



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.

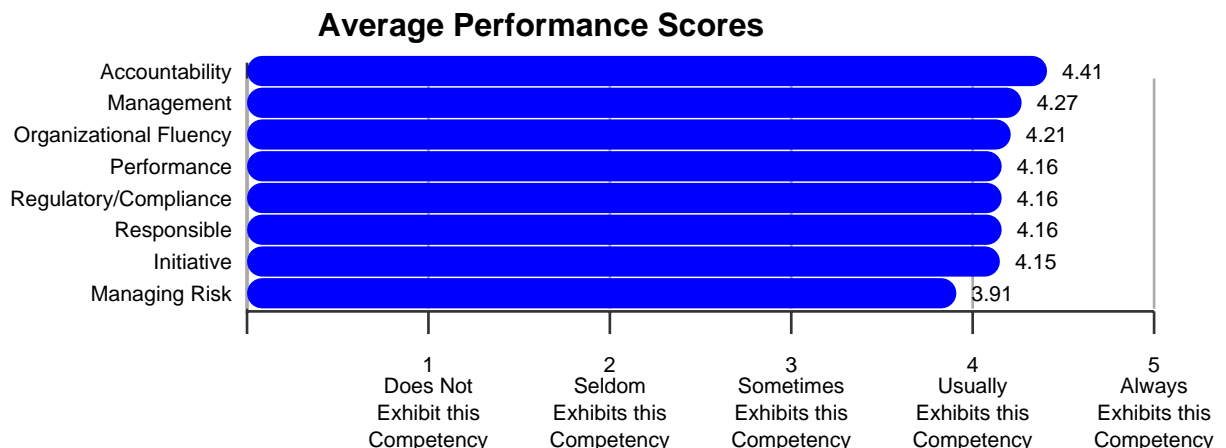
What to Do with Your Feedback

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

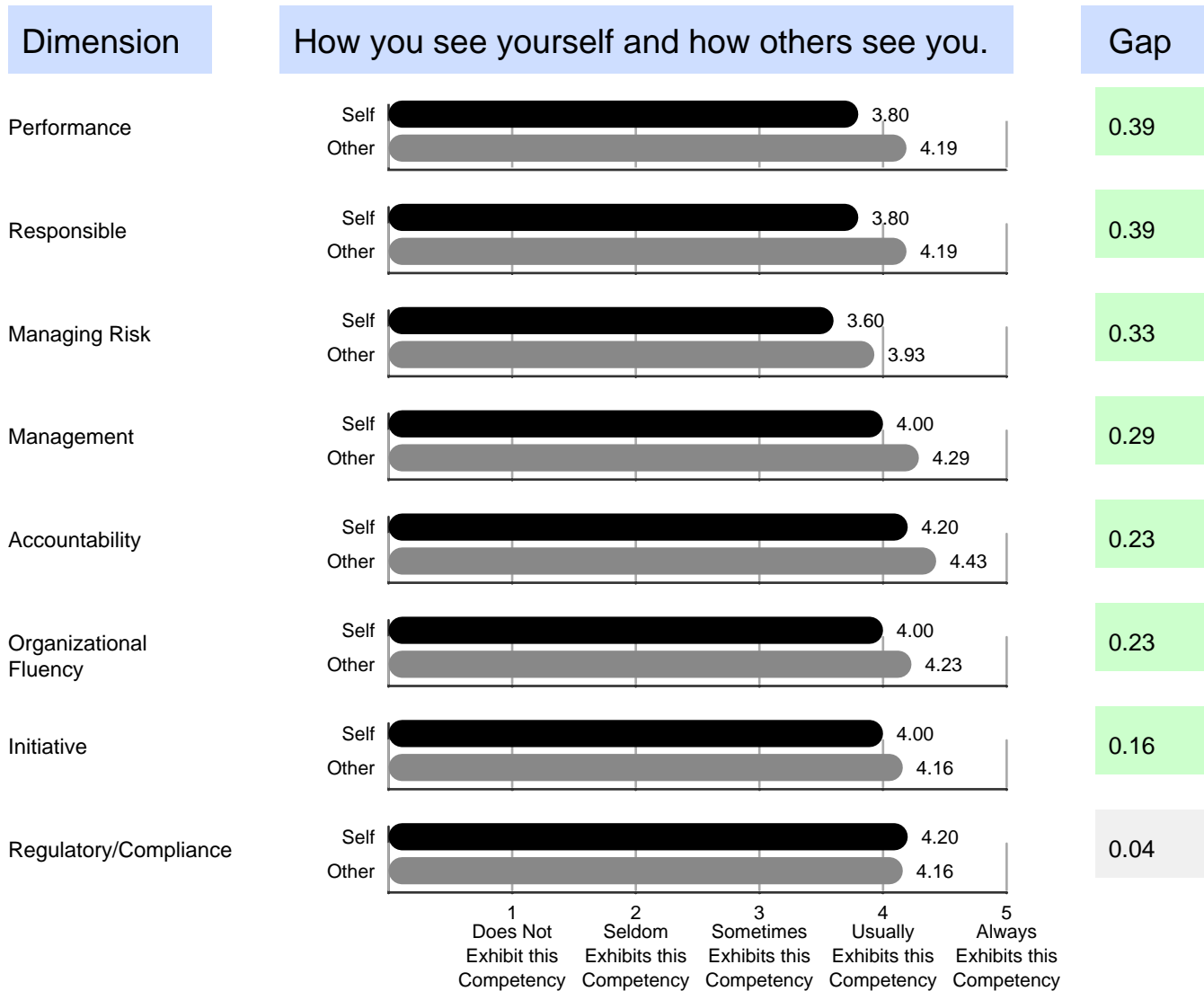
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 8 major dimensions of leadership.

