

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.

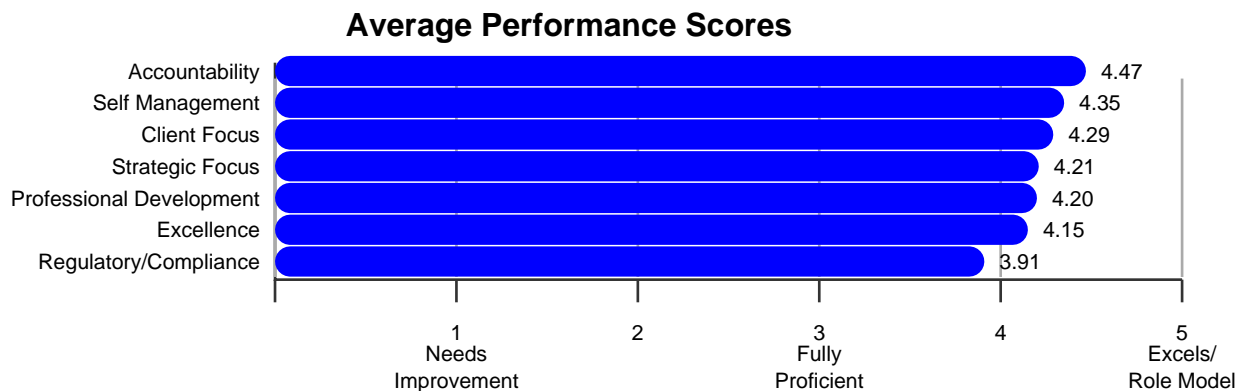
What to Do with Your Feedback

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

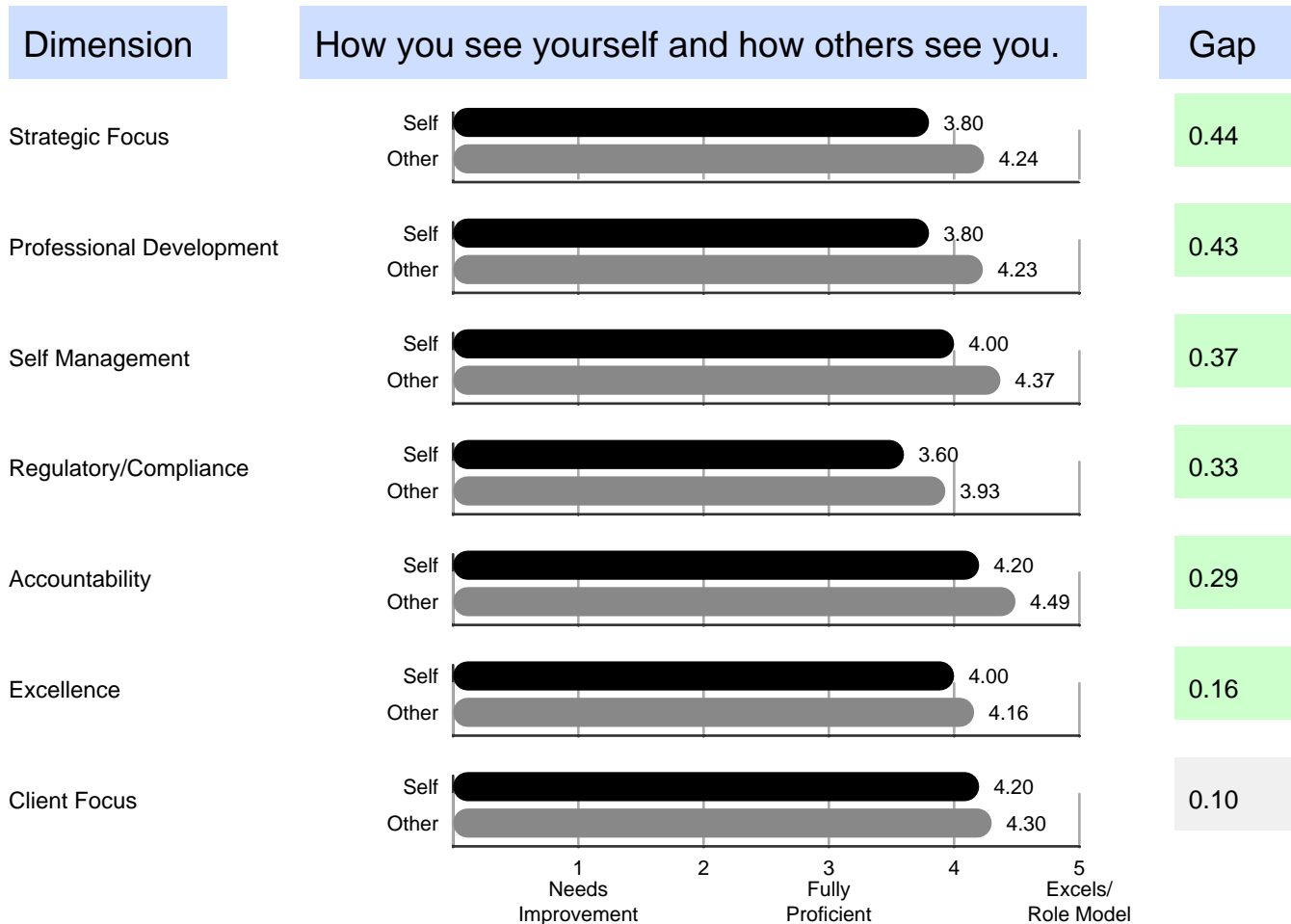
The questionnaire items used in this feedback process asked respondents to rate specific behaviors and competencies identified by [Your Company Name] current leaders. These behaviors and competencies fall into 7 major dimensions of leadership.

