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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.

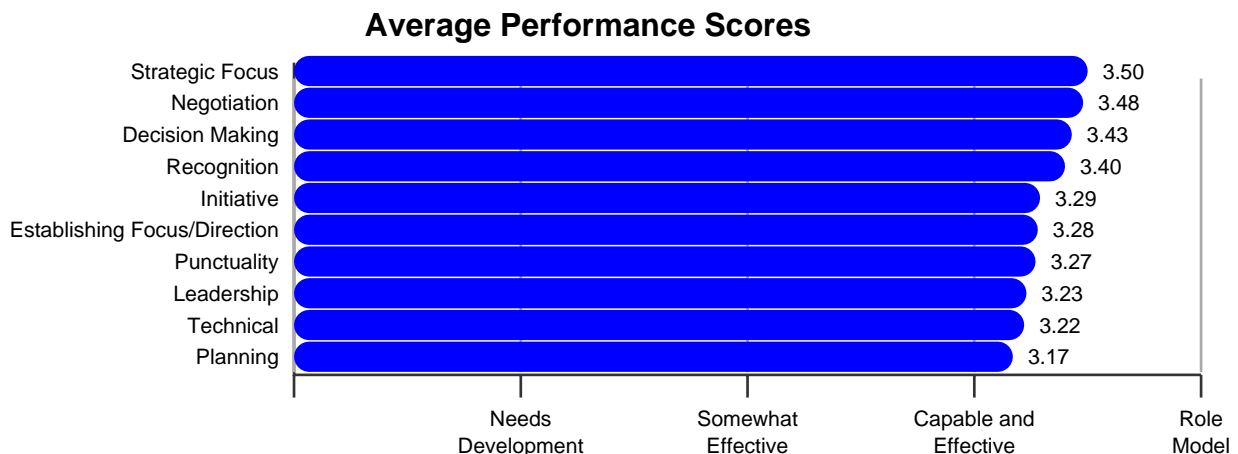
## What to Do with Your Feedback

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.



## Strategic 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
1. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	3.20	93.3	7%	67%		27%
2. Looks for opportunities to enhance contributions to the bottom line.	15	3.87	100.0	13%		87%	
3. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	15	3.33	93.3	7%	53%		40%
4. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	15	3.60	93.3	7%	27%	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
1. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	3.29	3.20	-0.09 ▼
2. Looks for opportunities to enhance contributions to the bottom line.	3.65	3.87	+0.22 ▲
3. Monitors performance of each market within the Area, utilizing reports to ensure sales growth, cost management, and profitability targets are met.	3.18	3.33	+0.16 ▲
4. Creates plans to develop and promote organizational and area strengths, as well as to address weaknesses.	3.41	3.60	+0.19 ▲

### Comments:

- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- I know I can always count on \_\_\_\_\_ to consistently encourage collaboration and system perspective.
- \_\_\_\_\_ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- \_\_\_\_\_'s dedication and leadership in the management development program is evident.
- \_\_\_\_\_ has high expectations of himself and his employees. He does an excellent job of managing the department.
- \_\_\_\_\_ has made consistent efforts to inform us of all process changes, and has been instrumental in making the staff work as a team.

## Establishing Focus/Direction

### Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
5. Functions well under stress, deadlines, and/or significant workloads.	15	3.33	93.3	7%	53%	40%	
6. Maintains self-control when personally criticized.	15	3.20	93.3	7%	60%	33%	
7. Sets appropriate goals for employees.	15	3.20	86.7	13%	53%	33%	
8. Aligns the department's goals with the goals of the organization.	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
5. Functions well under stress, deadlines, and/or significant workloads.	3.24	3.33	+0.10 ▲
6. Maintains self-control when personally criticized.	3.24	3.20	-0.04 ▼
7. Sets appropriate goals for employees.	3.41	3.20	-0.21 ▼
8. Aligns the department's goals with the goals of the organization.	3.24	3.40	+0.16 ▲

### Comments:

- \_\_\_\_\_ is a great leader. His team has been through a lot of change. \_\_\_\_\_ is focused on building his team and helping them through the change.
- Sometimes I feel like I need to check on \_\_\_\_\_ and make sure that read an email/understands that I need his input on a project.
- \_\_\_\_\_ has not been afraid to make difficult decisions to improve customer service. He is keenly aware of the strengths of those around him and ensures a good fit between demonstrated performance and tasks.
- Brings an exorbitant amount of positive energy to the team. It's very inspiring.
- Always steps up if help is needed.
- Need to continue to engage staff in team development and role clarification.

