



Feedback Results
Your CompanyName Here
2025

Sample Employee

Results Generated by HR-Survey

November 2025

Introduction

What you will find in this report

This report contains the results of the feedback collected for you. These results are presented to help you identify your strengths, areas for development, and areas where your ratings may diverge with individuals providing you feedback.

We hope that you remember from your own experience how difficult it can be to provide others with this type of feedback, be open to considering their opinions, and be willing to use their feedback in your development.

Goals of the 360 Degree Feedback

Multi-Source Feedback presents a more complete picture of an individual's behavior and performance by drawing information from different perspectives within the work environment. It gives recipients a resource to guide their development, and reviewers' additional input.

Feedback from multiple sources helps you in several ways, including increasing awareness of your strengths, how you are perceived by others in different roles, and providing input for your professional development.

Receiving Feedback

Receiving feedback is a tremendous opportunity to discover how you are perceived by others which may be similar or dissimilar to how you perceive yourself. It is important to reflect on your feedback as a tool to help you set specific goals for professional development. This can be done when you see the feedback as it is, a perspective on where you may improve your performance and working relationships. It is important to realize that seeking and receiving constructive feedback is the only way we can see our "blind spots." This feedback may help us to understand the negative impact our actions may unintentionally have on others.

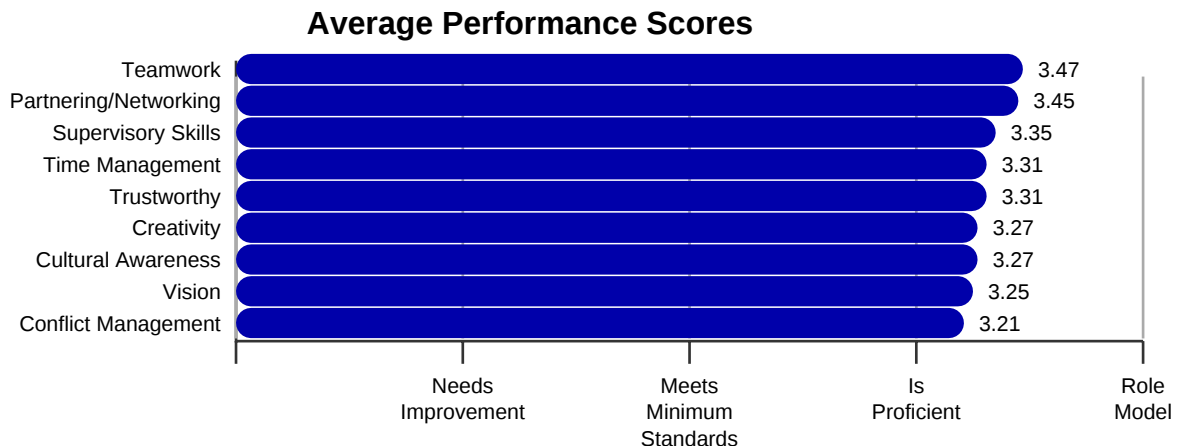
What to Do with Your Feedback

Use your feedback to help you develop awareness and set goals for developing your effectiveness. This can be done if you see the feedback as multiple perspectives on where you are already strong or can improve in the defined areas of effectiveness.