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.



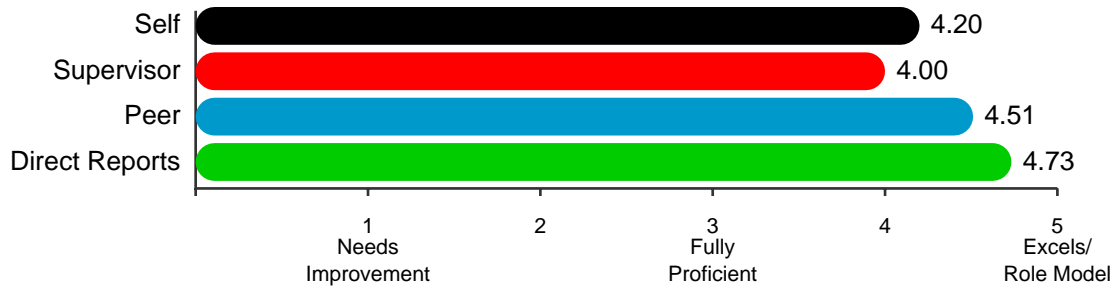
Gap Analysis

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. Can be counted on to do what they say they are going to do.



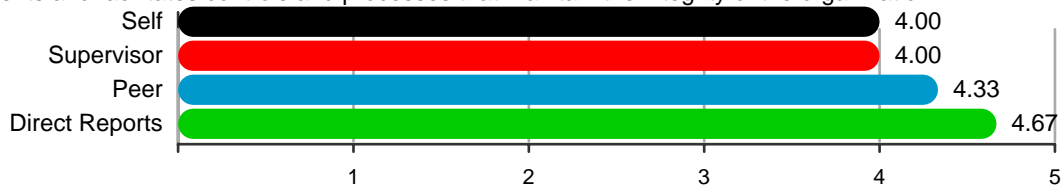
3. Is aware of problems or issues that may affect the organization.



4. Holds team accountable to meeting goals.



5. Implements and facilitates controls and processes that maintain the integrity of the organization.



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 (Excels/ Role Model).