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.



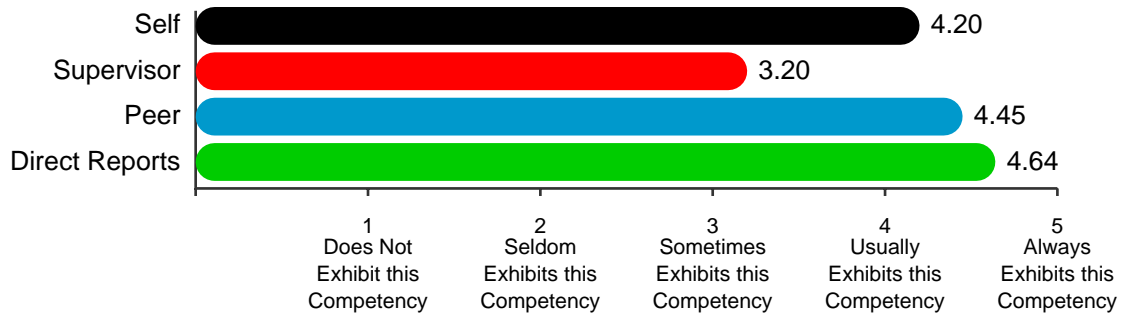
Gap Analysis

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.



Accountability

Summary Scores



1. Takes ownership of mistakes and learns from them.



2. Is aware of problems or issues that may affect the organization.



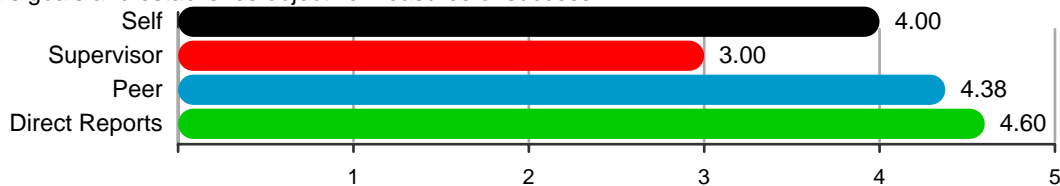
3. Keeps supervisor informed of recent events.



4. Defines roles, rights, and responsibilities of employees.



5. Develops goals and establishes objective measures of success.



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).

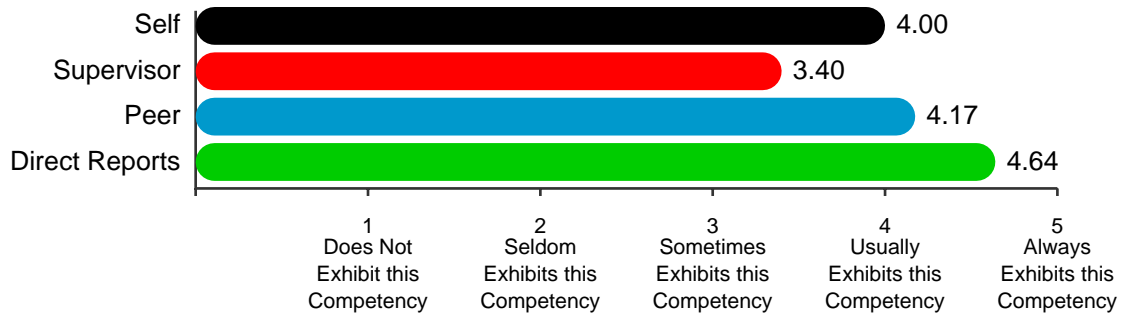
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
1. Takes ownership of mistakes and learns from them.	15	4.20	93.3	7%		67%		27%
2. Is aware of problems or issues that may affect the organization.	15	4.87	100.0		13%		87%	
3. Keeps supervisor informed of recent events.	15	4.27	93.3	7%		60%		33%
4. Defines roles, rights, and responsibilities of employees.	15	4.40	86.7	13%	33%		53%	
5. Develops goals and establishes objective measures of success.	15	4.33	93.3	7%		53%		40%

