



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.

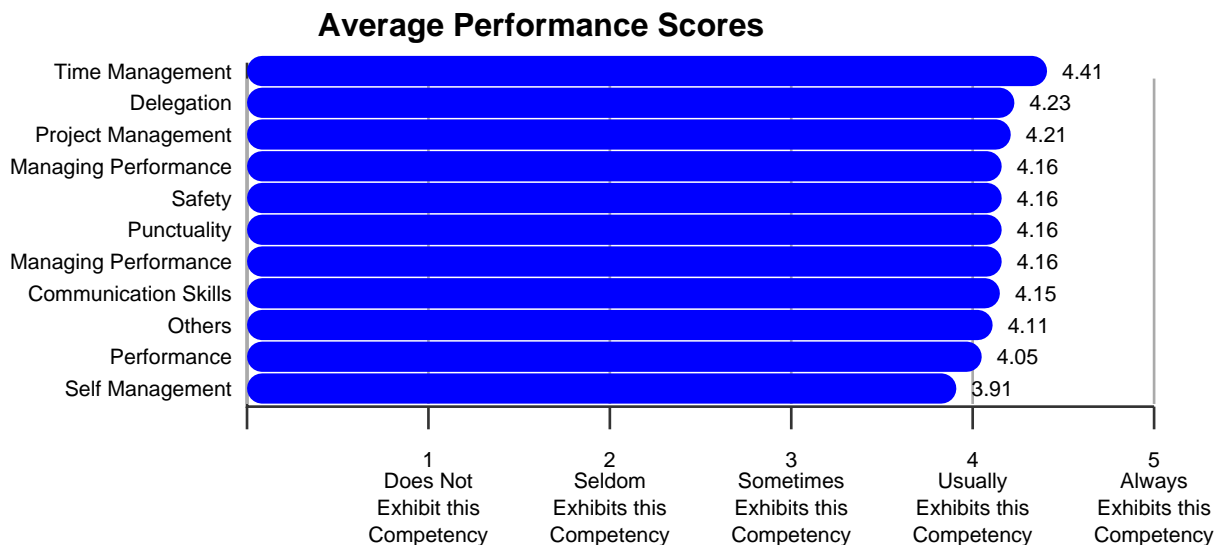
What to Do with Your Feedback

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

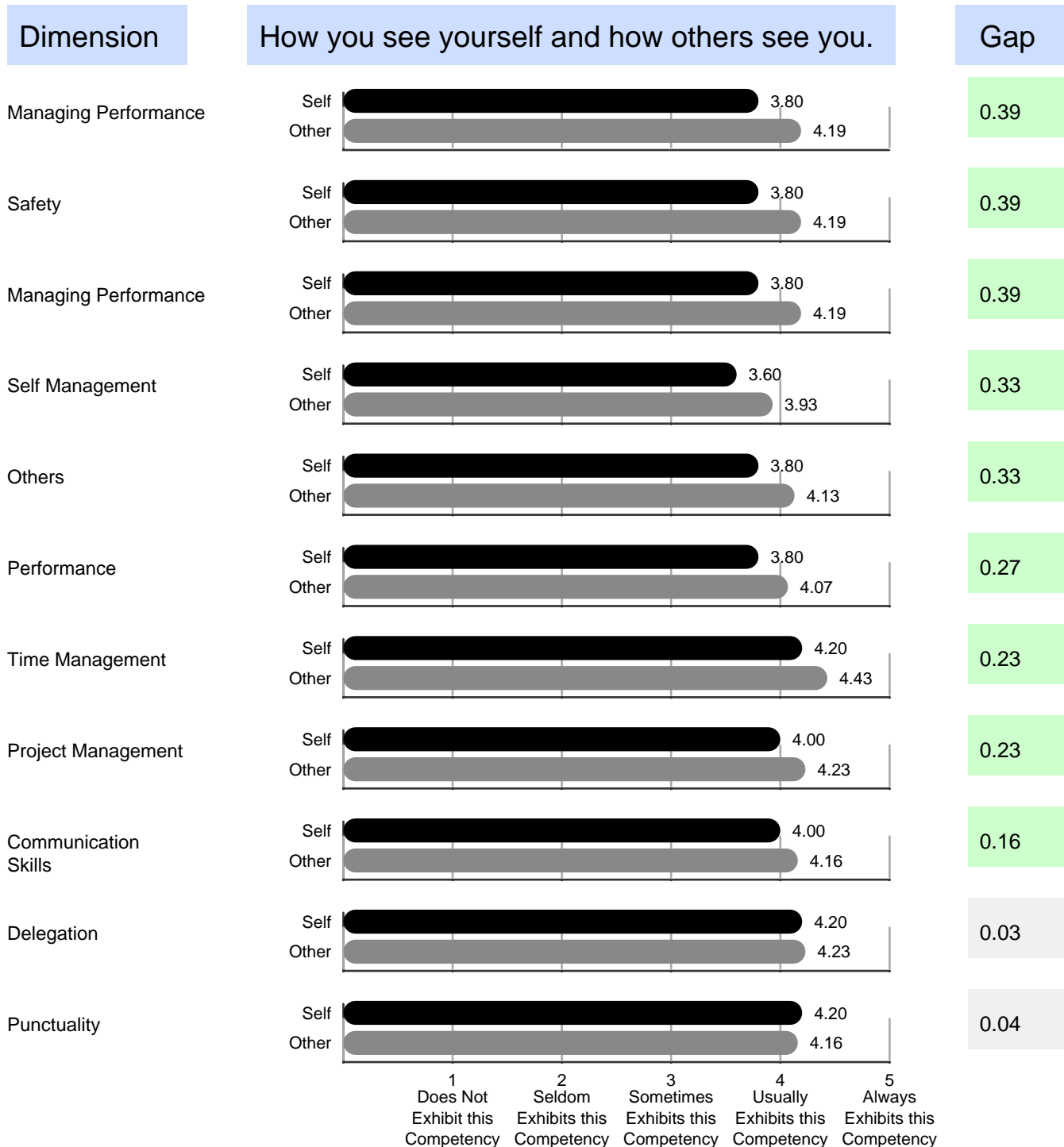
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 11 major dimensions of leadership.