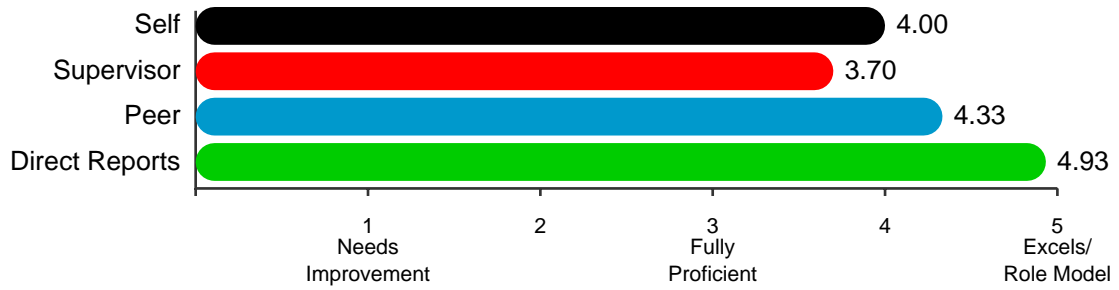
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
1. Takes ownership of mistakes and learns from them.	15	4.20	93.3	7%	67%	27%
2. Can be counted on to do what they say they are going to do.	15	4.87	100.0	13%	87%	
3. Is aware of problems or issues that may affect the organization.	15	4.33	93.3	7%	53%	40%
4. Holds team accountable to meeting goals.	15	4.60	93.3	7%	27%	67%
5. Implements and facilitates controls and processes that maintain the integrity of the organization.	15	4.33	93.3	7%	53%	40%

Comments:

- 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.
- I am very thankful for all the opportunities he has provided me and I have grown in my development under his guidance. A real asset to the organization.
- _____ has a strong work ethic and is consistently working with the mindset that customers come first.
- I appreciate his dedication to the department employees.
- He has a keen ability to help staff look at situations from a different perspective to ensure staff are making informed decisions.
- _____ is doing a great job balancing a difficult position with requirements from his role and those from his director that do not always match.

Self Management

Summary Scores



6. Uses patience and self-control in working with customers and associates.



7. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.



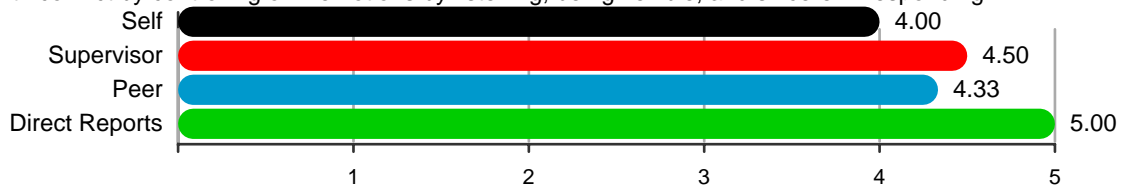
8. Steps away from a situation to process appropriate response.



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



10. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.



Level of Skill

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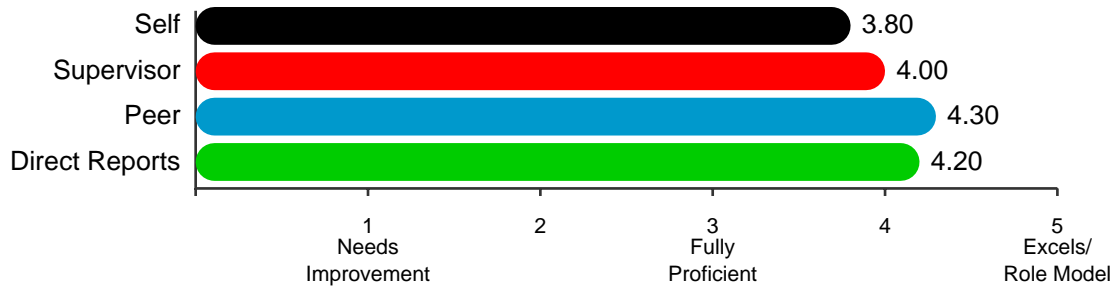
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
6. Uses patience and self-control in working with customers and associates.	15	4.20	93.3	7%	60%	33%
7. Analyzes own reactions on the spot to ensure that communication does not appear to be driven by anger.	15	4.20	86.7	13%	53%	33%
8. Steps away from a situation to process appropriate response.	15	4.40	93.3	7%	47%	47%
9. Does not allow own emotions to interfere with the performance of others.	15	4.47	93.3	7%	40%	53%
10. Deals with conflict by controlling own emotions by listening, being flexible, and sincere in responding.	15	4.47	93.3	7%	40%	53%

