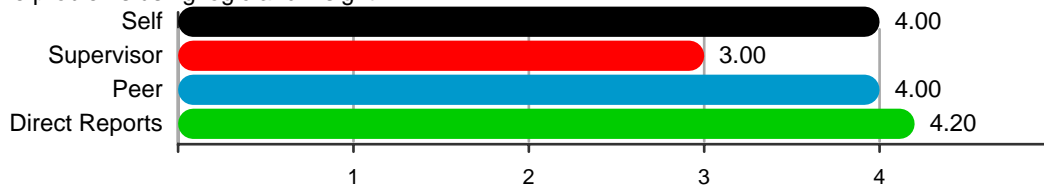
33. You are a good problem solver and decision maker



34. You are able to solve problems at root cause rather than at symptom level.



35. You solve problems using logic and insight.





## Level of Skill

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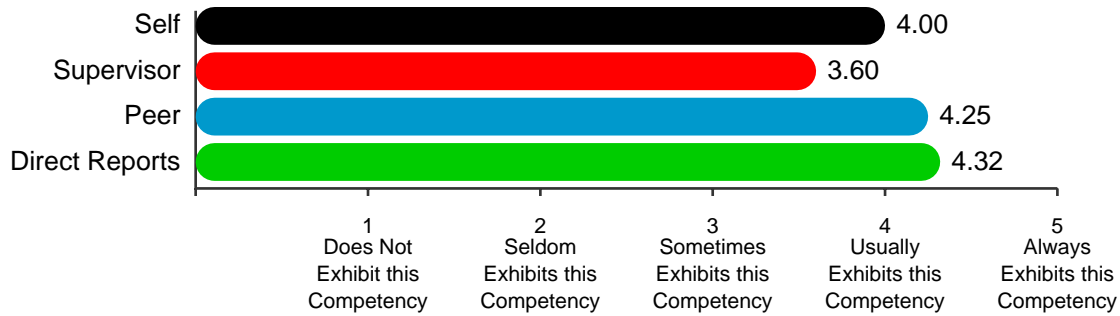
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. You find creative ways to get things done with limited resources.	15	4.07	80.0	20%		53%		27%
32. You can develop innovative solutions to problems.	15	4.47	100.0		53%		47%	
33. You are a good problem solver and decision maker	15	4.13	80.0	20%		47%		33%
34. You are able to solve problems at root cause rather than at symptom level.	15	4.13	86.7	13%		60%		27%
35. You solve problems using logic and insight.	15	4.00	80.0	20%		60%		20%

### Comments:

- Again, she has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- \_\_\_ has served as a valuable leader mentor to me. She is respectful of those she deals with and seeks to optimize others skills and strengths.
- \_\_\_ has the customer at the center of her work and really desires to do the work strategically and from a system, flow perspective.
- Since we all have things we need to be aware of, she is protective and proud of her staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. She may want to be aware of this when asking for feedback.
- My only constructive feedback would be better communication on what she's doing and why and how it may impact others would be appreciated.
- \_\_\_ is a great leader and understands when she is needed the most. She is fair in her changes and tries her hardest to be equal to everyone.

# Technology Use/Management

## Summary Scores



36. You understand and are committed to implementing new technologies.



37. You apply complex rules and regulations to maintain optimal system performance.



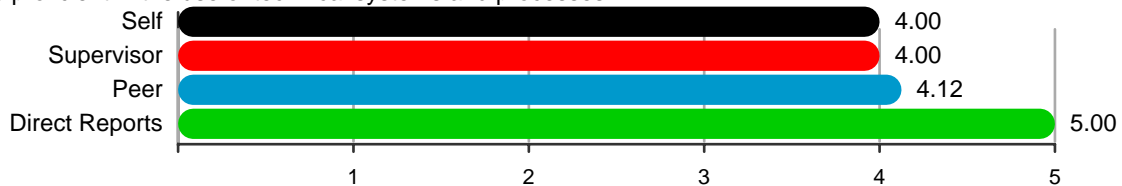
38. You adopt the implementation of new technology into the workplace.