## Decision Making

### 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
9. Seeks input from key people who should be involved in, or will be affected by, decisions	15	3.47	93.3	7%	40%	53%	
10. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	15	3.47	93.3	7%	40%	53%	
11. Asks for additional information when making critical decisions.	15	3.53	100.0		47%	53%	
12. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	15	3.27	100.0		73%		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
9. Seeks input from key people who should be involved in, or will be affected by, decisions	3.18	3.47	+0.29 ▲
10. Coaches team members individually when "poor" decisions are made; helps them see what could have been done differently	3.35	3.47	+0.11 ▲
11. Asks for additional information when making critical decisions.	3.47	3.53	+0.06 ▲
12. Assesses the risks, benefits, and potential impact of a number of options when deciding a course of action	3.47	3.27	-0.20 ▼

### Comments:

- Between leadership meetings, my masters program in leadership, and most recently my involvement in R&D, I am challenged to stretch and grow my skillset daily.
- \_\_\_\_\_ is very supportive and knows his area of expertise. He is a pleasure to work with.
- \_\_\_\_\_ has good knowledge and awareness of the strengths and talents within the organization.
- I love how he is always open to approach with any questions I have, no matter the hour.
- He offers up ideas of how I could have handled something differently in a constructive manner.
- He demonstrates organizational skills, leadership skills and clear communication skills that he applies everyday at work

## Leadership

### Level of Skill

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

Item	n	Avg	LOA	Needs Development	Somewhat Effective	Capable and Effective	Role Model
13. Gives inspiring presentations or discussions.	15	3.33	100.0		67%		33%
14. Takes ownership and accountability for results	15	3.13	86.7	13%	60%		27%
15. Sets a high level of performance expectations and challenges others to do the same.	15	3.07	80.0	20%	53%		27%
16. Gives direct, constructive, and actionable feedback.	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
13. Gives inspiring presentations or discussions.	3.35	3.33	-0.02 ▼
14. Takes ownership and accountability for results	3.18	3.13	-0.04 ▼
15. Sets a high level of performance expectations and challenges others to do the same.	3.00	3.07	+0.07 ▲
16. Gives direct, constructive, and actionable feedback.	3.65	3.40	-0.25 ▼

### Comments:

- \_\_\_\_\_ does a great job investigating an issue thinking it through before he takes action.
- He has a high level of integrity and expects the same from those around him regardless of one's education level.
- he is open and willing to share his vision for the team.
- He makes sound decisions and is a great role model in communication, teamwork, and engagement.
- \_\_\_\_\_ has demonstrated the ability to manage significant changes in his area with great skill.
- \_\_\_\_\_ always makes decisions based on what is best for the department or organization.

## Initiative

### 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
17. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	3.27	93.3	7%	60%	33%	
18. Goes above and beyond the stated goals.	14	3.00	92.9	7%	79%	14%	
19. Takes the initiative to change the direction or course of events.	15	3.47	100.0		53%	47%	
20. Takes action without being asked.	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
17. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	3.47	3.27	-0.20 ▼
18. Goes above and beyond the stated goals.	3.12	3.00	-0.12 ▼
19. Takes the initiative to change the direction or course of events.	3.59	3.47	-0.12 ▼
20. Takes action without being asked.	3.29	3.40	+0.11 ▲

#### Comments:

- \_\_\_\_\_ is a great manager and has nothing but the greatest interest for his employees and customers.
- \_\_\_\_\_ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- \_\_\_\_\_ is highly respect as a leader in this organization. He demonstrates excellent communication and negotiation skills.
- Our desire to improve loss rates has been encouraged and supported by \_\_\_\_\_.
- He goes above and beyond with the amount of time he puts in and all the projects he is working on.
- He provided coaching and support to improve this individual's performance.



## Technical

### 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. Willingly shares information and expertise; sought out as resource by others	15	3.53	100.0	47%	53%		
22. Willingly shares his/her technical expertise; sought out as resource by others	15	3.00	80.0	20%	60%	20%	
23. Is knowledgeable of procedures or systems necessary for the job.	15	2.87	80.0	20%	73%	7%	
24. Knows how to produce high quality products/work.	15	3.47	100.0	53%	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
21. Willingly shares information and expertise; sought out as resource by others	3.35	3.53	+0.18 ▲
22. Willingly shares his/her technical expertise; sought out as resource by others	3.00	3.00	
23. Is knowledgeable of procedures or systems necessary for the job.	2.88	2.87	-0.02 ▼
24. Knows how to produce high quality products/work.	3.00	3.47	+0.47 ▲

### Comments:

- Strength lies in ensuring that there is a good fit between employee's demonstrated performance versus their assigned roles. Weakness is in the area of being consistent with communications of desired outcomes or expectations to the staff.
- \_\_\_\_\_ is thoughtful and organized in his decision making, by gathering information from available resources, then making a solid decision.
- 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.
- He has been challenging us to find other ways to communicate that would be effective, other than email.
- He asks opinions from others and promotes team work within [CompanyName]. Trust is an area this department has lacked.
- He is open to new ideas and ways to improve the service we provide.