Comments:

- Timeliness and accountability of projects.
- _____'s technical skills have been improving steadily, but should focus on continual learning and involved content experts where necessary.
- Great addition to our team!
- 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.
- _____ is a very strong leader. His straight-forward, no-nonsense style has proven to be exactly what this department (and the organization as a whole) needs. One of the key attributes that has helped _____ be successful is his focus on doing the right thing. He doesn't waste any time pointing fingers or placing blame. Instead, he focuses on fixing the process and fixing the system and then moving forward as fast as possible.
- He is a high energy individual, with a level of integrity that goes above and beyond.

Professional Development

Summary Scores



11. Keep themselves up-to-date of technical/professional issues



12. Allows employees to fully participate in employee training and professional development.



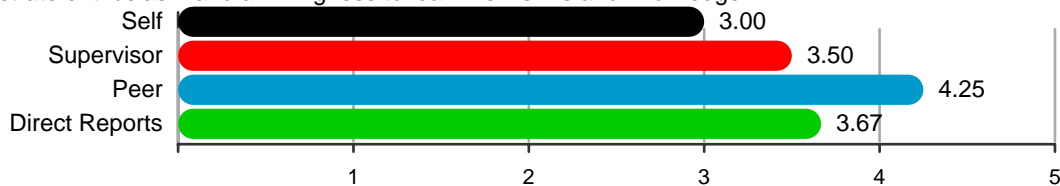
13. Quickly acquire and apply new knowledge and skills when needed



14. Seeks opportunities for professional development.



15. Demonstrate enthusiasm and a willingness to learn new skills and knowledge



Level of Skill

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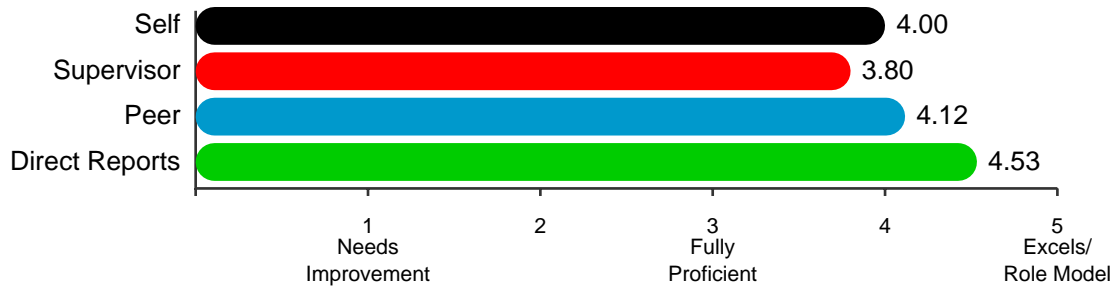
Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
11. Keep themselves up-to-date of technical/professional issues	15	4.53	100.0	47%	53%	
12. Allows employees to fully participate in employee training and professional development.	15	4.27	100.0	73%	27%	
13. Quickly acquire and apply new knowledge and skills when needed	15	4.33	100.0	67%	33%	
14. Seeks opportunities for professional development.	15	3.93	73.3	27%	53%	20%
15. Demonstrate enthusiasm and a willingness to learn new skills and knowledge	14	3.93	71.4	7%	21%	43% 29%

Comments:

- _____ has been using more shared decision making and has allowed the department to enact recommendations that he personally may not have agreed with. That gave him a lot of credibility with staff and I think will help us to continue to move forward and up as a department.
- _____ has certainly done great things at [CompanyName]. He was the perfect match for the community and the staff. He has built a strong team at [CompanyName] and their work has continued to be outstanding after he added [CompanyName] to his responsibilities. I like working with _____ at [CompanyName] and appreciate his support and leadership.. _____ has had a great deal of revisionist work to do with [CompanyName] and while it has not fully taken ahold but I am confident it will with time. He has been great at diagnosing the problems and finding solutions. He is definitely the person to redirect the work of [CompanyName] and make it a viable entity.
- Judgement/Decision Making: I have in most areas, but really fell short in one area of staff safety this year. That will not happen again.
- He is kind, respectful, and a good listener. I can always discuss my concerns with him and he is never judgmental, but gives me honest and helpful feedback.
- _____ seems to have good knowledge and awareness of the strengths and talents of his direct reports (as well as their weaknesses). When in need, he picks the appropriate person to conquer a task or assignment. He is always good about seeking advice before proceeding.
- He meets these measurements and has been focusing on getting team members that historically not been as involved to take on new projects.

Excellence

Summary Scores



16. Keeps themselves and others focused on constant improvement.



17. Demonstrates the functional or technical skills necessary to do their job.



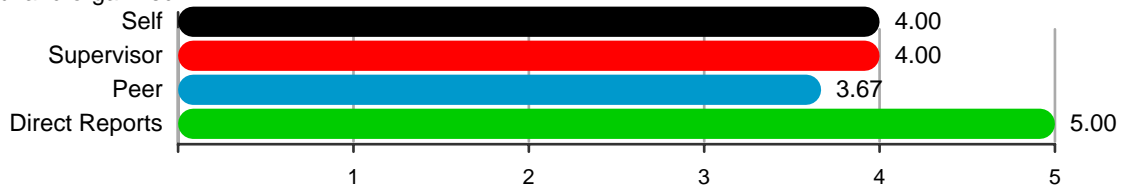
18. Takes a lot of pride in their work.



19. Can be counted on to add value wherever they are involved.



20. Is planful and organized.



Level of Skill

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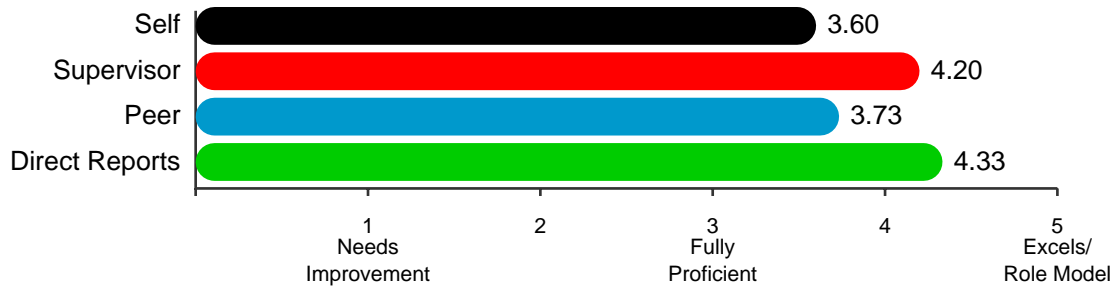
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
16. Keeps themselves and others focused on constant improvement.	15	4.33	86.7	13%	40%	47%	
17. Demonstrates the functional or technical skills necessary to do their job.	15	4.20	86.7	13%	53%	33%	
18. Takes a lot of pride in their work.	14	3.93	92.9	7%	86%	7%	
19. Can be counted on to add value wherever they are involved.	14	4.29	92.9	7%	50%	43%	
20. Is planful and organized.	15	4.00	66.7	7%	27%	27%	40%

Comments:

- I will always remember _____ as my first manager and be thankful he helped shape my first career.
- Where do I even start to articulate how much I value about working with _____? I learn something every time I have the opportunity to work with his and he is the picture of grace under pressure. He uses any frustration to drive [Pronoun: himsher] to a better level of performance and understanding and I never see his turn that on others. I feel so fortunate to have a good relationship with such a gifted professional colleague as _____ is.
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- I appreciate his ability to deliver a direct message while remaining sensitive to how it may impact others as well as his sense of humor.
- I truly enjoy working with _____. He is a great worker who is clear in his direction/expectations and provides valuable insight when asked. I have worked with him on several conceptual projects and he has been a valued team member every time.
- I believe _____ has done a very good job in developing his team members and providing guidance for the respect growth of each person. While his time is precious, he is always open to discussing a problem. I really like working with _____ and I appreciate his style and understanding and support of the work that I do.