Comments:

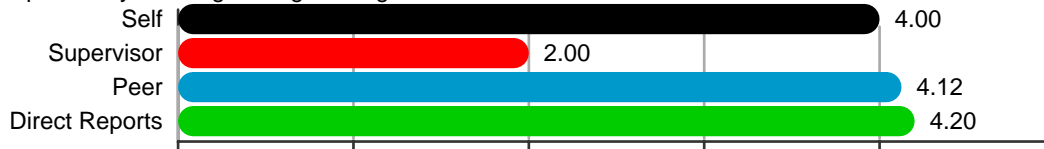
- He has always encouraged others and provided tools for the employee to do so.
- _____ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.
- _____ is respected by the team and they openly seek out his advise or opinion.
- _____ is a very effective communicator and I always felt very well informed as his direct report.
- Crosstraining of staff will use initial extra money, but allow flexibility, from which the various departments within his scope, could ultimately benefit.
- In the area of 'Communication skills' I would like to see _____ be more direct in his oral delivery.

Management

Summary Scores



6. Takes responsibility for things that go wrong



7. Keep staff informed about what is happening in the company



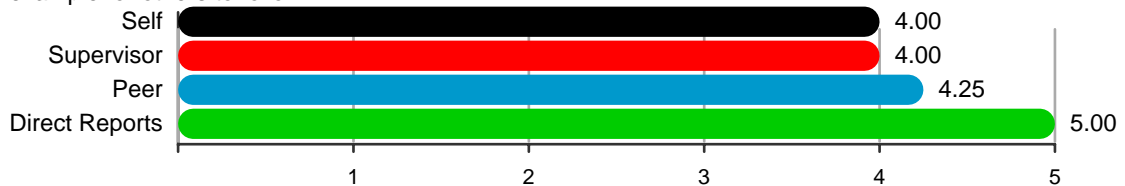
8. Is ready to offer help



9. Delegate tasks effectively



10. Sets an example for others to follow



Level of Skill

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

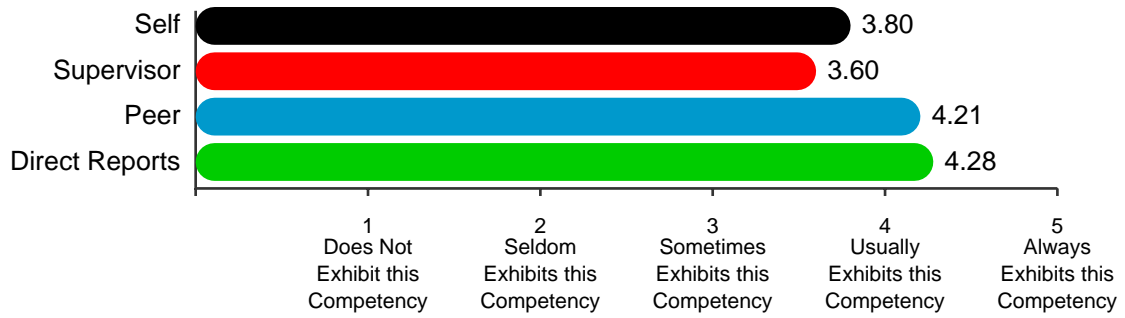
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
6. Takes responsibility for things that go wrong	15	4.00	80.0	7%	13%	53%	27%	
7. Keep staff informed about what is happening in the company	15	4.07	80.0		20%	53%	27%	
8. Is ready to offer help	15	4.33	93.3	7%	47%	47%		
9. Delegate tasks effectively	15	4.47	93.3	7%	40%	53%		
10. Sets an example for others to follow	15	4.47	93.3	7%	40%	53%		