39. You support employee training and development initiatives regarding implementation of technology.



40. You are proficient in the use of technical systems and processes.



## Level of Skill

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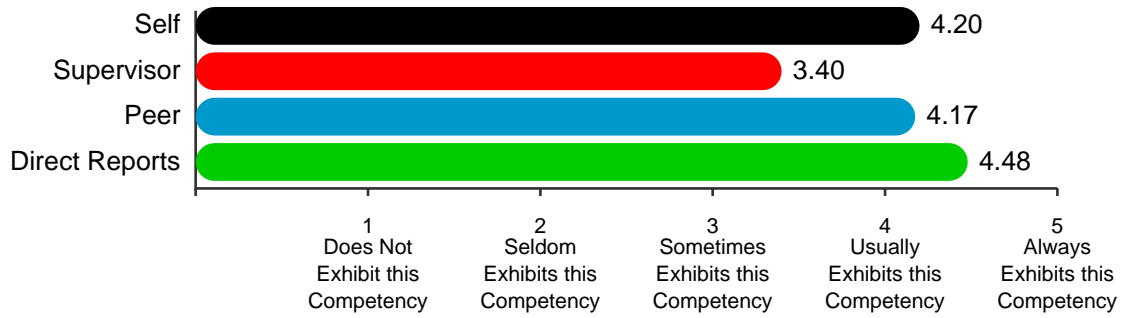
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. You understand and are committed to implementing new technologies.	15	4.33	100.0			67%		33%
37. You apply complex rules and regulations to maintain optimal system performance.	15	3.93	80.0	13%	7%	53%		27%
38. You adopt the implementation of new technology into the workplace.	15	4.27	86.7		13%	47%		40%
39. You support employee training and development initiatives regarding implementation of technology.	15	4.13	86.7		13%	60%		27%
40. You are proficient in the use of technical systems and processes.	15	4.40	93.3		7%	47%		47%

### Comments:

- \_\_\_ continues to be a great boss. She is available to us and always has time to help with anything.
- I feel she generally seeks our opinions in making decisions and includes us. Thank You for all you do \_\_\_, your the best.
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- \_\_\_ has the talent to use different Leadership styles to fit the situation.
- We actively look for opportunities to serve and ways to improve our service. Communication and engagement are key elements of our strategy.
- \_\_\_ has great insights regarding individuals and relationships, as well as good ideas about processes.

# Partnering/Networking

## Summary Scores



41. You promote the understanding of how the department affects the organization overall.



42. You partner with peers to obtain influence within the Company.



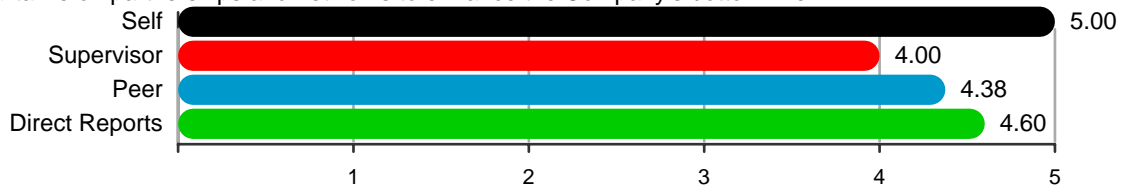
43. You build alliances between departments and teams.