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.



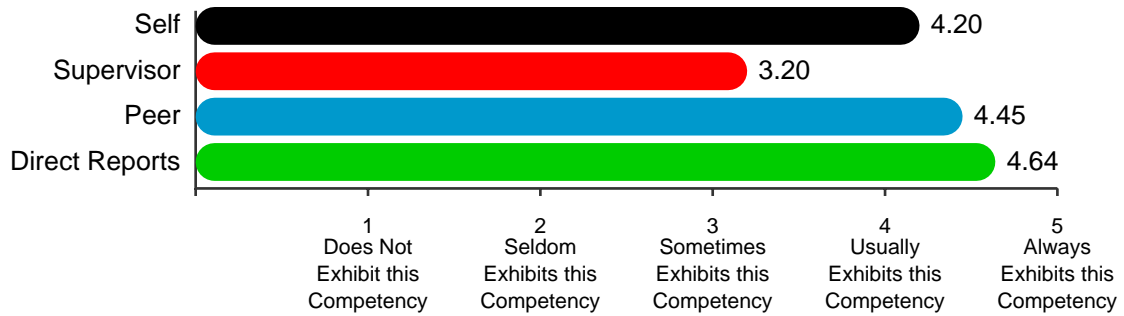
Gap Analysis

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.



Time Management

Summary Scores



1. Uses agendas when chairing or facilitating meetings.



2. Does not become flustered by deadlines and timelines.



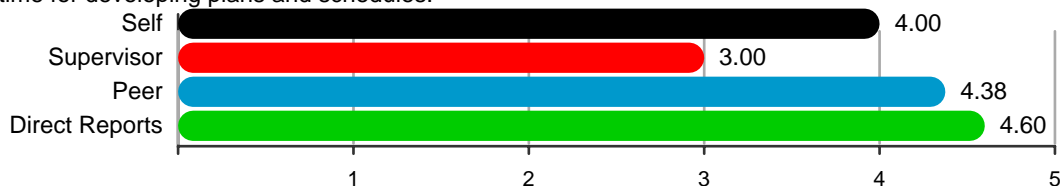
3. Deals effectively with interruptions.



4. Completes high-priority work within required timelines.



5. Makes time for developing plans and schedules.



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).

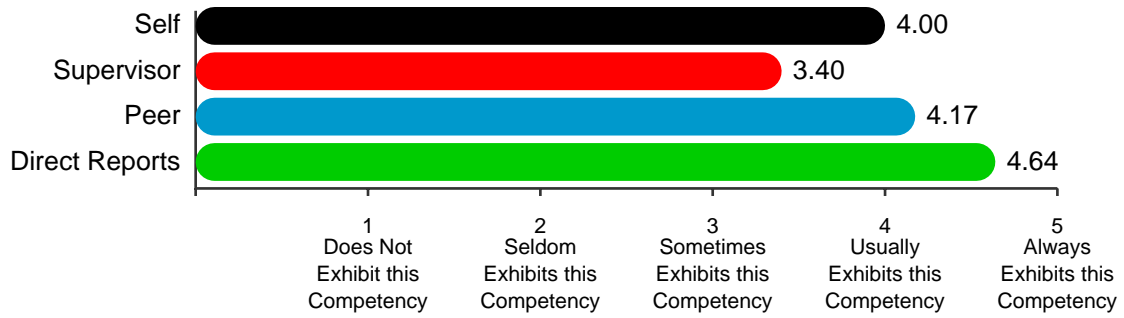
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Uses agendas when chairing or facilitating meetings.	15	4.20	93.3	7%		67%		27%
2. Does not become flustered by deadlines and timelines.	15	4.87	100.0	13%		87%		
3. Deals effectively with interruptions.	15	4.27	93.3	7%		60%		33%
4. Completes high-priority work within required timelines.	15	4.40	86.7	13%	33%		53%	
5. Makes time for developing plans and schedules.	15	4.33	93.3	7%		53%		40%

Comments:

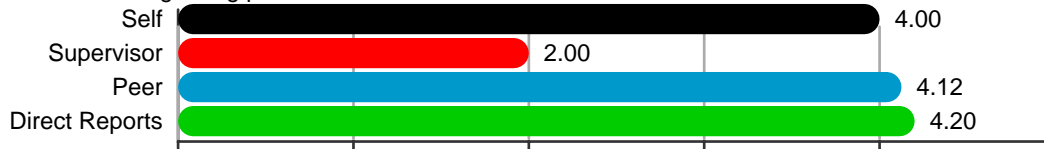
- I have only worked under _____ for a short time but I am impressed often at his excellent leadership skills and ability to guide his staff under the competency model.
- I appreciate that as a new manager to this department _____ has sought to understand my work flow and process. He is actively learning more about our work processes and involved to determine needed resources.
- _____ has implemented using certain times of the day for email. He is consistently encouraging staff to keep emails brief and to the point.
- Charts progress and makes timely interventions to ensure desired outcomes are achieved.
- _____ has a good perspective on the organization as a whole.
- _____ is an outstanding leader. He offers great communication and staff allows know what is expected of them.

Managing Risk

Summary Scores



6. Gathers information regarding potential risks.



7. Improves process safety where possible.



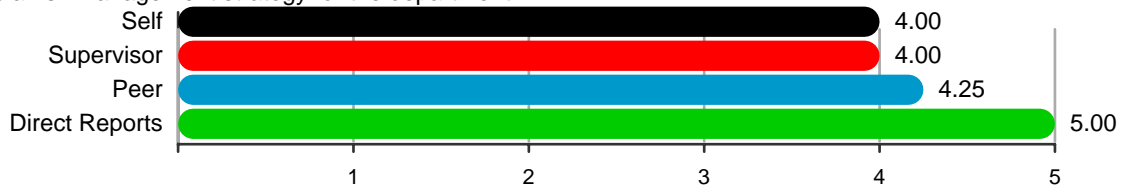
8. Implements changes to reduce the chances of critical incidents in the future.