## Negotiation

### 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
25. Actively listens to conversations to be able to recall important details later.	15	3.67	100.0	33%	67%		
26. Able to adapt to changing situations.	15	3.40	93.3	7%	47%	47%	
27. Establishes clear communications to avoid misunderstandings.	15	3.33	93.3	7%	53%	40%	
28. Stays calm and focuses on the core issues to be discussed.	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
25. Actively listens to conversations to be able to recall important details later.	3.76	3.67	-0.10 ▼
26. Able to adapt to changing situations.	3.53	3.40	-0.13 ▼
27. Establishes clear communications to avoid misunderstandings.	3.12	3.33	+0.22 ▲
28. Stays calm and focuses on the core issues to be discussed.	3.41	3.53	+0.12 ▲

### Comments:

- he is perceived, at times, as taking over in areas that aren't his responsibility and this can cause tension within the team. Working more collaboratively with his colleagues can help avoid this as his 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.
- He is open to suggestions given him that may improve our workflow processes and offers very good ideas and feedback when a problem or concern is brought to his attention.
- \_\_\_\_\_ has great communication skills and is a dependable member of the team.
- \_\_\_\_\_ has shown tremendous leadership. Always approachable and encourages his staff to provide feedback to better the organization.
- He is a fantastic resource.
- \_\_\_\_\_'s team loves and respects her, the organization highly values her, others outside of HR seek his out for assistance, and I think even those outside of [CompanyName] look to him for guidance. I don't know how he does it!

## Recognition

### 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
29. Readily shares credit and gives others opportunity for visibility.	15	3.67	100.0	33%	67%		
30. Makes people around them feel appreciated and valued.	15	3.33	100.0		67%		33%
31. Says "thank you" to show appreciation for work of others.	15	3.20	86.7	13%	53%		33%
32. Lets employees know when they have done well	15	3.40	100.0		60%		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
29. Readily shares credit and gives others opportunity for visibility.	3.59	3.67	+0.08 ▲
30. Makes people around them feel appreciated and valued.	3.41	3.33	-0.08 ▼
31. Says "thank you" to show appreciation for work of others.	3.18	3.20	+0.02 ▲
32. Lets employees know when they have done well	3.35	3.40	+0.05 ▲

### Comments:

- \_\_\_\_\_ has worked very hard with the department in a very professional manner. He is an excellent advocate for the staff in the department.
- There are times that the customers interest is overlooked because it is the way we have always done it.
- Be being better organized. It would help with prioritizing.
- just know going through the hiring process with him.
- I envy his versatility in working with a wide variety of issues and topics.
- He includes appropriate people in his decisions and follows through on decisions made.

## Planning

### 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
33. Works in an organized manner	15	3.20	86.7	13%	53%	33%	
34. Makes plans and follows through.	15	3.27	93.3	7%	60%	33%	
35. Delegates role to team members to accomplish goals.	15	3.00	80.0	20%	60%	20%	
36. Able to identify the needs of the department before a major change.	15	3.20	93.3	7%	67%	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
33. Works in an organized manner	3.18	3.20	+0.02 ▲
34. Makes plans and follows through.	2.88	3.27	+0.38 ▲
35. Delegates role to team members to accomplish goals.	3.18	3.00	-0.18 ▼
36. Able to identify the needs of the department before a major change.	3.18	3.20	+0.02 ▲

### Comments:

- \_\_\_\_\_ takes responsibility, has 1:1 conversations with staff to mentor or discuss areas for improvement. I feel that this helps build strong team relationships.
- I love how he is always open to approach with any questions I have, no matter the hour.
- he understands where our opportunities for savings in the employee benefits plan may be.
- \_\_\_\_\_ continues to build the Human Resources department into a strong and effective driving force that continues to get better and better at meeting the needs of the organization and the community.
- My interaction with \_\_\_\_\_ is very limited, but when I have requested time with him, he makes time for me.
- I know that \_\_\_\_\_ would want me to include suggestions on how he could be a better leader. I have really thought long and hard about this, and sincerely cannot think of what he could do differently to improve as a leader. Maybe allow Christmas decor before December?