44. You create the conditions for partnerships to grow and develop.



45. You capitalize on partnerships and networks to enhance the Company's bottom line.



## Level of Skill

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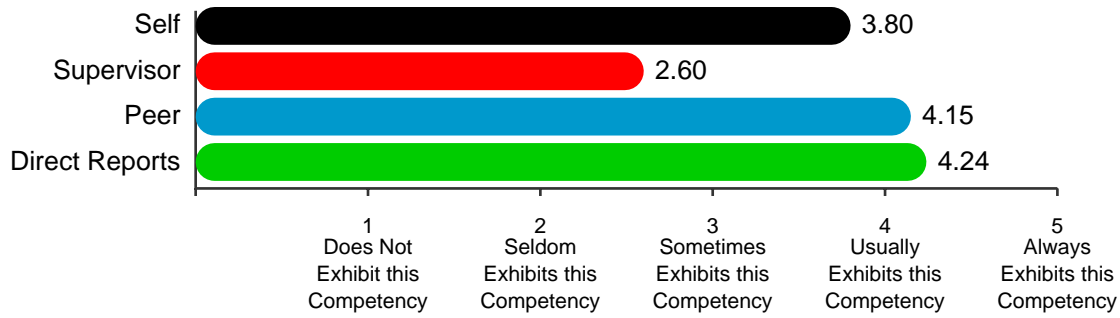
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. You promote the understanding of how the department affects the organization overall.	15	4.33	93.3	7%	53%		40%	
42. You partner with peers to obtain influence within the Company.	15	4.20	80.0	20%	40%		40%	
43. You build alliances between departments and teams.	15	4.13	86.7	13%	60%		27%	
44. You create the conditions for partnerships to grow and develop.	15	4.00	86.7	13%	73%		13%	
45. You capitalize on partnerships and networks to enhance the Company's bottom line.	15	4.47	93.3	7%	40%		53%	

### Comments:

- she is perceived, at times, as taking over in areas that aren't her responsibility and this can cause tension within the team. Working more collaboratively with her colleagues can help avoid this as her intentions are always good, but may not always be perceived that way. A greater presence (i.e. less travel to conferences) would be appreciated by others as well.
- \_\_\_ is a good leader and delegates effectively. She provides clear expectations and deadlines and adequate support to complete tasks.
- Confidence is the only thing I think she needs to improve on.
- Team player who gets it. Not afraid of making tough decisions or having tough conversations. She can do it all.
- I frequently reach out for assistance and appreciate that she is there when I/we need her and she actively engages in solving the issues at hand.
- \_\_\_ does a great job of keeping the lines of communication and this is appreciated.

# Global Perspective

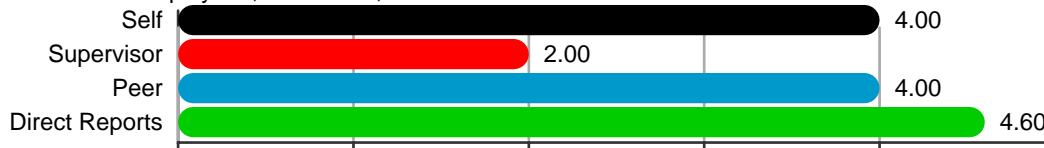
## Summary Scores



46. You facilitate open communication with individuals from other countries.



47. You develop both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.



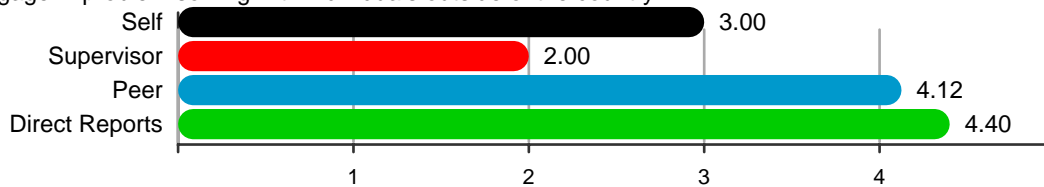
48. You create an environment where individual differences are valued and supported.



49. You collaborate with others respectfully and effectively with other people regardless of differences in cultural backgrounds.