9. Is knowledgeable of standard risk management principles.



10. Creates a risk management strategy for the department.



Level of Skill

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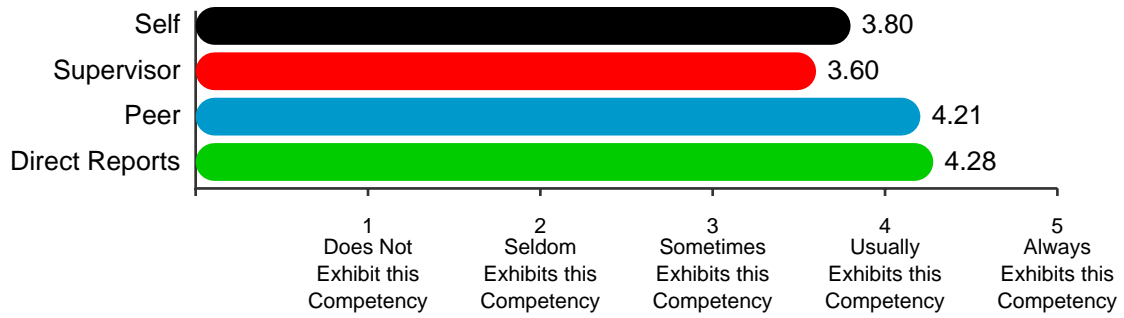
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Gathers information regarding potential risks.	15	4.00	80.0	7%	13%	53%	27%	
7. Improves process safety where possible.	15	4.07	80.0		20%	53%	27%	
8. Implements changes to reduce the chances of critical incidents in the future.	15	4.33	93.3	7%	47%		47%	
9. Is knowledgeable of standard risk management principles.	15	4.47	93.3	7%	40%		53%	
10. Creates a risk management strategy for the department.	15	4.47	93.3	7%	40%		53%	

Comments:

- He also seeks out varied viewpoints which helps ensure all perspectives are considered so the most effective decisions can be made.
- _____ has the ability to recognize an individuals talent and utilize their skills. He moves at a fast pace and oversee's a large volume of work/projects. To accomplish this he knows he needs a top notch team.
- Willingness to pitch in, desire to grow, and a great attitude.
- Communication to staff has greatly improved.
- He understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- I admire _____ for showing courage, compassion and committment during his recent team sessions.

Safety

Summary Scores



11. Commits adequate resources toward safety measures.



12. Identifies predictable hazards in the workplace.



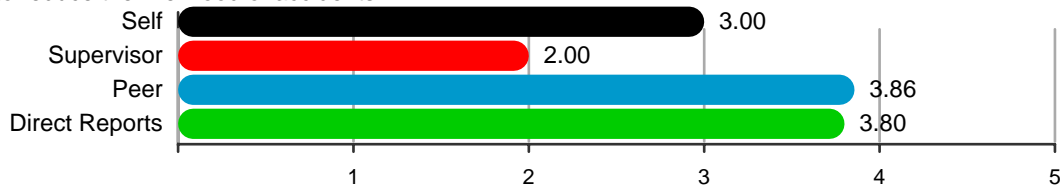
13. Encourages others to attend safety training.



14. Supports our company's safety programs.



15. Seeks to reduce the likelihood of accidents.



Level of Skill

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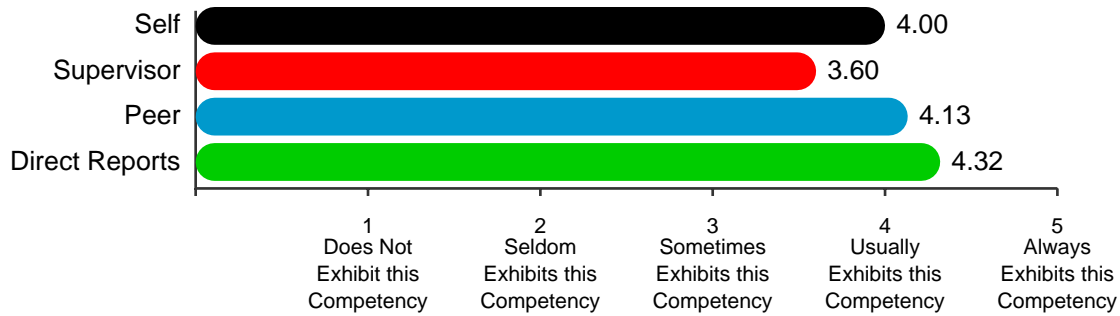
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Commits adequate resources toward safety measures.	15	4.60	100.0			40%	60%	
12. Identifies predictable hazards in the workplace.	15	4.27	100.0			73%		27%
13. Encourages others to attend safety training.	15	4.33	100.0			67%		33%
14. Supports our company's safety programs.	15	3.93	73.3	27%		53%		20%
15. Seeks to reduce the likelihood of accidents.	14	3.64	57.1	14%	29%		36%	21%

Comments:

- Ask questions to understand what is being asked. Confidence can be a double edged sword so be careful in making conclusions when unclear.
- _____ has the customer at the center of his work and really desires to do the work strategically and from a system, flow perspective.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- _____ consistently asks how the day is going, if he can help us at all.
- I feel as though I have a shared decision making relationship with _____ which makes me feel valued. He supports me and values my opinion.
- He can fall behind on projects without providing timely feedback.

Communication Skills

Summary Scores



16. Delivers influential presentations.



17. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.