Summary

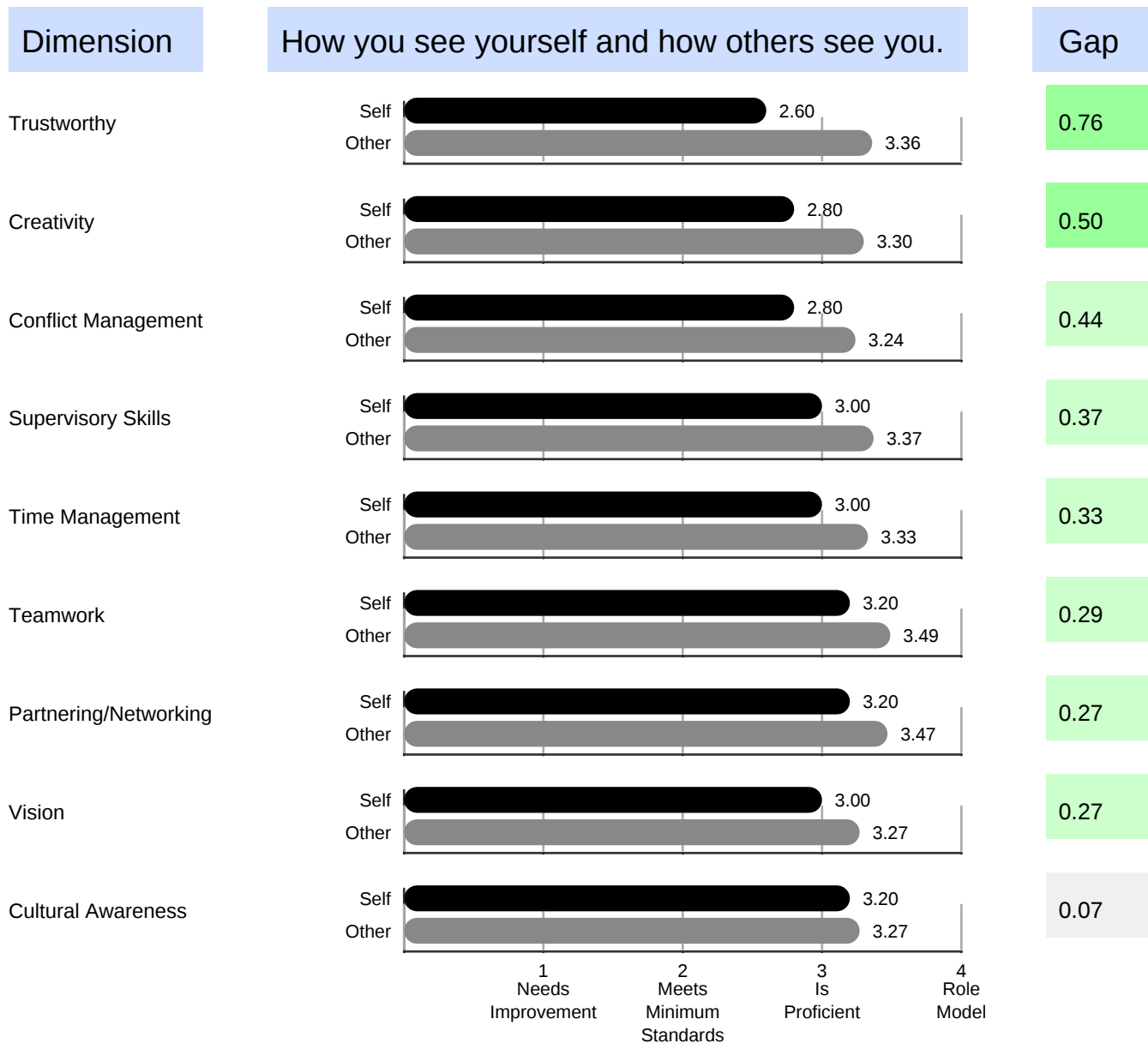
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 9 major dimensions of leadership.

The summary scores for each dimension shown below were calculated by averaging all respondents' scores for all of the questions within that dimension. These dimension summary scores are sorted from high to low, with the highest shown at the top. The dimensions toward the bottom may need the most development.



Gap Analysis

The following table graphically displays the "Gap," or difference between your average rating on each competency (labeled "Self") and the average score of all other respondents (labeled "Others") who provided you with feedback. This can help you identify blind spots, or areas where you were rated more favorably by other respondents than by yourself. The Gaps for these competencies are colored in shades of green. Conversely, the graph can also help you identify your opportunities for improvement, or areas where you rated yourself higher than others did. The Gaps for these dimensions are colored in shades of red. The darker the shade of green or red, the larger the Gap. Finally, if a dimension's Gap is not shaded with a specific color, it indicates an area of agreement between yourself and others.