Regulatory/Compliance

Summary Scores



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



22. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.



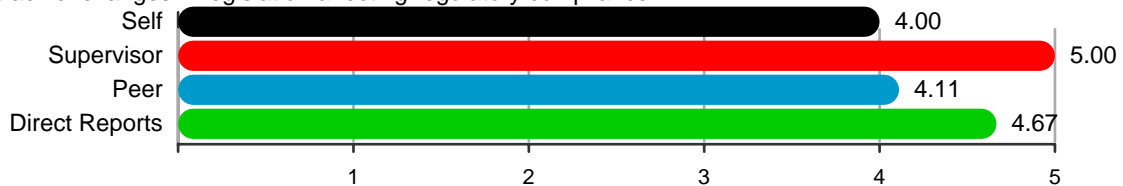
23. Maintains compliance with federal, state, and local laws.



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



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



Level of Skill

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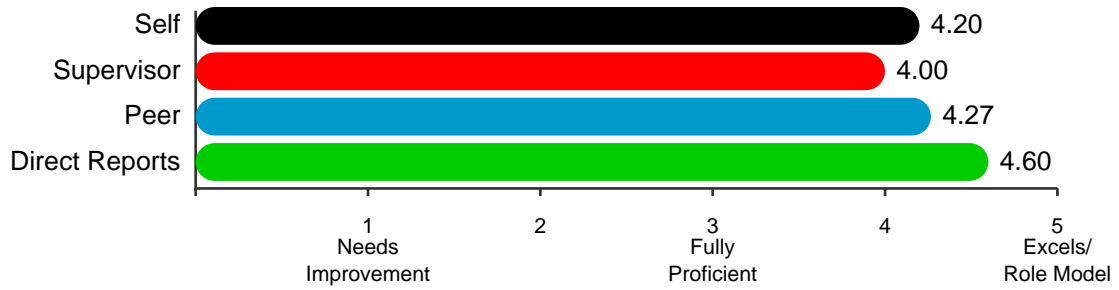
Item	n	Avg	LOA	Needs Improvement		Fully Proficient		Excels/ Role Model
21. Keeps up-to-date with legislation affecting employees.	15	3.93	66.7	13%	20%	27%		40%
22. Reviews skill levels of employees in areas of policies and regulations to identify gaps where additional training is needed.	15	3.47	53.3	13%	33%	47%		7%
23. Maintains compliance with federal, state, and local laws.	15	3.60	66.7	13%	20%	60%		7%
24. Addresses issues quickly before they develop into major problems.	15	4.20	86.7	7%	7%	47%		40%
25. Keeps track of changes in legislation affecting regulatory compliance.	15	4.33	86.7	7%	7%	33%		53%

Comments:

- Willingness to help, patience in teaching.
- I may not always agree with his decisions but I understand why they were made because he takes the time to explain them. The things he does for our department and me are immeasurable
- He is very supportive of cross training and learning new skills.
- 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).
- His role this past year stretched his time reducing the support needed in receiving timely response from external departments creating challenges in resolutions.
- _____ is a great listener and leader for the department.

Client Focus

Summary Scores



26. Forms strong client relationships



27. Maintains strong relationships with clients.



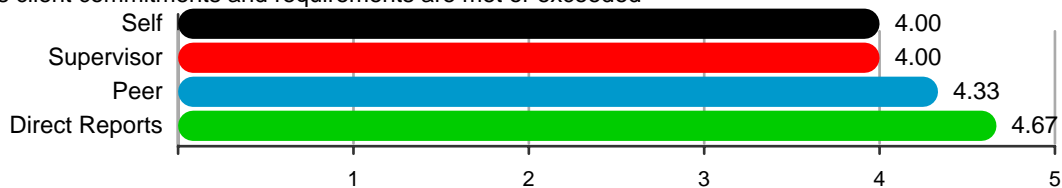
28. Looks for opportunities that have a positive impact on Clients.