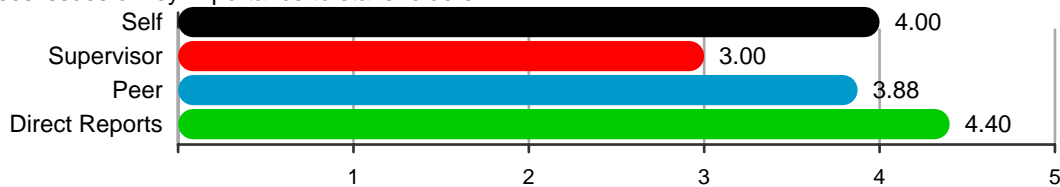
18. Communicates effectively with colleagues and customers



19. Able to deliver presentations.



20. Addresses issues of key importance to stakeholders.



Level of Skill

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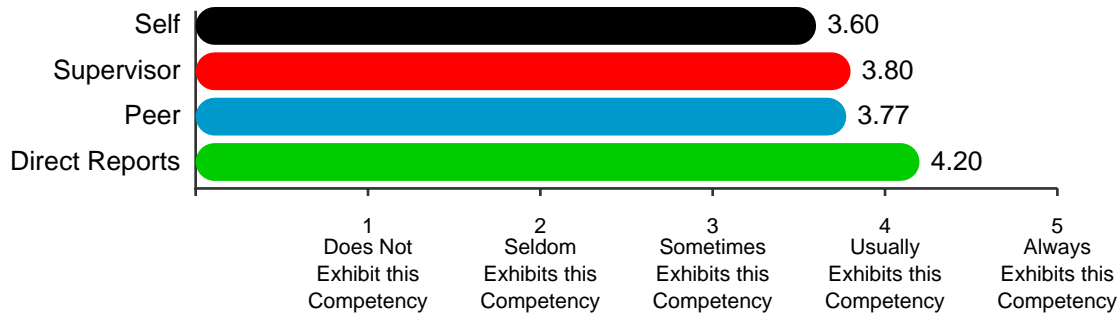
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Delivers influential presentations.	15	4.33	86.7	13%	40%	47%		
17. Has the confidence to communicate effectively to all levels (from CEO down) of the organization, external customers, suppliers, as well as the senior counsel of other companies.	15	4.27	93.3	7%	60%	33%		
18. Communicates effectively with colleagues and customers	14	4.00	92.9	7%	86%	7%		
19. Able to deliver presentations.	14	4.14	85.7	7%	7%	50%	36%	
20. Addresses issues of key importance to stakeholders.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- _____ has great communication skills and is a dependable member of the team.
- _____ has been instrumental in helping me during my transition into the Specialist position at [CompanyName].
- He supports each and every one of us and was very sensitive to how this was effecting every staff member.
- Lean on team to help reduce burden and establish clear expectations.
- He is always willing to learn, but could benefit from a plan on how to achieve it - filling knowledge gaps, more hands on learning, etc.
- _____ is very approachable and friendly, but will stand firm when pushed. It is nice to know that you can rely on _____ to stand his ground and take care of his employees / department.

Self Management

Summary Scores



21. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.



22. Analyzes interpersonal problems instead of reacting to them.



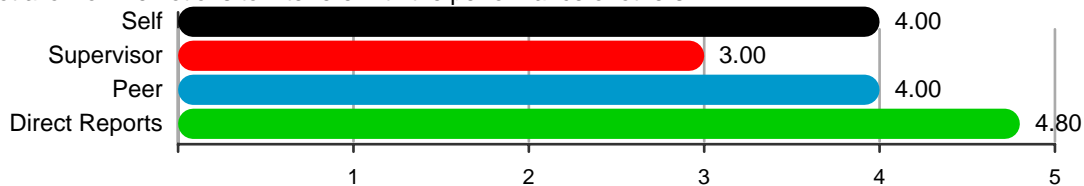
23. Steps away from a situation to process appropriate response.



24. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.



25. Does not allow own emotions to interfere with the performance of others.



Level of Skill

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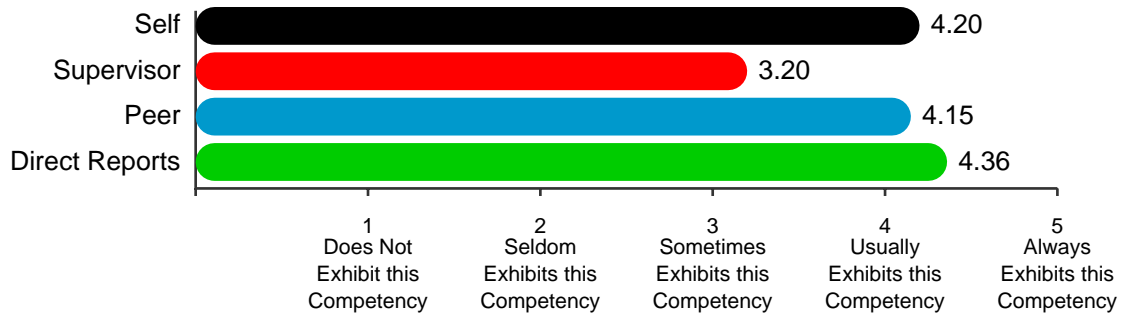
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Sets an example for associates during stressful periods by maintaining a positive, can-do attitude.	15	4.00	66.7	13%	20%	20%	47%	
22. Analyzes interpersonal problems instead of reacting to them.	15	3.47	53.3	13%	33%		47%	7%
23. Steps away from a situation to process appropriate response.	15	3.60	66.7	13%	20%		60%	7%
24. Is aware of personal impact on others and adjusts behavior to create a positive leadership presence.	15	4.27	86.7	7%	7%	40%	47%	
25. Does not allow own emotions to interfere with the performance of others.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

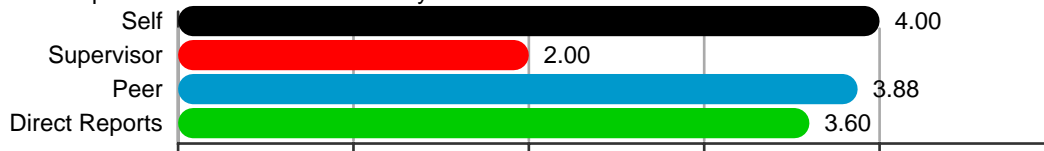
- He is open to feedback, but I haven't seen noticeable changes in his behavior as a result.
- Very knowledgeable in information technology and uses his knowledge well to assist with issues and or teaches team.
- He maintains focus, displays confidence and is the definition of tenacity because he keeps [CompanyName]'s best interests always at center.
- Excellent Manager. Quiet, solid leadership. Easy to work with and consistently follows through on issues. Great to see his in the rooms helping in the mornings. Well liked by staff.
- _____ is the best employee the department has employed.
- He also cares about me as a person. I have learned a lot from his and look forward to learning more.