## Punctuality

### 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
37. Avoids making personal phone calls during working hours.	15	3.27	93.3	7%	60%	33%	
38. Responds to requests for information in a timely manner.	15	3.27	86.7	13%	47%	40%	
39. Starts meetings on time.	15	3.13	86.7	13%	60%	27%	
40. Maintains an efficient schedule of activities.	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
37. Avoids making personal phone calls during working hours.	3.35	3.27	-0.09 ▼
38. Responds to requests for information in a timely manner.	3.24	3.27	+0.03 ▲
39. Starts meetings on time.	3.59	3.13	-0.45 ▼
40. Maintains an efficient schedule of activities.	3.29	3.40	+0.11 ▲

### Comments:

- From what I can see \_\_\_\_\_ meets or exceeds all of these leadership roles but remember he is not my manager.
- He has integrity, dependability, and a desire to constantly improve.
- I am proud to say that \_\_\_\_\_ has greatly made so many improvements to our department, that were so desperately needed.
- He uses the strengths of everyone around him to get the best solutions possible.
- He has taken the initiative to always be finding new ways to grow both professionally and personally.
- Is encouraging to other leaders and offers feedback as appropriate. Great to work with.

## 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?

- Good leadership style.
- I have worked with \_\_\_\_\_ on many projects over the years and have found each experience to be done in a professional, knowledgeable fashion.
- \_\_\_\_\_ is very responsive and provides great support service.
- He can be friendly and does care about people. However he can be dismissive of ideas he does not agree with. It's possible that he is unaware of how strongly he comes across and how the simple fact of being a vice president can amplify people's perceptions of his actions and behaviors.
- He consistently sets an outstanding example by working vigorously and doing the right thing in the right way at all times. He shows integrity in his approach, always striving to add value, improve quality, and spend resources wisely.
- Staff expressed concern early this year about frustrations with quantity and boundaries for work, roles of staff and more.

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

- His confidence allows him to take on any task and also allows him to lead a team of leaders effectively.
- I like it when a supervisor checks-in with me on my work progress and takes the time to review my work(which \_\_\_\_\_ does and excellent job of). But when the opportunity arises, sometimes I like it when a supervisor takes the time to sit down with me on a project and workside-by-side to get to a solution.
- \_\_\_\_\_ encourages us as directors to go out with one voice and keeps us accountable.
- Isn't afraid to ask the tough questions to get people to think outside of their box.
- \_\_\_\_\_ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- \_\_\_\_\_ has been eager to learn his new position and is transitioning well.

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

- Uses visual aids to communicate progress to your team.
- He is a dedicated person who inspires excellence in both staff and customer service.
- \_\_\_\_\_ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.
- \_\_\_\_\_ 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.
- \_\_\_\_\_ has been particularly helpful to me as I transition into my new role. He provides direct, professional communication and is able to engage multiple personalities and people with differing opinions together to create cohesiveness
- He is smart, quick, compassionate, and thorough.

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

- He absorbs information like a sponge and it's impressive to see how he leads the rest of us forward.
- My interaction with \_\_\_\_\_ is very limited, but when I have requested time with him, he makes time for me.
- He has hired good people, and developed strong relationships with finance.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- Dedicated to the customer and community, he is worth his weight in gold.

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

- \_\_\_\_\_ continues to develop his knowledge about the industry and applies it to the customer experience and staff workflow to improve outcomes.
- \_\_\_\_\_ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- he understands where our opportunities for savings in the employee benefits plan may be.
- He recognizes strengths by allowing/encouraging his managers to form and shape their performance in accord with their talents.
- He has worked closely with me relating to some personnel issues this last year and has provided a lot of support to me.
- The staff works very well together and is a fine tooled machine. Everyone is very good at the role and engaged. The annual scores for the department were high and I believe very accurate in representing that we are a strong team. All of the staff know what is expected of them and they know I respect their work expertise. Individually, team members work with other parts of the organization and they are all well respected and their advice is sought out, particularly, who is asked to work on projects in a number of areas, especially grant writing.

### Any final 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.
- In one word I can summarize \_\_\_\_\_ in leadership skill. WOW!
- \_\_\_\_\_ is a pleasure to work with. He takes the time to understand a situation before jumping in with a solution or answer. \_\_\_\_\_ continues to work to improve his departments and improve the engagement of his employees.
- In his role as a director, I have seen \_\_\_\_\_ continually role modeling expectations that reflect a clear customer service focus resulting in the best customer experience.
- The most important attribute that \_\_\_\_\_ demonstrates is making sure there is a solid, vibrant leadership team. When he meets monthly with the execs, we engage in a process that sometimes is uncomfortable but dissuades any hint of Laissez-faire. He pushes for honest opinions and decisions and he expects those decisions and opinions to be supportable with reason. At the same time, he somehow nurtures innovation that leads to improving process and outcomes.
- Charisma, In-depth knowledge, and an ability to train/mentor others.