29. Satisfies client needs.



30. Ensures client commitments and requirements are met or exceeded



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 (Excels/ Role Model).

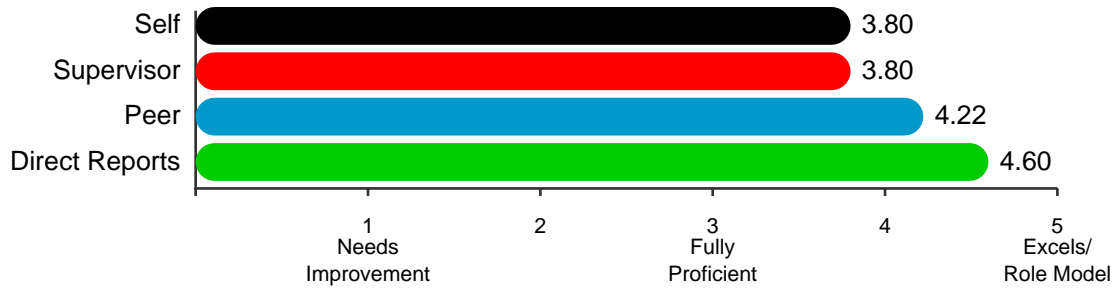
Item	n	Avg	LOA	Needs Improvement		Fully Proficient	Excels/ Role Model
26. Forms strong client relationships	15	3.87	73.3	13%	13%	47%	27%
27. Maintains strong relationships with clients.	15	4.07	80.0	7%	13%	47%	33%
28. Looks for opportunities that have a positive impact on Clients.	15	4.53	100.0			47%	53%
29. Satisfies client needs.	15	4.67	100.0			33%	67%
30. Ensures client commitments and requirements are met or exceeded	15	4.33	100.0			67%	33%

Comments:

- He is strongly committed to continuous improvement and fosters an environment where improvement ideas are welcomed, discussed openly, and experimented on.
- Does above and beyond work consistently
- I do not have much insight into his leadership effectiveness, as I rarely see him with his staff. My interactions with him and his team are generally separate meetings. He presents himself well to other leaders in the organization.
- By applying vision, strategy and activation in his day to day decisions he aspires us to be the best leaders we can be.
- He takes the time to explain to staff the rationale of changes being made.
- Sometimes _____'s communication style is sarcastic which can be a distraction during meetings and decrease effectiveness.

Strategic Focus

Summary Scores



31. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.



32. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.



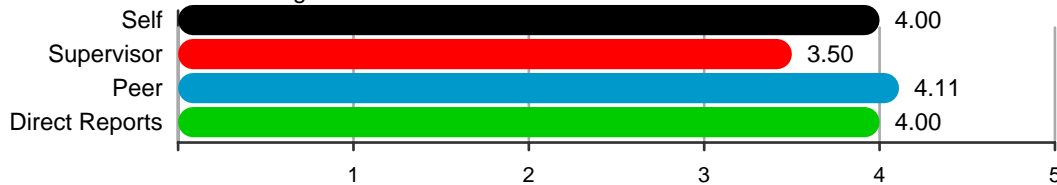
33. Looks for opportunities to enhance contributions to the bottom line.



34. Understands & contributes to development of strategic goals.



35. Understands their role within the organization.



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 (Excels/ Role Model).