Punctuality

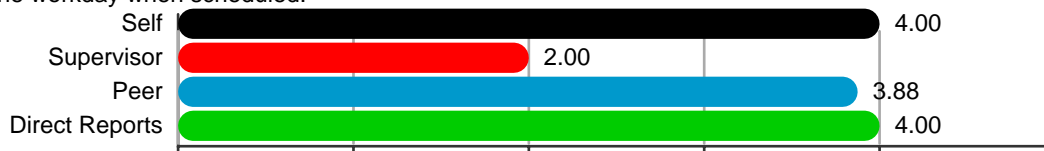
Summary Scores



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



27. Starts the workday when scheduled.



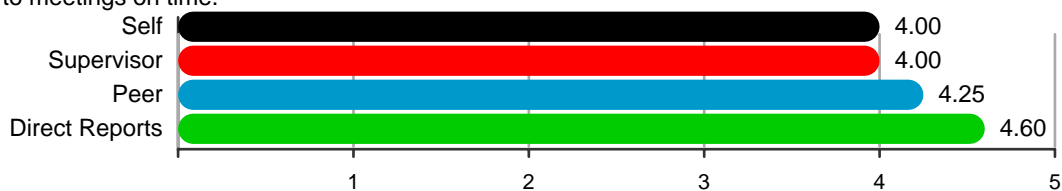
28. Starts meetings on time.



29. Avoids making personal phone calls during working hours.



30. Arrives to meetings on time.



Level of Skill

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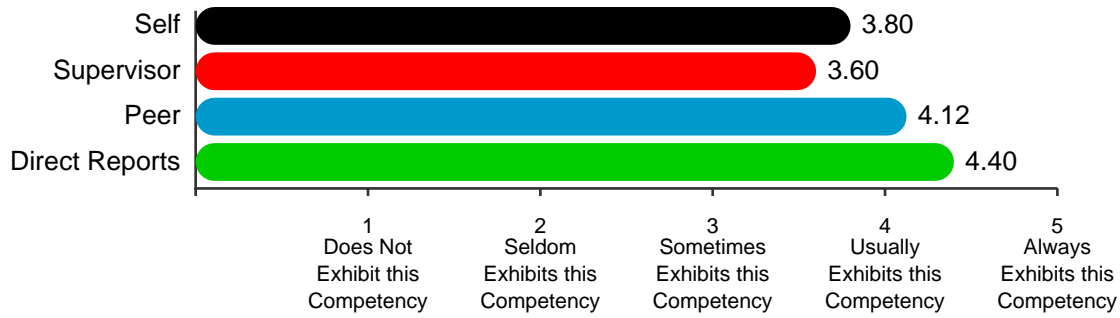
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Responds to requests for information in a timely manner.	15	3.67	66.7	20%	13%	47%	20%	
27. Starts the workday when scheduled.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

Comments:

- Although I have only reported to _____ for a couple of months, the quality of my work life" has improved greatly.
- _____ is honest, does what he says he is going to do and can be counted on to be timely in his communication.
- Provide more frequent development feedback.
- At times I feel that _____ presents things in meetings that he's not well versed in. I would encourage him to be very familiar with the items he's presenting as his credibility, at times, suffers when he attempts to address something in meetings in his area that he's not well versed in.
- He returns email, often within minutes of sending and although, his calendar is packed, somehow, he always makes time to support me and the needs of my department.
- Please know that stress can occasionally slow down progress.

Managing Performance

Summary Scores



31. Addresses poor performance sooner rather than later.



32. Is consistent in disciplinary/corrective actions.



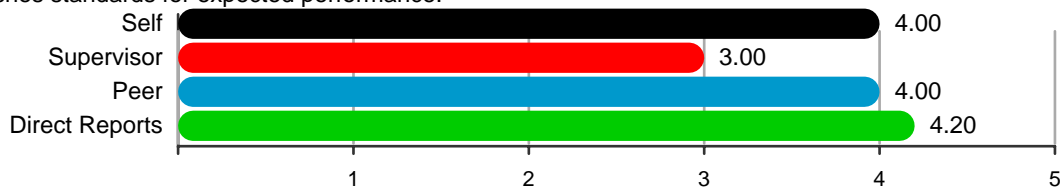
33. Prioritizes the work of others.