Teamwork

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
1. Expresses appreciation for the work of other team members.	15	3.20	93.3	7%	67%		27%
2. Committed to the successful completion of team goals.	15	3.87	100.0	13%	87%		
3. Facilitates effective decision-making practices to further develop the team.	15	3.33	93.3	7%	53%		40%
4. Effective team player	15	3.60	93.3	7%	27%	67%	
5. Gives constructive advice to other team members.	15	3.33	93.3	7%	53%		40%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
1. Expresses appreciation for the work of other team members.	3.29	3.20	-0.09 ▼
2. Committed to the successful completion of team goals.	3.65	3.87	+0.22 ▲
3. Facilitates effective decision-making practices to further develop the team.	3.18	3.33	+0.16 ▲
4. Effective team player	3.41	3.60	+0.19 ▲
5. Gives constructive advice to other team members.	3.24	3.33	+0.10 ▲

Comments:

- _____ has stepped into the role of director and has provided great support to his managers and supervisors, not shying away from issues which need to be addressed.
- He can be too quick to focus on perceived weaknesses instead of leaning into strengths.
- The work we do is focused on the people so often that we forget to mention the entire reason is all about the customer.
- _____ is passionate about his role and does a fantastic job of working with other departments to improve process flows.
- You can always count on _____ to respond to emails and telephone calls and follow through with commitments.
- _____ is professional, collaborative. . . a great team member.

Supervisory Skills

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
6. Sets a good example for others to follow.	15	3.20	93.3	7%	60%		33%
7. Uses persuasion rather than threats of disciplinary action.	15	3.20	86.7	13%	53%		33%
8. Addresses performance issues with a developmental mindset, emphasizing improvement over retribution.	15	3.40	93.3	7%	47%		47%
9. Is diligent about completing performance assessments on time.	15	3.47	93.3	7%	40%		53%
10. Provides guidance and support to help employees achieve their goals.	15	3.47	93.3	7%	40%		53%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
6. Sets a good example for others to follow.	3.24	3.20	-0.04 ▼
7. Uses persuasion rather than threats of disciplinary action.	3.41	3.20	-0.21 ▼
8. Addresses performance issues with a developmental mindset, emphasizing improvement over retribution.	3.24	3.40	+0.16 ▲
9. Is diligent about completing performance assessments on time.	3.18	3.47	+0.29 ▲
10. Provides guidance and support to help employees achieve their goals.	3.35	3.47	+0.11 ▲

Comments:

- We have a very strong team in finance. There has been significant turnover but the efforts _____ and I have put into staff engagement have been significant. These should be weaved into our evaluations.
- 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.
- _____ remains visible and accessible when needed and he's always prompt to respond to email and phone messages.
- _____ 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.
- Some time ago he might be distracted in meetings with electronic devices, I have seen that virtually disappear, which to me is a good thing.
- He is well respected.

Creativity

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
11. Transforms learning into creative insight, showing how development leads to invention.	15	3.53	100.0		47%	53%	
12. Works across departments to stimulate creative ideas.	15	3.27	100.0		73%		27%
13. Creates a lot of new ideas.	15	3.33	100.0		67%		33%
14. Discovers new ways of doing things through careful observation and analysis.	15	3.13	86.7	13%	60%		27%
15. Reflects on new learning to inspire imaginative thinking.	15	3.07	80.0	20%	53%		27%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
11. Transforms learning into creative insight, showing how development leads to invention.	3.47	3.53	+0.06 ▲
12. Works across departments to stimulate creative ideas.	3.47	3.27	-0.20 ▼
13. Creates a lot of new ideas.	3.35	3.33	-0.02 ▼
14. Discovers new ways of doing things through careful observation and analysis.	3.18	3.13	-0.04 ▼
15. Reflects on new learning to inspire imaginative thinking.	3.00	3.07	+0.07 ▲

Comments:

- One of the main reasons I am here is because of _____.
- _____ listens to his staff and delegates responsibilities as appropriate.
- _____ is able to manage an ever-changing work load. His time management has improved over the last year, to promote a work-life balance.
- He is in an often times impossible position and is doing well all things considered
- _____ is thorough with his candidate screenings and really focuses on hiring for talent and experience. I know what he expects from me. He will step up to take action when others do not and this is because he is a team player and really wants us to succeed.
- I have participated in multiple interviews with _____ and he is always clear that the individual selected be one with the right talents- not just skills.