50. You engage in problem solving with individuals outside of the country.



### 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
46. You facilitate open communication with individuals from other countries.	15	3.87	80.0	7%	13%	67%	13%	
47. You develop both the cultural awareness and business skills to grow our business in all countries, and work effectively across borders with employees, customers, and shareowners.	15	4.07	86.7	13%	53%	33%		
48. You create an environment where individual differences are valued and supported.	15	4.13	86.7	13%	60%	27%		
49. You collaborate with others respectfully and effectively with other people regardless of differences in cultural backgrounds.	15	4.20	86.7	7%	7%	47%	40%	
50. You engage in problem solving with individuals outside of the country.	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- She is determined to improve her own skillset and knowledge. She is definitely an example in this area.
- \_\_\_ 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.
- \_\_\_ is a great boss and director. \_\_\_ has been a great resource to me with my struggles as I grow professionally. \_\_\_ is respected greatly by myself and the staff I work with. She is patient to review difficult personnel issues, budget concerns and customer service problems when they arise.
- \_\_\_ is by far a leader in the service area.
- It is sometimes noticeable that she over empowers her team, not letting them learn from their mistakes. She focuses on many tiny details without encompassing the larger picture.
- She has an open door policy and is available when needed.

## 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?

- \_\_\_'s leadership in finance and strategy is exemplary. However, her ability to use her team and discuss direction is an area where she can improve.
- \_\_\_ is the consummate professional and pleasure to work with.
- Strength is in embracing diversity by being open to opposing perspectives or viewpoints. Sometimes this leads to weak communication of expectations to entire team as some understand while others do not the issues or developments that are occurring.
- \_\_\_ is very process oriented. She has streamlined/improved several processes in the lab.
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- \_\_\_ manages everyone else time very well. She puts everything out there, her soul, her time and her energy all to ensure a good outcome.

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

- Management skills progressing well with experience.
- Again, \_\_\_ has a great talent for observing and mapping system and flow problems, helping guide groups through improvement processes.
- She also cares about me as a person. I have learned a lot from her and look forward to learning more.
- \_\_\_ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- \_\_\_ has my back and breaks down the barriers when I let her know that need her support.
- It is often difficult to contact \_\_\_ and email communication may take a long period for a reply.

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

- She continually strives for excellence regardless of her role, task at hand, or project she is leading or participating on.
- 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.
- \_\_\_ has a strong knowledge base and willingly shares information.
- She seems to be well respected from members of her own team as well.
- Commitment or expectation overload" has been an issue this past year. Reducing one managerial position within the department combined with the significant number of high priority initiatives that are currently on-going has been a barrier to meeting deadlines.
- She will always take the time to discuss all customer service issues that may arise or are brought to her attention.

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

- She is detailed when presenting a plan.
- \_\_\_ is a strong advocate for both the customer and staff.
- \_\_\_ has used her strengths to make this department stronger in many ways.
- \_\_\_ juggles a lot of responsibilities and appears to have it all under control.
- She leads by example, not reputation.
- Her leadership skills make me jealous and consider her a mentor on how I would want to be in that position



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

- She believes in joint decision making where appropriate such as hiring of new staff, but understands that some decision need to be made and can clearly identify those and communicates them well.
- When making hiring decisions, she makes a point to ensure all stakeholders are involved in the process and decision.
- She also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- Seek feedback from everyone at least once a month to assist in growing relationship.
- \_\_\_ has high expectation of staff, but provides the support needed for success. She is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- Overall, \_\_\_ is an inspiring and energetic leader for our department. It's a big reason why I wanted to join her team last year! She also has demonstrated awareness of knowing when changes are necessary within the department.

### Any final comments?

- She does a great job of ensuring that we keep our home and work life in balance and always offers to help in any way.
- \_\_\_ is an outstanding leader and [CompanyName] is incredibly fortunate to have her on our team!
- She is a very diligent hard worker.
- She engages in interactions positively and professionally. It is obvious that she cares about the service we deliver and the facilities we operate in.
- \_\_\_ is able to multitask in a variety of ways.
- She is very professional and caring in her job