34. Recognizes and values good performance.



35. Establishes standards for expected performance.



Level of Skill

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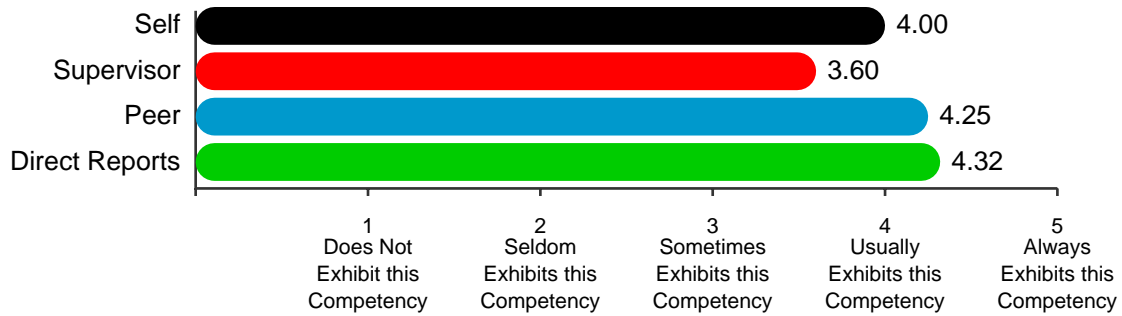
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Addresses poor performance sooner rather than later.	15	4.07	80.0	20%		53%		27%
32. Is consistent in disciplinary/corrective actions.	15	4.47	100.0		53%		47%	
33. Prioritizes the work of others.	15	4.13	80.0	20%		47%		33%
34. Recognizes and values good performance.	15	4.13	86.7	13%		60%		27%
35. Establishes standards for expected performance.	15	4.00	80.0	20%		60%		20%

Comments:

- _____ has supported me through some tough contract negotiations and he is the consummate professional.
- _____ is very good at reading people which enables him to respond quickly and appropriately.
- He is quick and willing to aid.
- _____ models teamwork; he is always willing to go the extra mile to assist on a project or help a co-worker.
- _____'s diverse professional experiences allow him to bring new ideas to programs, as well as share past successes with others. He is not afraid to tackle change and strives to improve processes for organizational growth. His engaging communication style is welcomed by customers and the interdisciplinary team members.
- He sets his expectations high, and delivers a high level of performance herself.

Project Management

Summary Scores



36. Defines project outcomes based on customer requirements.



37. Organizes work and sets priorities as needed.



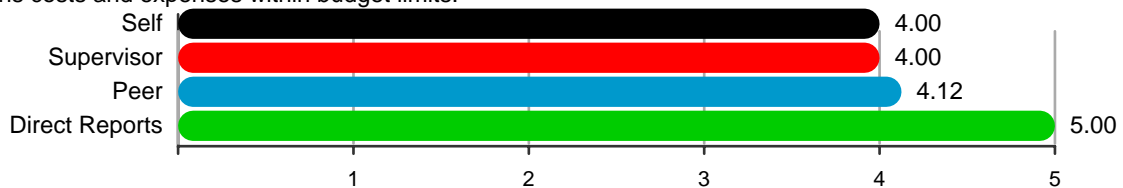
38. Develops performance measures for various aspects of the project.



39. Works with customers and clients to assess their needs and define project parameters.



40. Maintains costs and expenses within budget limits.



Level of Skill

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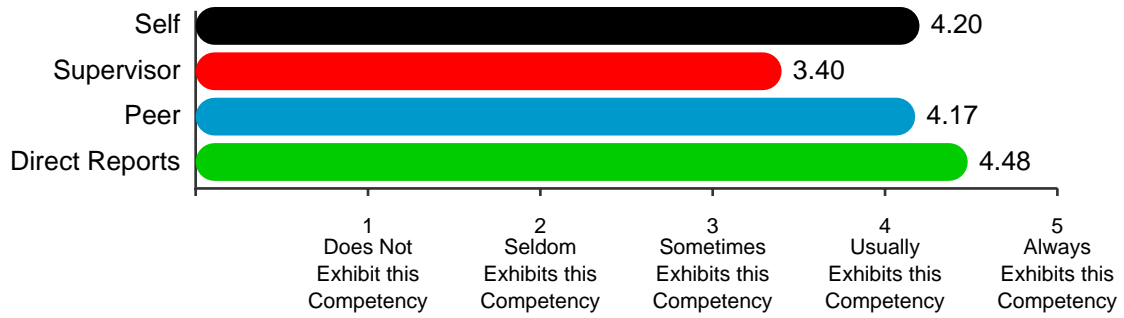
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
36. Defines project outcomes based on customer requirements.	15	4.33	100.0				67%	33%
37. Organizes work and sets priorities as needed.	15	3.93	80.0	13%	7%		53%	27%
38. Develops performance measures for various aspects of the project.	15	4.27	86.7		13%		47%	40%
39. Works with customers and clients to assess their needs and define project parameters.	15	4.13	86.7		13%		60%	27%
40. Maintains costs and expenses within budget limits.	15	4.40	93.3		7%		47%	47%

Comments:

- _____ knows his work and knows the facility very well. _____ is sincere about doing good work, but at times struggles with communicating in objective manner.
- _____ has been wonderful to work with. He is collaborative and supportive and clearly has the organization's best interest in mind when planning or implementing work.
- _____ At all times involved not only the employee but different perspectives in his work, so important in our role, to understand the customer's perspectives.
- _____ is a outstanding manager.
- _____ demonstrates excellent skills at approaching employees that need correction action. My only thought would be he could be a more enforcing with employees that show continued bad behavior after correction action was taken.
- Increase in confidence. Being willing to lean into the uncomfortable.

Delegation

Summary Scores



41. Delegates authority and responsibility to subordinates and holds them accountable for their actions.



42. Defines the roles, responsibilities, required actions, and deadlines for team members.



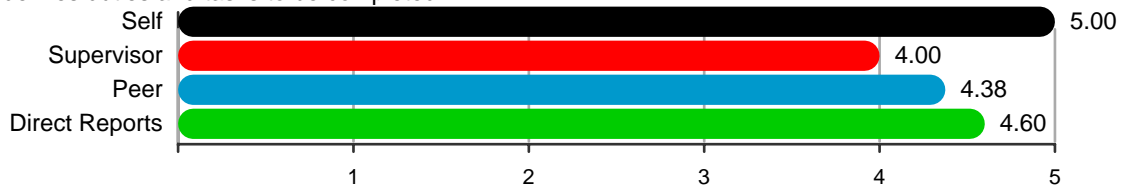
43. Assigns tasks to create learning opportunities for the employees.