Time Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
16. Remains dedicated to completing high priority work.	15	3.40	93.3	7%	47%	47%	
17. Ensures timely completion of critical assignments.	15	3.27	93.3	7%	60%	33%	
18. Avoids spending time on non-work related activities.	14	3.00	92.9	7%	79%	14%	
19. Often arrives at work early to get the day started.	15	3.47	100.0		53%	47%	
20. Maximizes time management by multitasking.	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	2024	2025	Change
16. Remains dedicated to completing high priority work.	3.65	3.40	-0.25 ▼
17. Ensures timely completion of critical assignments.	3.47	3.27	-0.20 ▼
18. Avoids spending time on non-work related activities.	3.12	3.00	-0.12 ▼
19. Often arrives at work early to get the day started.	3.59	3.47	-0.12 ▼
20. Maximizes time management by multitasking.	3.29	3.40	+0.11 ▲

Comments:

- He also does a good job of seeking out talent within our organization and making the best use of our current employees' strengths.
- _____ has stepped into the role of director and has provided great support to his managers and supervisors, not shying away from issues which need to be addressed.
- Resist the urge to take on everything. Reduce over-promising and increase decentralized command.
- _____ has been able to provide his staff the support and encouragement needed for their professional growth, this has benefited the whole team.
- _____ has continued to have some bumps this year along the lines of teamwork and collaboration.
- He is friendly, courteous, and kind all while being very professional.

Trustworthy

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
21. Builds and maintains the trust of others.	15	3.53	100.0	47%	53%		
22. Demonstrates congruence between statements and actions.	15	3.00	80.0	20%	60%	20%	
23. Communicates an understanding of the other person's interests, needs and concerns.	15	2.87	80.0	20%	73%	7%	
24. Consistently keeps commitments.	15	3.47	100.0	53%	47%		
25. Delivers on promises made.	15	3.67	100.0	33%	67%		

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
21. Builds and maintains the trust of others.	3.35	3.53	+0.18 ▲
22. Demonstrates congruence between statements and actions.	3.00	3.00	
23. Communicates an understanding of the other person's interests, needs and concerns.	2.88	2.87	-0.02 ▼
24. Consistently keeps commitments.	3.00	3.47	+0.47 ▲
25. Delivers on promises made.	3.76	3.67	-0.10 ▼

Comments:

- _____ helps guide our team in understanding processes and in turn creates individual think tanks versus individuals looking for help.
- _____ is by far a leader in the service area.
- _____ is a definite asset to the organization. He is a creative thinker and a strong leader.
- He often uses lengthy power points distributed at the last minute which is not effective. Focus more on outlines and conversation that allow for time to give thoughtful consideration and feedback.
- Seeing a lot of improvement in leadership effectiveness. I get the sense that he is getting more from his VP so he has what he needs to do his job well.
- I am glad to have _____ in his role. Because of his openness and willingness to work with others he helps my department produce quality work, and encourages us to reciprocate.

Partnering/Networking

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
26. Identifies the right alliance partners with complementary and compatible services and resources.	15	3.40	93.3	7%	47%	47%	
27. Uses new techniques and procedures learned through established networks of professionals.	15	3.33	93.3	7%	53%	40%	
28. Forms strong relationships with customers.	15	3.53	100.0		47%	53%	
29. Is comfortable working in partnership with colleagues from other departments.	15	3.67	100.0		33%	67%	
30. Collaborates with other companies to inject capital in exchange for equity, fostering growth and expansion for the partner organization.	15	3.33	100.0		67%	33%	

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
26. Identifies the right alliance partners with complementary and compatible services and resources.	3.53	3.40	-0.13 ▼
27. Uses new techniques and procedures learned through established networks of professionals.	3.12	3.33	+0.22 ▲
28. Forms strong relationships with customers.	3.41	3.53	+0.12 ▲
29. Is comfortable working in partnership with colleagues from other departments.	3.59	3.67	+0.08 ▲
30. Collaborates with other companies to inject capital in exchange for equity, fostering growth and expansion for the partner organization.	3.41	3.33	-0.08 ▼

Comments:

- _____ eagerly attends any Core Competency training that is offered and is quick, but thoughtful in working to implement what he has learned while leading his team-in other words he does not implement continuous improvement strategies independently.
- He lets us develop our own style and inspires us to do our best.
- I can depend on him with whatever is needed.
- _____ is a great leader. He has excellent communication skills and has a wonderful leadership style.
- _____ has been an outstanding partner to collaborate with and drive department initiatives to improve standard work.
- He focuses on the customer and how best to meet their needs. He clearly explains and sets his expectations of the staff and the goals we are striving for. Great customer experience is always at the center of everything we do.