Comments:

- He inspires loyalty and determination to do the best and be the best to the extent of each individuals capabilities.
- His role this past year stretched his time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- He consistently helps us in problem solving a variety of issues.
- As part of this team I feel a tremendous ownership at [CompanyName], only after a year in my position, and I strongly feel that _____'s leadership and trust and confidence in what I can accomplish for [CompanyName] has been the major key in developing this strong feeling of belonging to my new place at [CompanyName].
- _____ has been here a short time, but I have believe from attending meeting with him and by his actions in the department, he is the right person to lead us forward in our growth and changes.
- In many cases, not in all, he could benefit from wider input from the team rather than a position of: 'I discussed this with the boss and he approved it.'

Performance

Summary Scores



11. Effective in performing his/her job.



12. Works effectively in the department.



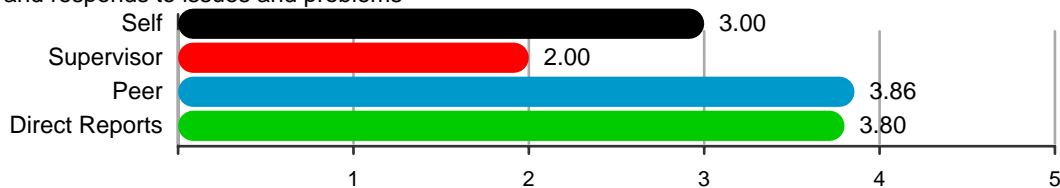
13. Works well in this position.



14. Effectively organizes resources and plans



15. Listens and responds to issues and problems



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).

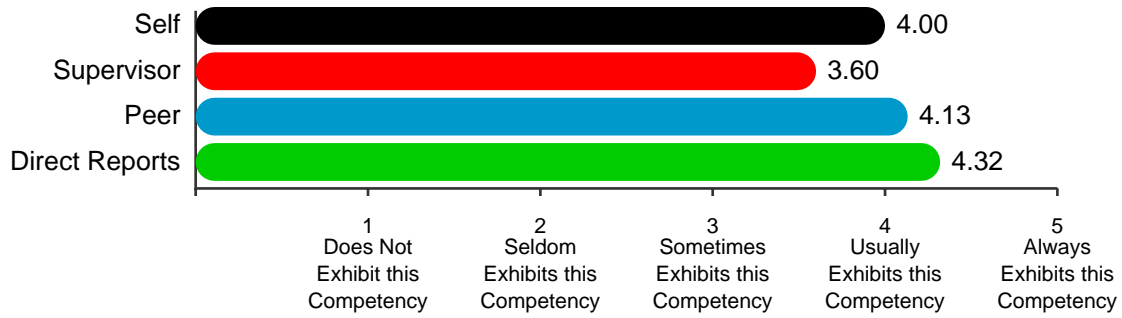
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
11. Effective in performing his/her job.	15	4.60	100.0				40%	60%
12. Works effectively in the department.	15	4.27	100.0				73%	27%
13. Works well in this position.	15	4.33	100.0				67%	33%
14. Effectively organizes resources and plans	15	3.93	73.3	27%			53%	20%
15. Listens and responds to issues and problems	14	3.64	57.1	14%	29%		36%	21%

Comments:

- He has been and is a mentor for me.
- _____ is very sharp and plays a vital role in this organization
- He has good knowledge and awareness of the strengths and talents of his staff (as well as their weaknesses).
- There are two items above that will be part of my goals for the coming year.
- It's also nice to hear when we are doing a good job and he does that frequently, making sure that we feel like we are a valued member of the team.
- Have persistence and tenacity

Initiative

Summary Scores



16. Prepares for unexpected contingencies.



17. Immediately works to complete goals well before their deadline.



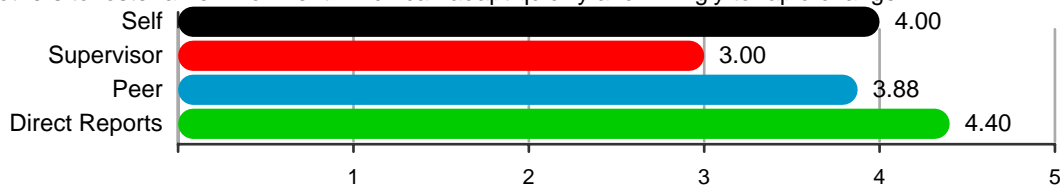
18. Takes the initiative to change the direction or course of events.