44. Entrusts subordinates with important tasks.



45. Clearly defines duties and tasks to be completed.



Level of Skill

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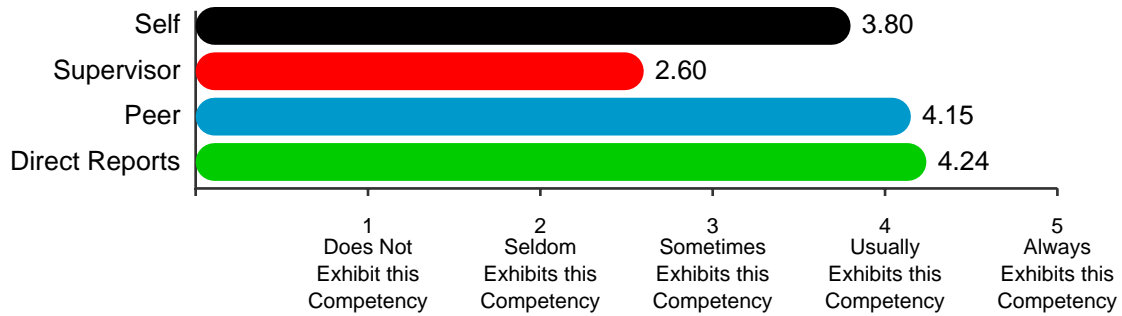
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
41. Delegates authority and responsibility to subordinates and holds them accountable for their actions.	15	4.33	93.3	7%		53%		40%
42. Defines the roles, responsibilities, required actions, and deadlines for team members.	15	4.20	80.0	20%		40%		40%
43. Assigns tasks to create learning opportunities for the employees.	15	4.13	86.7	13%		60%		27%
44. Entrusts subordinates with important tasks.	15	4.00	86.7	13%		73%		13%
45. Clearly defines duties and tasks to be completed.	15	4.47	93.3	7%		40%		53%

Comments:

- He strives to raise the bar everyday to improve our processes to best serve our customers.
- _____'s management style is excellent.
- _____ is a true transformational leader who focuses on developing the talents and interests of individual staff members. With six departments reporting to her, he has broadened his perspective from seeing individual departments, to visions of integrated teams that are customer centered.
- _____ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- It has been a pleasure working with _____. His interactions with customers have improved over the last year.
- He communicates with the people involved to resolve the issue. He shows effort to understand each employee's workflow by asking questions. He shares his calendar to us (her subordinates) and tell us that we can talk to him if we have questions or issues to talk about.

Performance

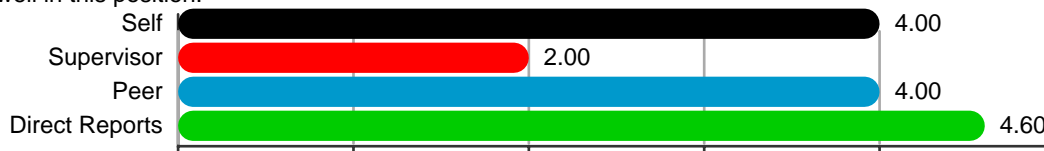
Summary Scores



46. Effectively organizes resources and plans



47. Works well in this position.



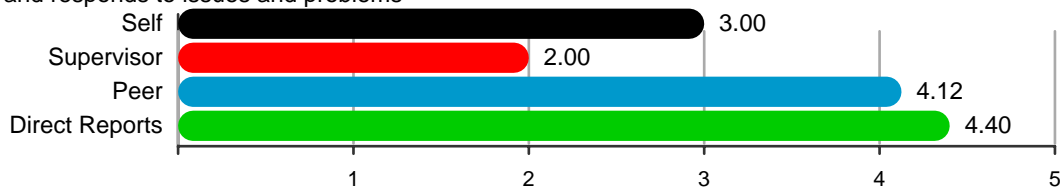
48. ...Produce Quality



49. Sets a high standard for job performance.



50. Listens and responds to issues and problems



Level of Skill

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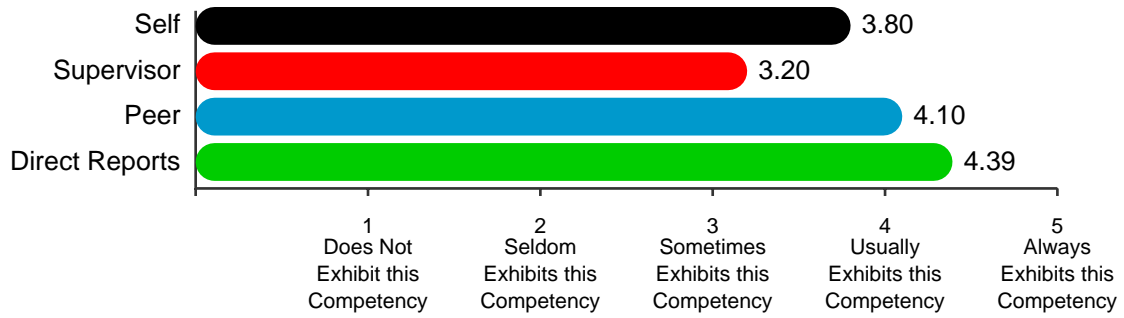
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
46. Effectively organizes resources and plans	15	3.87	80.0	7%	13%	67%	13%	
47. Works well in this position.	15	4.07	86.7	13%	53%	33%		
48. ...Produce Quality	15	4.13	86.7	13%	60%	27%		
49. Sets a high standard for job performance.	15	4.20	86.7	7%	7%	47%	40%	
50. Listens and responds to issues and problems	15	4.00	73.3	13%	13%	33%	40%	

Comments:

- _____ is extremely supportive of his staff with their assigned directors/managers. Several times during the budget process, questions arose from the director where they questioned how something had been budgeted or the process. He supported me by making time to go to the meetings with myself and the director. I greatly appreciated this.
- 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.
- As _____ gets to know more leaders and staff, he will gain better insight on strengths and challenges presented by departments asking for help. It's just a matter of time and getting to know people.
- His time has been in huge demand on the [CompanyName] operations side, which has not allowed him to do as much professional development for himself that he would like.
- His engagement, commitment and communication skills are absolutely outstanding, creating an environment of teamwork and absolute pleasure and honor for anyone to be part of his team.
- I am proud to say that _____ has greatly made so many improvements to our department, that were so desperately needed.