Item	n	Avg	LOA	Needs Improvement	Fully Proficient	Excels/ Role Model
31. Focuses attention on treating the causes of problems rather than simply addressing the symptoms.	15	4.20	86.7	13%	53%	33%
32. Sustains or achieves a competitive advantage for the organization by analyzing the best practices and lessons learned from other organizations.	15	4.40	100.0		60%	40%
33. Looks for opportunities to enhance contributions to the bottom line.	15	4.20	86.7	13%	53%	33%
34. Understands & contributes to development of strategic goals.	15	4.27	93.3	7%	60%	33%
35. Understands their role within the organization.	15	4.00	80.0	20%	60%	20%

Comments:

- he continues to make improvements in core competencies.
- He has incredible strengths in most of these areas. I think high organizational uncertainty and change has contributed to making it difficult to clearly defining outcomes and expectations.
- He continually strives for excellence regardless of his role, task at hand, or project he is leading or participating on.
- Engagement is an area where _____ has improved by being more in-tune with department needs. He listens more and asks great questions.
- _____ has a lot on his plate, yet through it all maintains a good working relationship with other departments and has a good sense of logic from which to make decisions.
- _____ takes people where they want to go and pushes them to be their own success.

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 collaborates with all departments and operates under shared governance.
- I appreciate _____'s willingness to share his knowledge with our team.
- When there are any issues, I can take them to _____ and together we are able to work out the issues.
- _____ does not beat around the bush nor does he have hidden agendas.
- Can lead a team well and can present the goals/plan so all know the direction to move forward in.
- _____ has worked collaboratively with the Marketing, HR, Operations and Risk departments and many others while preparing for several transitions.

What do you like best about working with this individual?

- Since we all have things we need to be aware of, he is protective and proud of his staff, which can make it difficult to have true conversations about performance outcomes and process improvement opportunities. He may want to be aware of this when asking for feedback.
- The only area I feel _____ needs improvement is that when he gives a project he often has a vision for it but waits until the work is done to share that vision. Can be frustrating at times.
- Sometimes I feel like I need to check on _____ and make sure that read an email/understands that I need his input on a project.
- _____ is always professional during interactions with staff.
- _____ does an excellent job in his role.
- He is very collaborative and always attempts to work with others.

What do you like least about working with this individual?

- When I bring a problem to _____ he does not jump in to problem solving mode, which I appreciate because sometimes I already have a solution(s) in mind and want an opportunity to share those with her, rather than his trying to jump to solving my problems for me. If I do not have a solution in mind, he helps me generate possible solutions by asking questions not by trying to solve it for me. I find this to be very valuable.
- Management skills progressing well with experience.
- _____ consistently puts customer service and positive customer outcomes at the forefront of any discussion and/or decisions.
- Become more aware of the impact you have on teammates. Encourage the team to take ownership and lead instead of doing everything for everyone.
- _____ is an outstanding leader. He offers great communication and staff allows know what is expected of them.
- His view of what is right is a welcome asset to any team. Ensuring integrity in all it's forms helps the team to achieve excellence.

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

- _____ is a valued member of the department.
- He demonstrates a high level of personal integrity in his work and remains honest (even when the truth hurts).
- _____ is an expert in process improvement and has moved into a role that will allow him to continuously learn and grow.
- Improvement should come over time. There is potential which is present.
- _____ has high expectation of staff, but provides the support needed for success. He is customer, yet will deal with staff who are not willing to make the changes necessary for them to be more effective in their job role.
- He is always first to share what's on the horizon. At conclusion of a project, he shares what went well and lessons learned and spreads the learning to all parts of the organization which would benefit.

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

- He is a firm believer that all decisions and important discussion is filtered through his direct report and committees with front line staff representation and solicits input and involves front line staff in his everyday work.
- He is also quick to tap into his past experiences in attempting to find the best solution.
- His recent coaching helped me work through something that had been challenging and disappointing me for months, and I was able to make the breakthrough I believe he was looking for.
- I am very thankful for all the opportunities he has provided me and I have grown in my development under his guidance. A real asset to the organization.
- He is organized, kind, and extremely approachable.
- We are a department in need of structure and I feel he has done a great job in this area. We have made many changes and morale is much better, though it will take some time for everything to turn around.

Any final comments?

- Has good intentions, but follow through needs more work.
- _____ is a team player and effective in his role.
- He is very collaborative and always attempts to work with others.
- We are striving to meet best practice standards.
- _____ makes decisions based upon HR compliance regulations and what is right even if those decisions are hard.
- He is a great teammate.