Conflict Management

Level of Skill

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

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
31. Facilitates dialog between team members.	15	3.20	86.7	13%	53%		33%
32. Uses logic and reasoning to determine the best course of action for resolving the conflict.	15	3.40	100.0		60%		40%
33. Breaks down conflict into component parts (e.g., interests, emotions, miscommunications) to isolate key drivers.	15	3.20	86.7	13%	53%		33%
34. Ensures that each party feels heard and understood, while reducing assumptions and misinterpretations.	15	3.27	93.3	7%	60%		33%
35. Equips the team with tools to self-manage conflict and engage in productive dialogue.	15	3.00	80.0	20%	60%		20%

Time Comparisons by Item

Previous administrations of the survey included similar items. For comparison purposes, the table below allows you to see how your scores this year compared to your scores from the previous survey administration. The direction of change is indicated by a colored triangle.

Item	2024	2025	Change
31. Facilitates dialog between team members.	3.18	3.20	+0.02 ▲
32. Uses logic and reasoning to determine the best course of action for resolving the conflict.	3.35	3.40	+0.05 ▲
33. Breaks down conflict into component parts (e.g., interests, emotions, miscommunications) to isolate key drivers.	3.18	3.20	+0.02 ▲
34. Ensures that each party feels heard and understood, while reducing assumptions and misinterpretations.	2.88	3.27	+0.38 ▲
35. Equips the team with tools to self-manage conflict and engage in productive dialogue.	3.18	3.00	-0.18 ▼

Comments:

- I believe he is a great asset to [CompanyName] and he has grown quickly in a short period of time.
- _____ has a great sense of leadership, constantly keeping the goal in sight and striving toward success not only for his role but for the entire department and staff.
- As a leader, I can clearly see that _____ is open to growth as he is willing to have difficult conversations with the intent of strengthening the team. I believe the areas that need improvement will develop in time, as he gains leadership experience and mentoring.
- I am glad to have _____ in his role. Because of his openness and willingness to work with others he helps my department produce quality work, and encourages us to reciprocate.
- _____'s dedication and leadership in the management development program is evident.
- _____ does not shy away from making the tough calls and is respected by many members of our team.

Vision

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
36. Creates a vision that adds value to the organization.	15	3.20	93.3	7%	67%		27%
37. Develops an inspiring and ambitious vision of growth for the organization's future.	15	3.27	93.3	7%	60%		33%
38. Envisions and articulates a clear path for the department's accelerated growth over the next year.	15	3.27	86.7	13%	47%		40%
39. Tasks employees with realizing the vision.	15	3.13	86.7	13%	60%		27%
40. Provides a detailed schedule that specifies key milestones and deadlines, guiding the organization step-by-step towards achieving its long-term goals and overall vision.	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	2024	2025	Change
36. Creates a vision that adds value to the organization.	3.18	3.20	+0.02 ▲
37. Develops an inspiring and ambitious vision of growth for the organization's future.	3.35	3.27	-0.09 ▼
38. Envisions and articulates a clear path for the department's accelerated growth over the next year.	3.24	3.27	+0.03 ▲
39. Tasks employees with realizing the vision.	3.59	3.13	-0.45 ▼
40. Provides a detailed schedule that specifies key milestones and deadlines, guiding the organization step-by-step towards achieving its long-term goals and overall vision.	3.29	3.40	+0.11 ▲

Comments:

- _____ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- I have worked on several performance improvement projects with _____ and have appreciated his knowledge and reliability with collaboration.
- He is an incredibly supportive mentor and is committed to his Vice Presidents and their success.
- _____ has improved in the area of defining outcomes and expectations. I believe that without the department setting the example, it will always be hard to clearly define what should be done. Many things are planned behind closed doors and we are told what to do.
- _____ is a intricate part of the team. He is always available for the circulators in the rooms/trenches and there to support/back-up the communication between staff and managers.
- He is a real advocate for the customers. Excellent department and computer skills

Cultural Awareness

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 Improvement) to green (Role Model).