19. Goes above and beyond the stated goals.



20. Coach others to foster an environment which can adapt quickly and willingly to rapid change.



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).

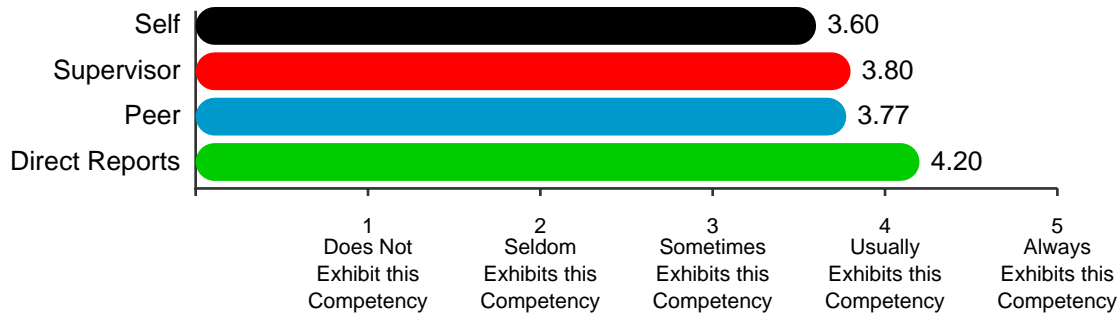
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
16. Prepares for unexpected contingencies.	15	4.33	86.7	13%	40%	47%		
17. Immediately works to complete goals well before their deadline.	15	4.27	93.3	7%	60%	33%		
18. Takes the initiative to change the direction or course of events.	14	4.00	92.9	7%	86%	7%		
19. Goes above and beyond the stated goals.	14	4.14	85.7	7%	7%	50%	36%	
20. Coach others to foster an environment which can adapt quickly and willingly to rapid change.	15	4.00	66.7	7%	27%	27%	40%	

Comments:

- Take charge without feeling like you need approval.
- He won't settle for less.
- _____ has always been helpful in working to assess the current situation and then partner with us to determine next steps.
- I feel he has my back and empowers me to make decisions in his absence ensuring he will have my back.
- I would encourage _____ to have a more hands on approach during process improvement (although with that being said there has been a lot of change and it is not reasonable to expect him to have hands on with everything).
- He is always available to listen, lend a hand, or guide the staff when needed.

Managing Risk

Summary Scores



21. Committed to implementing rules and procedures to minimize risk.



22. Is aware of process safety management.



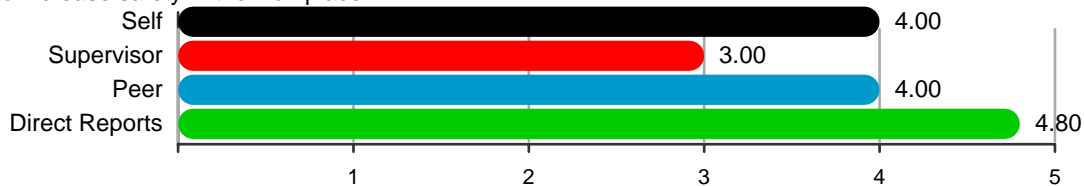
23. Creates a risk management strategy for the department.



24. Tracks risks in a project.



25. Seeks to increase safety in the workplace.



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).

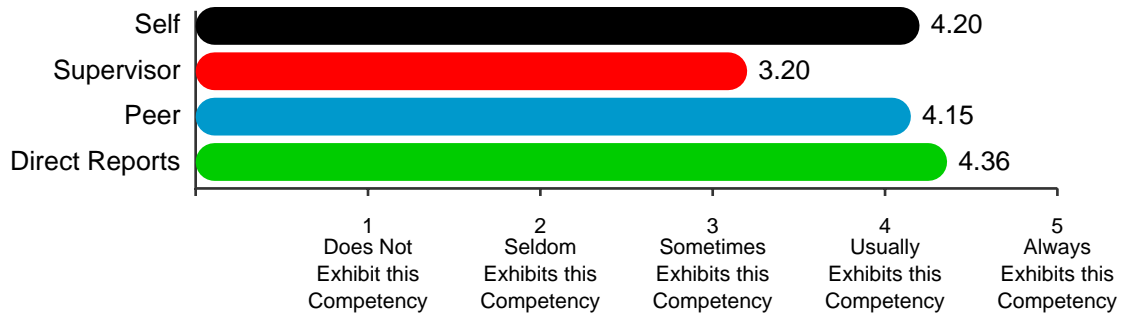
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
21. Committed to implementing rules and procedures to minimize risk.	15	4.00	66.7	13%	20%	20%	47%	
22. Is aware of process safety management.	15	3.47	53.3	13%	33%	47%	7%	
23. Creates a risk management strategy for the department.	15	3.60	66.7	13%	20%	60%	7%	
24. Tracks risks in a project.	15	4.27	86.7	7%	7%	40%	47%	
25. Seeks to increase safety in the workplace.	15	4.20	80.0	7%	13%	33%	47%	