Others

Summary Scores



51. Works across boundaries within the organization.



52. Helpful



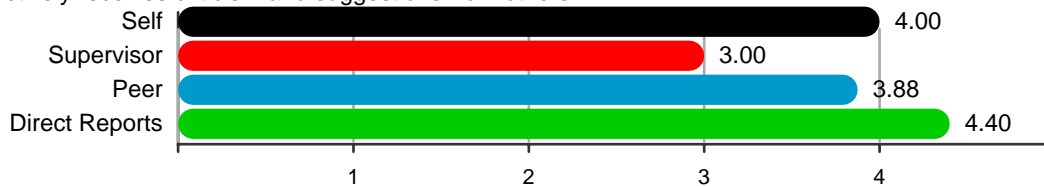
53. Consistently demonstrates ability and willingness to trust others.



54. Works effectively with people from other departments.



55. Constructively receives criticism and suggestions from others.



Level of Skill

The table below shows the responses in a graphic form where the percentage of each kind of response is shown using a color from red (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. Works across boundaries within the organization.	14	4.14	92.9	7%		71%		21%
52. Helpful	14	4.21	85.7	14%		50%		36%
53. Consistently demonstrates ability and willingness to trust others.	15	4.13	80.0	20%		47%		33%
54. Works effectively with people from other departments.	15	4.07	80.0	20%		53%		27%
55. Constructively receives criticism and suggestions from others.	15	4.00	80.0	20%		60%		20%

Comments:

- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- Too many changes that are not needed at a department our size. Not enough input from current staff in decision making.
- From what I can see _____ meets or exceeds all of these leadership roles but remember he is not my manager.
- He is always available to me day and night for question and help regarding unit operations. I am appreciative that he works with me to meet my needs as an employee and always gets back to me promptly when assistance is needed.
- _____ is a great team member. His technical skills are impeccable...great to see you in MBA program. Keep going.
- _____ does a great job of ensuring his departments are meeting the needs of the organization and our community.

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?

- Taking everything into consideration, _____ is doing a phenomenal job running the department. I am honored and appreciative to be a part of the team, assisting in moving forward.
- I know I can always count of _____ to offer his true opinion and be supportive in any efforts or initiatives I'm passionate about.
- _____ always has the customer at the center of focus.
- When issues or questions are raised in the department, _____ follows thru to address them in a timely manner.
- Seems willing to collaborate with other departments but feels as if he is over protective when approached about issues involving his team or processes.
- _____ is dedicated, putting in long days and long hours and is accessible to both staff and his leadership team by phone or email.

What do you like best about working with this individual?

- He has far exceeded my expectations in transforming the position as it transitioned into one that encompassed more of the quality and safety role.
- _____ has a good grasp of Core Competency concepts for competency and the importance of smooth flow between departments/units or affiliated groups.
- 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.
- It doesn't feel like _____'s been at his best this year. He seems disconnected from the work of his group.
- _____ offers a wealth of experience in the area of hematology and is willing and able to offer his advice and support.
- He can ask a question and truly listen to the answer before giving feedback.

What do you like least about working with this individual?

- Having very minimum one-on-one discussion.
- He recognized where I needed help and supported me in making the case to get it.
- He has a high level of integrity and expects the same from those around him regardless of one's education level.
- I've struggled this year with managing my time to meet the department's and organization's demands. I missed some important deadlines and commitments. Presented improvement plan to _____ last month.
- He not only takes opportunities to develop himself professionally, but also supports his staff's development, too.
- He is an excellent communicator. The only real opportunity I see is around translating his data and observations into solid action plans to drive improvement.

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

- _____ has the knowledge and skill set needed and I have complete confidence that he can move [CompanyName] forward and achieve the goals set forth.
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- _____ is a wonderful partner to work with. He has been consistently responsive to issues or requests from my team. He is a great problem solver and does a fabulous job of assisting my teams when they are working through a problem.
- Excellent leader, great vision, intelligent, friendly, articulate, understanding and easy to talk to. There are managers and there are leaders, _____ fits the leadership role well.
- He has taken the initiative to always be finding new ways to grow both professionally and personally.
- I am impressed with his commitment to task and job knowledge.

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

- _____ is an exceptional leader in my opinion. He leads by example and knows his teams at the depth necessary to effectively engage them and lead them to improved performance.
- _____ is an outstanding manager.
- I think 16 & 17 relate in the sense that I believe _____ is still learning our strengths and weaknesses. Also in that sense to trust that we are doing and can do our jobs. This is a process in a new position from his side as well as ours and it is improving.
- _____ is a wonderful partner. He has been incredibly helpful as we have worked together this past year to investigate, resolve and move forward on a variety of Systems Integration issues.
- _____ has grown a great deal this year as a director. I feel his communication style is a bit rough around the edges. I think he can come across as dismissive at times even though that may not be the intent. . Otherwise he is very reliable and has taken on some big initiatives that have been very successful.
- He is becoming more comfortable to deliver critical feedback.

Any final comments?

- Participating in Core Competency Training has provided me with the tools to implement best practices. I also took the time to reach out to the HR department on-staff trainer and utilize his knowledge for assistance on improving some of my weaker areas. This opportunity is helping re-build my confidence level working here.
- _____ is a role model for development of professional relationships and respects the viewpoints of others demonstrated by his open communication style and ability to tactfully move through difficult communications.
- _____ 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.
- _____ is willing to understand how a current process works before wanting to incorporate changes.
- Charisma, In-depth knowledge, and an ability to train/mentor others.
- He is confident in decision making, thoughtful in response to difficult questions and direct when the conversation requires.