Item	n	Avg	LOA	Needs Improvement	Meets Minimum Standards	Is Proficient	Role Model
41. Is sensitive to the similarities and differences that exist between cultures.	15	3.33	93.3	7%	53%	40%	
42. Seeks out different viewpoints and benefits from different perspectives.	15	3.33	93.3	7%	53%	40%	
43. Willing to work with employees who have different cultural backgrounds.	15	3.13	86.7	13%	60%	27%	
44. Seeks clarification to avoid misunderstandings.	15	3.00	86.7	13%	73%	13%	
45. Consistently acknowledges and validates the contributions of team members from all backgrounds.	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	2024	2025	Change
41. Is sensitive to the similarities and differences that exist between cultures.	3.29	3.33	+0.04 ▲
42. Seeks out different viewpoints and benefits from different perspectives.	3.41	3.33	-0.08 ▼
43. Willing to work with employees who have different cultural backgrounds.	3.35	3.13	-0.22 ▼
44. Seeks clarification to avoid misunderstandings.	3.18	3.00	-0.18 ▼
45. Consistently acknowledges and validates the contributions of team members from all backgrounds.	3.35	3.53	+0.18 ▲

Comments:

- _____ always provides supportive comments and input to arrive at team decisions that are in the best interest of the customer and [CompanyName]. A recent example of this is the agreements renegotiation and cost saving plan.
- Delegates often with little to no direction.
- 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.
- His team members become frustrated and feel pushed away. When this approach occurs often, it is discouraging to team members.
- The department director should have the authority to lead the team toward the vision laid out by the VP.
- _____ is always working to include staff in a shared decision making processes.

Comments

Those who gave you feedback had the opportunity to provide additional written comments about perceived strengths and possible development areas. This section provides a consolidated list of these comments.

What would help make you a more effective leader?

- He relies heavily on his team to seek front line input and opinions and is always great about communicating upcoming changes.
- _____ has stepped in to deal with the situation and resolve the concern. One area for growth is in the financial area.
- 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.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- Manager helps each of us to work on our strengths and weaknesses, which truly helps team improvement.
- We are very blessed to have _____ for our manager! Best one we've EVER had. We appreciate his very much.

What do you like best about working with this individual?

- 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.
- _____'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!
- I am very surprised and impressed with _____'s ability to take on a new responsibility and be able to not only absorb new information but to make good use of it.
- Confidence is the only thing I think he needs to improve on.
- He understands our job and works with us to improve our productivity while being concerned with our job satisfaction.
- _____ makes great hiring choices. he is clear on what needs to be done.

What do you like least about working with this individual?

- He is an advocate for [CompanyName].
- Occasionally there are opportunities for better matching employee strengths with staff assignments.
- He always steps up and gets what needs to be done completed.
- Again, he has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- _____ 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.
- I like that he challenges me.

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

- His skills, commitment, integrity and overall management style is something I have admired since I have worked here.
- He could help teammates by becoming more proficient in some areas.
- The department is trying to implement major changes. The aim to improve workflow prioritization and efficiency by creating a strategic plan addresses concerns raised by team members regarding workloads and lack of communication involving decisions.
- Although I have only reported to _____ for a couple of months, the quality of my work life" has improved greatly.
- He also sees himself as a problem solver. The staff, however, experience being inundated with ideas and solutions that he presents to them as projects they need to do; those solutions are often not accomplishable given the depth and breadth of the work already on their plates.
- _____ sometimes communicates in a way that makes it difficult to tell if he is asking a question, for help, or for clarification.

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

- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- Having very minimum one-on-one discussion.
- He is friendly, courteous, and kind all while being very professional.
- When in need, he picks the appropriate person to conquer a task or assignment. He delegates well and seems to know who best to direct projects, questions and or initiatives to.
- He has been very effective out in the community and my contacts there have really appreciated his work with the Chamber and Rotary.
- _____ is very good at recognizing the strengths of his staff and allowing each to do his/her assigned duties without trying to micromanage. I think this leads to the staff feeling that _____ respects their abilities and contributions to the department.

Any final comments?

- _____'s unit appears to be functioning well in regards to outcomes so he should be proud of his leadership abilities.
- Because we lack clear direction and often focus on priorities, it can be extremely frustrating to work effectively and feel successful.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.
- 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.
- _____ is a supervisor role model and I have grown immensely under his leadership and because of his honest, valuable feedback!
- _____ is highly professional in his everyday work.