Comments:

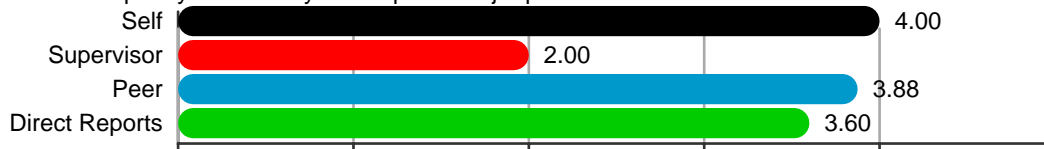
- He quickly addresses any challenges that may arise.
- _____ is professional, collaborative. . .a great team member.
- _____ supports each security officer in such a way that you want to grow and improve in what you do.
- Any concerns with performance or any indication of any issues are managed quickly and effectively.
- He relies heavily on his team to seek front line input and opinions and is always great about communicating upcoming changes.
- He challenges the executive leadership group to play an active part in implementing and evaluating improvements.

Regulatory/Compliance

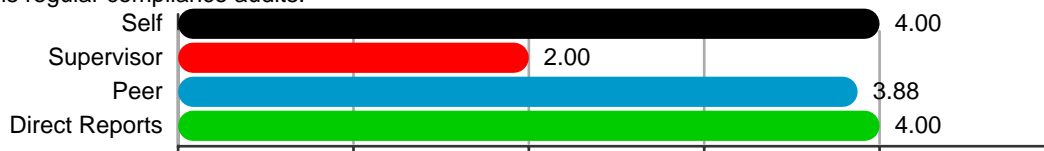
Summary Scores



26. Addresses issues quickly before they develop into major problems.



27. Performs regular compliance audits.



28. Keeps track of changes in legislation affecting regulatory compliance.



29. Keeps up-to-date with legislation affecting employees.



30. Ensures the company meets legal requirements/standards regarding employees.



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).

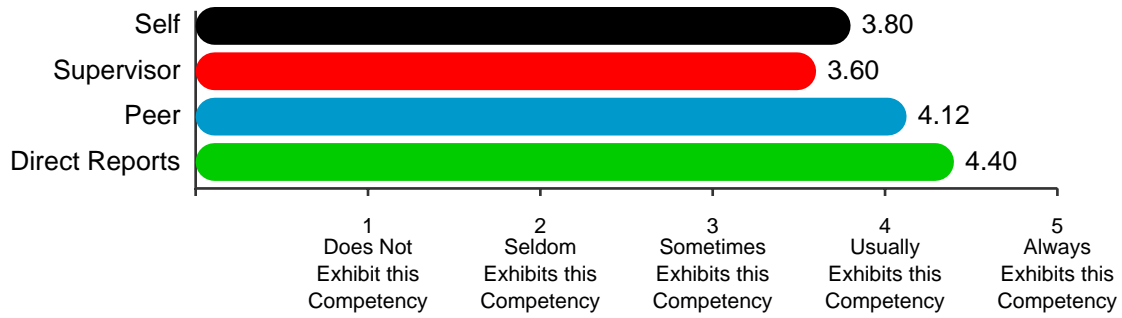
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
26. Addresses issues quickly before they develop into major problems.	15	3.67	66.7	20%	13%	47%	20%	
27. Performs regular compliance audits.	15	3.80	73.3	20%	7%	47%	27%	
28. Keeps track of changes in legislation affecting regulatory compliance.	15	4.33	86.7		13%	40%	47%	
29. Keeps up-to-date with legislation affecting employees.	15	4.67	100.0			33%	67%	
30. Ensures the company meets legal requirements/standards regarding employees.	15	4.33	100.0			67%	33%	

Comments:

- Overall I think he does a great job and he is very approachable.
- _____ was very clear with a shared staff member on expectations of mandatory education requirements. I am glad _____ has joined the team.
- He has the desire and effort to get it right and continuously improve self and culture.
- _____ clearly has a shared decision making system that has worked well in the old department. I feel like he is trying to use this system in the new department also and has met some challenges.
- Very approachable. Listens to problems and always willing to assist in coming up with solutions.
- I do believe that when change is initiated by him that more forethought on the potential consequences could be given. Like any group of people, staff are sensitive to change especially when they perceive the change as being for the sake of change.

Responsible

Summary Scores



31. Responsible for setting the vision of the department.



32. Is a person you can trust.



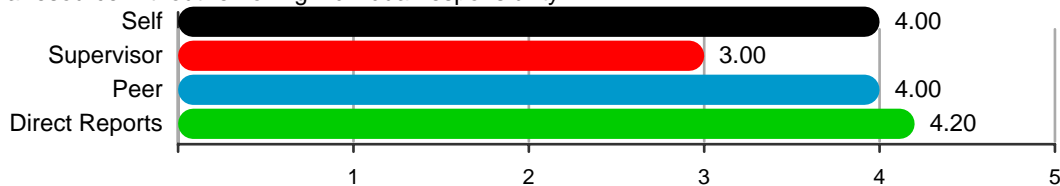
33. Behavior is ethical and honest.



34. ...takes personal responsibility for results.



35. Acts as a resource without removing individual responsibility.



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).

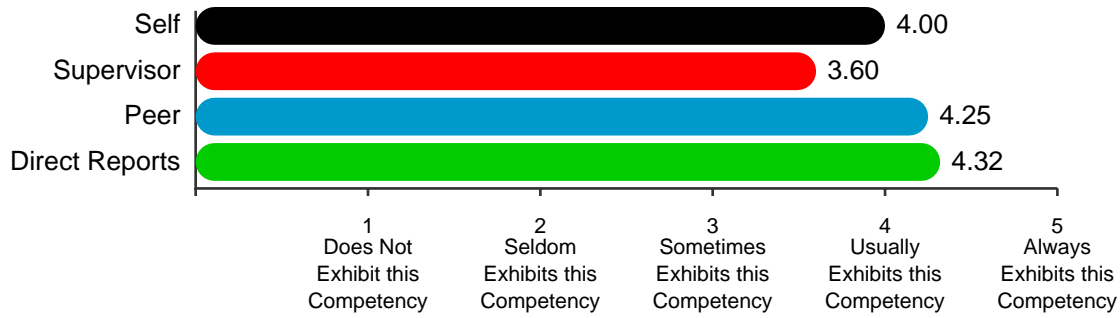
Item	n	Avg	LOA	Does Not Exhibit this Competency	Seldom Exhibits this Competency	Sometimes Exhibits this Competency	Usually Exhibits this Competency	Always Exhibits this Competency
31. Responsible for setting the vision of the department.	15	4.07	80.0	20%		53%		27%
32. Is a person you can trust.	15	4.47	100.0		53%		47%	
33. Behavior is ethical and honest.	15	4.13	80.0	20%		47%		33%
34. ...takes personal responsibility for results.	15	4.13	86.7	13%		60%		27%
35. Acts as a resource without removing individual responsibility.	15	4.00	80.0	20%		60%		20%

Comments:

- If feel _____ meets/exceeds in all of the areas listed above, and I feel he consistently exceeds in the areas of professionalism, service, communication, teamwork, engagement and ethics.
- Attitude and willingness to pitch in. Highly capable to take on tasks and run with them.
- Appreciate _____'s calm approach
- _____ is an excellent leader, sensitive, kind, compassionate, friendly and professional.
- Allocates resources in advance to ensure the required work can be completed.
- He knows his material and obviously loves the continued learning that defines best practices.

Organizational Fluency

Summary Scores



36. Able to explain departmental policies and procedures to others.



37. Able to deal with sensitive issues with tact and professionalism.



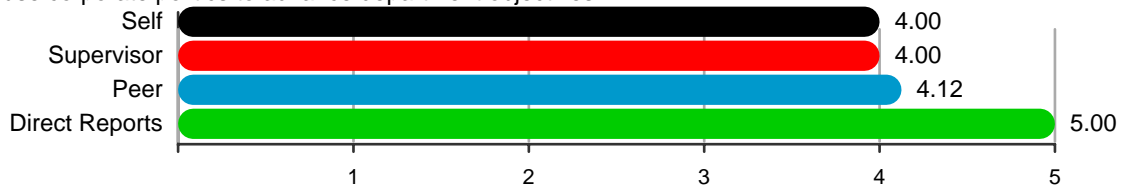
38. Adept at navigating within the culture of the department.



39. Effective in communicating with others within the organization.



40. Able to use corporate politics to advance department objectives.



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
36. Able to explain departmental policies and procedures to others.	15	4.33	100.0			67%		33%
37. Able to deal with sensitive issues with tact and professionalism.	15	3.93	80.0	13%	7%	53%		27%
38. Adept at navigating within the culture of the department.	15	4.27	86.7		13%	47%		40%
39. Effective in communicating with others within the organization.	15	4.13	86.7		13%	60%		27%
40. Able to use corporate politics to advance department objectives.	15	4.40	93.3		7%	47%		47%

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.
- He tends to have self doubt at times, as we all do. But he is working on his confidence, and absolutely growing as a person.
- _____ is consistently working with his team to improve customer service and defining standards of service to hardwire those behaviors.
- He is a great manager and person to work for/with.
- _____ models teamwork; he is always willing to go the extra mile to assist on a project or help a co-worker.
- Provide and solicit more frequent feedback.

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?

- _____ is a great communicator and challenges staff to look at process improvements. He is always available to assist with projects, initiatives and is available to assist with difficult situations in which managers and staff are faced with such as budgetary constraints as well as process improvement barriers.
- _____ demonstrates his passion of taking great care of the customers and focuses his team to ensure they are demonstrating excellent customer service.
- _____ routinely goes out of his way to make work a more engaging experience.
- _____ teams with others to improve communication and process.
- His communication is precise and at times short when some would prefer a greater detailed account.
- _____ understands the impact his teams have within the organization and is very much a system thinker in that regard. He demonstrates and communicates a very clear understanding of his teams diverse needs and of the expectations he has for each team member.

What do you like best about working with this individual?

- He is a joy to work for.
- I have truly appreciated his guidance.
- I have also had the pleasure of partnering with _____ in our Core Competency leader learning. _____ has a solid understanding of improvement work and the role that innovation has in small tests of change, as well as in creating more systemic change through program development.
- _____ is very cognizant of areas for improvement. He has made a huge impact on how the department functions.
- _____ has good communication skills and works collaboratively within as well as outside his department to improve processes that benefit the organization.
- _____ is a new manager and it is clear that he wants to do well and engage his team.

What do you like least about working with this individual?

- 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.
- _____ has done an amazing job in this new leadership role in a very short time and has full support and appreciation of the staff.
- _____ is very adept at thinking and leading in Core Competency style and terms. He practices what [CompanyName] preaches.
- He recognized where I needed help and supported me in making the case to get it.
- He is very customer focused and this reflects in his division leadership and performance.
- _____ supports and affirms his staff. He has shown that he knows how to engage all members of our care management practice to be partners with his and our organization, in our joint venture and journey toward excellence. He does not want perfection, but it is clear that he expects the best that can be done for our customer, because that is what he models.

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

- Could be more self-aware of impact on other team members
- It is sometimes noticeable that he over empowers his team, not letting them learn from their mistakes. He focuses on many tiny details without encompassing the larger picture.
- I appreciate _____'s reputation in the community and his advocacy for the programs and initiatives implemented here at [CompanyName].
- With his strengths as a specialist, he guides and allows for good collaborative discussion keeping the customer at the center.
- 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.
- _____ is great to work with. I really feel like I am a valued member of his team. He values what I have to say and really listens.

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

- Again, he has improved trying to contribute or update things, but can get caught up in the details--getting sidetracked.
- Is a natural leader with his personality. I believe more experience would make him a more effective leader.
- _____'s job performance exceeds all the elements.
- His professionalism, willingness to assist in any situation, and integrity are integral to our organizational effectiveness.
- He always takes the time to listen to all of us and never gives you the impression that he's rushing you. He doesn't dismiss any issues you bring to her, no matter how small. Any time you need to talk to her, you know that he will really HEAR YOU!
- _____ is an excellent manager.

Any final comments?

- _____ works very well with other departments.
- He is very careful to choose someone that has the skills he desires and who will also be a good fit.
- He has also greatly improved his communication.
- The only area with which he struggles is the need for relationship building with staff he supervises. I know he understands the reason for this and has been working on developing a better approach.
- Not many people can be as well rounded, as these qualities require completely different skill sets.
- _____ has improved with his follow-up assignments from meetings.